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ADVANCES IN SOCIAL HUMANITIES RESEARCH

The Effect of Work Environment on Job Satisfaction is Mediated by Burnout

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Abstract
Human resources play a pivotal role in determining an organization's overall effectiveness and sustainability. Among the various factors influencing employee performance, the work environment is considered one of the most critical as it directly affects job satisfaction. A supportive and comfortable work environment not only enhances employee motivation but also reduces fatigue and boredom, leading to improved productivity. This research aims to examine the effect of the work environment on job satisfaction, as well as the mediating role of burnout in this relationship. A survey research design was employed with a total sample of 80 respondents. Data were collected through a combination of literature review, field observations, interviews, documentation, and questionnaires to ensure comprehensive and reliable insights. The data were analyzed using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach to evaluate the direct and indirect effects of the variables. The findings reveal that the work environment significantly influences job satisfaction both directly and indirectly through burnout. Furthermore, burnout was found to have a negative impact on job satisfaction, indicating its crucial role as a mediating factor. The results underscore the importance of creating a conducive work environment and implementing effective strategies to reduce employee burnout as a means to enhance job satisfaction. This research provides practical implications for organizational leaders and human resource managers in formulating policies that prioritize employee well-being and promote a positive workplace culture.
Keywords: job satisfaction; work environment; burnout

Introduction

Within a company, there are important, interconnected pillars, each with its own role and function, which are absolutely essential for a business to consistently produce well. One such pillar is human resources. Human resources (HR) are the most important asset in a business institution, required to create added value, possess unique characteristics, be inimitable, and irreplaceable, as well as strive to create value. HR is one of the most crucial components of a company's continuity and to achieve its goals. In this context, HR refers to the company's employees (Darma, 2020; Kasmawati, 2018; Mamulaty et al., 2016; Purnawati, 2015).

Employees are a valuable organizational asset that must be well-managed to provide optimal contribution. CV Era Media Sentral employees are a vital part of the company's operations, which distributes office and school stationery. With a delivery network spanning across Indonesia and a focus on services in the Serang, Pandeglang, and Cilegon areas, employees face high work demands, ranging from inventory management and customer service to timely and accurate order fulfillment. CV Era Media Sentral employees come from diverse backgrounds but share a common work ethic, perseverance, and the ability to work in a team.

In their daily lives, CV Era Media Sentral plays a crucial role in maintaining partnerships with renowned brands such as Kenko, Zebra, Nachi Tape, and Staedtler. Employee professionalism and loyalty are key factors in maintaining the company's reputation and operational continuity (Salsabilah & Syafutri, 2025). Therefore, sound human resource management is essential, including attention to employee welfare, job satisfaction, and competency development, so that employees can continue to make optimal contributions to the company's growth.

The work environment significantly influences employee job satisfaction. A positive work environment can provide a comfortable space for employees to carry out their duties and can reduce employee boredom. Furthermore, a positive work environment can also foster good mental health for employees, enabling them to focus on their work (Uma & Swasti, 2024).

The work environment at CV. Era Media Sentral is known to be inadequate, such as insufficient workplace security because the office lacks security guards and the office area is not equipped with CCTV. Furthermore, the color scheme on the office walls is too outdated, making the lighting unaesthetic and unattractive. CV. Era Media Sentral is located on *Jl. Raya Pasar Ciomas*, so noise from the main road, including motorized vehicles, is very loud and disruptive to work. The company's facilities for meal breaks are also inadequate. Furthermore, there is a lack of harmonious employee-supervisor relations due to the unrepresentative office space, resulting in a lack of direct interaction and communication with employees and consequently, a poor supervisor-employee relationship.

One of the problems that occur among employees is that they feel excessive fatigue due to work that is done continuously for a long time. Job satisfaction is not achieved by many employees in a company. It is not uncommon for leaders to be unaware of the factors that cause dissatisfaction, so employees feel dissatisfied in their work. Many companies experience problems with employee satisfaction, ranging from employees who are unhappy with their work, employees who are always late to the office, and work achievements that are not appreciated by leaders. If left unchecked, this will result in a very high turnover rate. Job satisfaction is often shown by employees by how much they like the work itself and the level of enjoyment they experience in carrying out the work. Generally, it can be said that job satisfaction is a feeling of comfort and positive relationships among fellow employees.

