



An Analytical Study of Key Factors Driving Job Satisfaction in Surat's Diamond Industry

Jvalant H Pandya¹, Dr. Nirmal Sharma², Dr. Neelima Kamjula³

¹Research Scholar, Bhagwan Mahavir University, Surat, GJ

²Research Supervisor, Provost, Bhagwan Mahavir University, Surat, GJ

³Research Co-Supervisor, Director at Bhagwan Mahavir College of Management, BMU, Surat.

Abstract:

This study investigates the factors driving job satisfaction among employees in Surat City's diamond manufacturing industry. Surat is a globally recognized hub for diamond processing, with thousands of workers engaged in the labour-intensive industry. The study evaluates various aspects that drives job satisfaction, including workplace facilities, emotional, financial stability and job structure. Data was collected from 100 employees through a structured questionnaire and statistical tools like SPSS and SmartPLS were used for analysis. The findings show that employees are generally satisfied with workplace conditions such as office seating, safety measures and managerial support. However, concerns exist regarding mental health support, canteen cleanliness, financial benefits and work-life balance. Demographic factors, including gender, age and experience, play a role in determining job satisfaction. Experienced employees report higher satisfaction levels, while newer employees express mixed opinions. Emotional, financial and psychological factors have a significant impact on job satisfaction, with financial stress reducing overall satisfaction. The study concludes that for long-term employee retention and enhanced job satisfaction, diamond manufacturers need to improve working conditions, offer better financial incentives, ensure job security and introduce mental health support programs.

Keywords: Job Satisfaction, Diamond Industry, Surat, Employee Well-being, Workplace culture, emotional, psychological and Environmental

Introduction

Surat City, located in Gujarat, India, is popularly known as the “Diamond Hub of the World.” It is globally recognized for its contribution to the diamond cutting and polishing industry. Over 90% of the world's diamonds are processed in Surat, employing thousands of workers from various states of India. These employees come from different backgrounds, levels of education, and skill sets, making the industry diverse and labour-intensive. In such a competitive and productive environment, the role of employee satisfaction becomes vital. Job satisfaction among these employees plays a crucial role in the efficiency, productivity and overall growth of the industry.

Job satisfaction refers to the level of contentment a person feels with their job. It includes various elements such as the nature of work, compensation, recognition, relationships with co-workers and supervisors, working

conditions and opportunities for growth. When employees are satisfied, they are more productive, show loyalty to the organization, and contribute positively to workplace culture. On the other hand, dissatisfaction may lead to absenteeism, high turnover, lack of motivation, and reduced performance (Kumar, 2021).

In the diamond industry of Surat, where physical labour and precision are important, understanding what keeps employees motivated and happy is crucial. The working conditions in many diamond manufacturing industries are often strict, with long hours and repetitive tasks. Moreover, many workers migrate from other states, which can also affect their mental and emotional Factors such as emotional balance, job security, fair wages, supportive environment, and psychological health must be evaluated to understand how they impact the overall job satisfaction of these workers.

According to a study by Patel and Joshi (2018), employees in labour-intensive industries such as diamond manufacturing often face challenges related to job monotony, lack of social recognition, and inadequate facilities. Even though the diamond sector contributes massively to the Indian economy, the welfare of the employees has not always been given the required attention. The traditional approach of focusing only on production targets must be replaced by a more human-centric model that considers employee well-being as a priority.

Over the last few years, many diamond firms have started modernizing their workplaces. Some units are implementing human resource practices like employee training, grievance handling systems, health camps, and bonus schemes to retain skilled labour. However, the implementation is not uniform across the sector. Small and medium-sized firms often lack professional HR departments, and decisions are taken informally. This inconsistency makes it even more important to study how job satisfaction differs among employees working in various types of organizations.

Workplace environment plays a key role in employee satisfaction. Factors like cleanliness, lighting, air ventilation, safety measures and rest breaks have a major impact, especially in an industry where detailed visual work is required. Workers must be provided with ergonomic seating and adequate lighting for diamond polishing work. Poor physical conditions can not only lead to dissatisfaction but also to health issues such as eye strain, back pain, and stress (Rao, 2019).

Financial factor is another important area to consider. While some diamond workers are paid on a fixed monthly basis, many are still paid on a piece-rate system, which means they earn based on the number of stones they polish. This system creates stress and sometimes results in overworking to meet targets. Moreover, there are cases where workers do not receive timely payments or proper benefits such as Provident Fund (PF) and Employee State Insurance (ESI). Such financial insecurity can severely affect an employee's sense of satisfaction and stability (Mehta & Shah, 2020).