Based on data on employee attendance rates at CV. Era Media Sentral over the past three years, a decline has been observed. In 2022, the employee attendance rate reached 94.09%, in 2023 it decreased to 89.93%, and in 2024 it was 84.37%. This indicates problems related to job satisfaction among CV. Era Media Sentral employees, as shown by the declining attendance rates, suggesting that employees do not love their jobs because they are not enthusiastic about coming to work. In addition, CV. Era Media Sentral employees also do not have good work discipline, as seen from the rate of late arrivals: in 2022 as many as 5 people, in 2023 as many as 6 people, and in 2024 as many as 8 people. This will affect company performance, potentially leading to salary

deductions that harm the employees themselves, which in the end causes employees to feel dissatisfied with their work. This is also supported by employee performance targets: over the past three years, the performance of employees at CV. Era Media Sentral has continued to decline and has not reached the target, so it can be concluded that employee work performance in the last three years has decreased.

Burnout is a psychological syndrome consisting of three dimensions: emotional exhaustion, depersonalization, and low self-esteem in performing daily tasks (Yanti et al., 2021). This can also lead to decreased work motivation in individuals experiencing burnout. Someone who works too hard or does the same job repeatedly over a long period of time can experience burnout. Burnout is a psychological disorder characterized by exhaustion, depersonalization, and a reduced capacity to perform daily tasks. It can also cause difficulty sleeping and feelings of anxiety or sadness (Lim, 2023).

Burnout is important for companies to address in order to prevent its frequent occurrence among employees. Not only lower-level employees, but superiors can also experience burnout. Burnout in companies can lead to employees becoming lazy about work due to fatigue, and in the worst case, even leaving their jobs.

Employees with high levels of burnout typically experience low job satisfaction. Job satisfaction itself is a pleasurable psychological state experienced by employees within a company or organization. Job satisfaction is a pleasant or positive emotional state stemming from the assessment of one's work or work experiences. Job satisfaction can stem from the work itself being enjoyable or from a salary or wage commensurate with the work (Hermawan, 2016).

Based on employee turnover data in 2024, 14 employees resigned from the company in January, March, April, May, August, October, November, and December. This indicates that employees felt dissatisfied working at CV. Era Media Sentral and decided to leave. Employees need a sense of security, satisfaction, and enjoyment while working. Employees who feel satisfied with their work generally do not want to leave their company. Employees are typically satisfied with their jobs if the company fulfills all their desires and expectations regarding their duties or work. Therefore, companies must pay attention to employee complaints and desires. On the other hand, employees who do not get satisfaction in their work will generally resign from the company where they work and look for another company that will provide satisfaction to employees.

A potential problem in creating employee job satisfaction is human resources. Human resource issues related to job satisfaction include the work environment. The work environment at CV. Era Media Sentral is inadequate, including insufficient job security, as the office lacks security guards and CCTV. Furthermore, the color scheme on the office walls is too outdated, making the lighting unattractive and unappealing. CV. Era Media Sentral is located on *Jl. Raya Pasar Ciomas*, so noise from the main road, including motorized vehicles, is very disruptive to the work environment. The company's meal break facilities are also inadequate. Furthermore, there is a lack of harmonious employee-supervisor relations due to the unrepresentative office space, resulting in a lack of direct

interaction and communication with employees, and consequently poor supervisor-employee relations.

Based on employee attendance data at CV. Era Media Sentral, attendance rates have declined over the past three years. In 2022, the employee attendance rate reached 94.09%, in 2023 it decreased to 89.93%, and in 2024 it was 84.37%. This suggests a problem related to job satisfaction among CV. Era Media Sentral employees, marked by declining attendance rates, which illustrates that employees do not love their jobs as they are not enthusiastic about coming to work. In addition, CV. Era Media Sentral employees also lack good work discipline, as seen from the number of late arrivals: in 2022 as many as 5 people, in 2023 as many as 6 people, and in 2024 as many as 8 people. This will certainly impact company performance, leading to salary deductions that disadvantage employees and ultimately cause them to feel dissatisfied with their work. Furthermore, employee performance targets have not been met for the past three years, so it can be concluded that employee work performance has declined during this period.

Employee turnover data for 2024 shows that in January, March, April, May, August, October, November, and December, 14 employees resigned from the company. This data suggests that employees felt dissatisfied working at CV. Era Media Sentral and decided to leave. Employees need a sense of security, satisfaction, and enjoyment at work. Employees who feel satisfied with their work generally do not want to leave their company. Employees typically feel satisfied with their jobs if the company fulfills all their desires and expectations regarding their tasks or work. Therefore, companies must address employee complaints and desires. Conversely, employees who are dissatisfied with their work generally resign and seek another company that will provide them with satisfaction.

Based on the problem background above, the research problem is the inadequate condition of the company's work environment, particularly regarding job security, as the office lacks security guards and CCTV. Furthermore, the color scheme on the office walls is outdated, making the lighting unaesthetic and unattractive.

CV. Era Media Sentral is located on *Jl. Raya Pasar Ciomas*, so the noise from the main road, including motorized vehicles, is very loud and disruptive to work. The company's meal break facilities are inadequate, and employee-supervisor relations are less harmonious due to a lack of direct interaction and communication, resulting in poor employee-supervisor relations.

If left unchecked, this can lead to very high turnover rates. Employees are pressured to work to achieve specific targets without the necessary equipment or resources, authority, and direction and guidance from superiors, resulting in poor processes and final results. Meanwhile, regarding burnout, one of the problems experienced by employees is excessive fatigue due to continuous work over long periods.

Previous studies have highlighted the relationship between the work environment, burnout, and job satisfaction, but gaps remain in the context of small and medium-sized enterprises (SMEs). Setiawan (2023) found that the work environment has a positive and significant effect on employee job satisfaction in the Indonesian manufacturing sector,

with burnout acting as a mediator between the work environment and job satisfaction. Meanwhile, Monica and Hayati (2024) examined toxic workplace environments and found that both negative work environments and burnout significantly influence turnover intention, without focusing on the direct link to job satisfaction. While these studies provide valuable insights, they do not thoroughly explore how the work environment directly and indirectly (via burnout) influences job satisfaction in smaller, localized companies such as CV Era Media Sentral.

This study aims to determine the influence of the work environment on job satisfaction, mediated by burnout. The benefits include offering practical recommendations for HR management in SMEs to improve workplace conditions, reduce burnout, enhance job satisfaction, and ultimately boost employee attendance, performance, and retention.

Research Method

This type of research uses a survey research method. The survey method was chosen to determine the influence of the work environment on job satisfaction mediated by burnout. The population in this study consisted of 80 employees of CV. Era Media Sentral. The sampling technique used in this study was a saturated sampling technique, which means that all members of the population are included as samples. Since the population size is 80 people, the total sample is also 80 people. The data sources in this study are primary and secondary data. Primary data were obtained from respondents by distributing questionnaires. Secondary data in this study were collected from *literature studies* that provide a theoretical basis, obtained from books, scientific journals, the internet, and reports of CV. Era Media Sentral, as well as other sources related to this research. Data collection techniques in this study included *library studies* and field research. In this study, an approach was carried out using *Partial Least Squares (PLS)*, often referred to as *soft modeling*. PLS is a powerful analysis method because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be large. PLS can also be used for structural modeling with either reflective or formative indicators.

Results and Discussion

Validity Test

The model-based variable test specifies the relationship between the variables and their indicators. The analysis stage in the model-based variable uses validity and reliability tests. The convergent validity criterion is if the variable loading value is > 0.7. The results of the validity test are presented in the following table:

Table 1. Validity Test Results

	Burnout	Job satisfaction	Work environment
BR1	0.872		
BR2	0.844		
BR3	0.850		
BR4	0.885		

	Burnout	Job satisfaction	Work environment
BR5	0.907		
KK1		0.910	
KK2		0.911	
KK3		0.908	
KK4		0.959	
KK5		0.916	
LK1			0.874
LK2			0.840
LK3			0.904
LK4			0.920
LK5			0.892
LK6			0.916

The Job Satisfaction construct has varying factor loading values across its indicators, with indicators such as KK1 (0.910), KK2 (0.911), KK3 (0.908), KK4 (0.959), and KK5 (0.916) showing good results, meeting the standards recommended by Hair et al. (2022) (>0.7). Thus, all indicators can be concluded as valid in describing their respective constructs.

The Work Environment construct has varying factor loading values across its indicators, with indicators such as LK1 (0.874), LK2 (0.840), LK3 (0.904), LK4 (0.920), LK5 (0.892), and LK6 (0.916) showing good results, meeting the standards recommended by Hair et al. (2022) (>0.7). Thus, all indicators can be concluded as valid in describing their respective constructs.