Career advancement and growth opportunities are equally important for job satisfaction. Many employees in the diamond industry begin as trainees or helpers. Over time, with experience and skill development, they may become polishers, supervisors, or even workshop managers. However, in some units, there is a lack of structured promotions or skill-building programs. This leads to frustration among workers who feel they are stuck in the

same role for years without recognition. Providing training, appraisals, and clear career pathways can enhance motivation and job satisfaction (Desai, 2021).

The emotional and psychological well-being of workers also deserves attention. Migrant workers staying away from families often experience loneliness and stress. In high-pressure work environments, where production deadlines are tight and competition is high, workers may face mental fatigue. There is also limited awareness about mental health support in many workplaces. The presence of friendly supervisors, peer support, and counselling services can significantly improve psychological satisfaction among employees (Bhatt, 2020).

Additionally, demographic variables such as age, gender, education, marital status, and years of experience may also influence job satisfaction. For instance, younger employees may prioritize growth opportunities and recognition, while older workers may focus more on job security and financial benefits. Understanding these differences helps employers create more personalized HR policies (Sharma & Trivedi, 2017).

In conclusion, job satisfaction is a multidimensional concept that must be studied in the context of the diamond manufacturing industry in Surat. This industry is unique due to its blend of traditional practices and modern business models. To ensure long-term sustainability, it is essential to look beyond profits and production and focus on the people behind the sparkle. By identifying the key factors that contribute to employee satisfaction, this study aims to help employers adopt better human resource practices that are both efficient and compassionate.

Review of Literature

1. Javed, M., Balouch, R., & Hassan, F. (2014) This study explores how employee empowerment and workplace environment influence job satisfaction, which in turn affects job loyalty, performance, and turnover intentions. The findings indicate a significant positive relationship between empowerment, environment, and job satisfaction, and a negative relationship between job satisfaction and turnover intentions. This underscores the importance of fostering empowering environments to enhance satisfaction and reduce turnover. Link to the study [ResearchGate+1Macrothink Institute+1](#)
2. Hee, O. C., Yan, L. H., Rizal, A. M., Kowang, T. O., & Fei, G. C. (2018) This conceptual paper identifies job stress, communication, and compensation as primary factors influencing job satisfaction. It emphasizes that high stress levels and poor communication negatively impact satisfaction, while adequate compensation enhances it. The study suggests that organizations should address these areas to improve employee satisfaction and retention. Link to the study [ResearchGate+2Knowledge Words Publications+2HRMARS+2](#)
3. Singh, D., Kumar, S., & Meet, M. K. (2023) This research analyzes various factors affecting job satisfaction in the manufacturing sector, including work-life balance, health and safety, company values, recognition, managerial relationships, communication, salary, working conditions, and work styles. The study finds that job stress, salary, and communication are the most frequently cited factors influencing satisfaction, highlighting the need for organizations to focus on these areas. [Link to the studyResearchGate](#)

4. Okolie, U. C. (2019) This review examines the relationship between job satisfaction and employee retention. It identifies key factors affecting satisfaction, such as compensation, career development opportunities, and management practices. The study concludes that enhancing job satisfaction is crucial for retaining employees and suggests implementing comprehensive human resource strategies to achieve this. [Link to the study](#)
5. Dzulkalnine, N., & Hanani, W. (2022). This study explores how organizational factors and management practices influence job satisfaction. It highlights that aspects like salary, career progression, work-life balance, and management style significantly affect employee satisfaction. The authors advocate for proactive management roles in addressing these determinants to enhance overall job satisfaction.

Research Objectives:

1. To evaluate the impact of organizational policies and management practices on employee job satisfaction in Surat's diamond industry.
2. To Study the emotional, psychological, work culture and their impact on overall job satisfaction.

Research Methodology:

The present study aims to explore the factors drives the job satisfaction among employees in the diamond manufacturing industry of Surat City, a globally recognized hub for diamond processing. The research acknowledges the highly labour-intensive nature of the industry, where employees often face long working hours, low wages. It highlights the need to understand the emotional, psychological of workers, which are often overlooked in similar studies. A descriptive research design was adopted and data were collected from 100 employees through a structured questionnaire using a convenience sampling method. Statistical tools such as SPSS and SmartPLS were used to analyse the data, including frequency analysis, percentage analysis, Kruskal-Wallis test, and structural equation modelling. The study also faced limitations like restricted access to employees and limited sample representation. This research holds significance for employers, policymakers and industry bodies aiming to enhance workplace satisfaction and improve overall productivity in Surat's diamond sector.

Findings:

Demographic Overview of Employees

1. **Gender:** Most employees are men (86.3%); only 13.7% are women.
2. **Age Group:** Majority are between 40 to 54 years (59.8%) – showing experienced, mid-career employees.
3. **Department:** More than half (62.6%) work in Production, others (37.4%) in Operations.
4. **Job Position:** Most are in mid-level roles (75%). Entry-level is 16.5%, senior roles are 8.5%.
5. **Marital Status:** Most are married (88.9%), which can influence job preferences.

6. **Work Experience:** Over half (55.7%) have 10+ years of experience, reflecting job stability.
7. **Education:** Many completed SSC (25.8%) and HSC (24.5%), showing varied education levels.
8. **Type of Employment:** Most (89.9%) are in full-time jobs. Few are on contract.
9. **Shifts:** Nearly all (92.8%) work general shifts; only 7.2% work in rotational shifts.

◇ Work culture and Satisfaction

1. High satisfaction with office seating (4.81) and tea/coffee (4.75).
2. Separate washrooms are appreciated (4.64).
3. Lowest rating is for canteen cleanliness (4.03) – needs improvement.
4. Drinking water (4.37), first aid (4.30), and safety measures (4.50) are satisfactory.

◇ Work culture and Emotional Factors

1. Employees enjoy working with colleagues (4.54) and like the work culture (4.49).
2. Managerial support (4.22) and work appreciation (4.18) are good.
3. A big concern is lack of mental health programs (2.35).

◇ Psychological Factor and Job Structure

1. Most find their work engaging (4.73) and maintain work-life balance (4.72).
2. Weekend and holiday work is common (4.94) – may affect personal life.
3. Managers give constructive feedback (4.86) and realistic targets (4.26).

◇ Financial Factor and Stability

1. Satisfied with salary fairness (4.70) and timely payments (4.02).
2. Fringe benefits (3.89) and retirement benefits (3.21) scored low – areas to improve.

◇ Statistical Findings

1. **Gender:** Males and females differ in recognition, trust in management, and workload view.
2. **Age:** Older workers show higher satisfaction and belonging.
3. **Department:** Production staff feel more engaged than Operations staff.
4. **Marital Status:** Married employees feel more secure and engaged.
5. **Experience:** Long-term employees are more satisfied; less experienced show mixed views.
6. **Education:** Higher education affects recognition, not always satisfaction.

◇ Test of Normality

- Data is not normally distributed, so non-parametric tests are recommended.

◇ Reliability Check

- Cronbach's Alpha = 0.741 → Indicates good consistency in the questionnaire.

◇ Key Factor and Job Satisfaction Links

1. **Emotional Factor:** Positive effect (0.087), statistically significant ($p = 0.040$).
2. **Environmental Factor:** Tiny negative impact (-0.028), not significant ($p = 0.615$).
3. **Financial Factor:** Negative effect (-0.060), but significant ($p = 0.003$) – money stress reduces satisfaction.
4. **Psychological Factor:** Small positive effect (0.071), significant ($p = 0.025$).
5. **Work Culture:** Slight positive effect (0.099), not significant ($p = 0.228$).

Conclusion:

The study concludes that most employees are generally satisfied with workplace facilities, job roles, and managerial support. They value the office environment, good relationships with colleagues and supportive supervisors. However, there are concerns regarding canteen hygiene, limited mental health support, low financial benefits and weak work-life balance. Organizations must improve these areas to enhance satisfaction. Financial incentives and psychological programs should be prioritized. Demographic factors such as gender, age and experience influence satisfaction levels. Experienced employees show higher satisfaction, while newer ones have mixed opinions. Production staff are more engaged than those in Operations. Work-life balance is strained due to weekend and holiday work; Reduce weekend work requirements where possible to improve employee well-being. Job security concerns are also evident, and long-term employment policies are needed. The study finds emotional, financial and psychological factors positively drives the job satisfaction, while financial issues negatively impacting morale. Work culture, although positive, show no statistical significance.

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