The Burnout construct has varying factor loading values across its indicators, with indicators such as BR1 (0.872), BR2 (0.844), BR3 (0.850), BR4 (0.885), and BR5 (0.907) showing good results, meeting the standards recommended by Hair et al. (2022) (>0.7). Therefore, all indicators can be concluded as valid in describing their respective constructs.

Discriminant Validity

The discriminant validity of the HTMT (Heterotrait-Monotrait Ratio) is a measure used to evaluate whether two different constructs or latent variables in a study are truly statistically different. Based on this, the following is the interpretation of the HTMT matrix using 0.90 as the threshold as follows:

Table 2. Heterotrait-Monotrait Ratio (HTMT) Values

	Burnout	Job satisfaction	Work environment
Burnout			
Job Satisfaction	0.706		
Work Environment	0.622	0.669	

Based on the table above, discriminant validity is considered met if the HTMT value is below 0.90. If the value exceeds this limit, there is a possibility that the two constructs are too similar, which can cause problems in model interpretation. The table above shows good discriminant validity because the HTMT value is below 0.90.

Reliability Test

Composite Reliability

Composite reliability is a data analysis that demonstrates the accuracy, consistency, and precision of a measuring instrument in performing a measurement. Reliability testing in PLS can use two methods: Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of a construct's reliability value, while composite reliability measures the actual value of a construct's reliability. Composite reliability is a group of indicators that measure a variable. A variable is considered good if its calculated composite reliability value is > 0.7. The results of the composite reliability test are presented in the following table:

Table 3. Composite reliability test results

	Composite Reliability
Burnout	0.941
Job Satisfaction	0.965
Work Environment	0.959

Based on the table above, the data is declared reliable because all variables in the construct show a calculation result of >0.7. Therefore, the data is declared reliable enough to be continued.

Average Varian Extracted (AVE)

The Average Variance Extracted (AVE) must have a value > 0.5. AVE is used to assess the level of variation of a construct component derived from its indicators, taking into account the error rate. The results of the Average Variance Extracted (AVE) are presented in the following table:

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Burnout	0.760
Job Satisfaction	0.848
Work Environment	0.795

The results of the table above show that the average variance extracted (AVE) is stated to meet the established standard of 0.5.

Cronbach Alpha

Research is considered reliable if the Cronbach's Alpha value is 0.7 or higher. In this study, 0.7 was chosen as the reliability coefficient. The criteria for reliability testing are: if the reliability coefficient value is >0.7, the instrument has good reliability, or in other words, it is reliable or trustworthy.

Table 5. Cronbach Alpha

	Cronbach's Alpha
Burnout	0.921
Job Satisfaction	0.955
Work Environment	0.948

The data was declared reliable because all variables in the construct showed Cronbach's Alpha calculations > 0.6. Therefore, the data was declared reliable enough to be continued.

Inner Model Testing Results

The overall structural model evaluation procedure aims to assess how well the model can explain and predict variance in the endogenous construct.

Table 6. Hypothesis Test Results

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
Burnout -> Job Satisfaction	0.440	0.449	0.140	3.142	**0.002**
Work Environment -> Burnout	0.585	0.582	0.097	6.005	**0.000**
Work Environment -> Job Satisfaction	0.638	0.628	0.090	7.079	**0.000**

The following is an interpretation based on the data in the table:

1. Work Environment → Job Satisfaction
   The t-statistic of 7.079 is greater than 1.96, indicating a significant relationship. Furthermore, the p-value of 0.000 indicates that this relationship is also statistically significant (p-value <0.05). The path coefficient is 0.638 (positive), thus indicating a positive relationship between the work environment and job satisfaction.
2. Burnout → Job Satisfaction
   The t-statistic of 3.142 is greater than 1.96, indicating a significant relationship. Furthermore, the p-value of 0.002 indicates that this relationship is also statistically significant (p-value <0.05). The path coefficient is 0.440 (positive), thus indicating a positive relationship between burnout and job satisfaction.
3. Work Environment → Burnout
   The t-statistic value of 6.005 is greater than 1.96, indicating a significant relationship. Furthermore, the p-value of 0.000 indicates that this relationship is also statistically significant (p-value <0.05). The path coefficient is 0.585 (positive), thus indicating a positive effect of the work environment on job satisfaction, mediated by burnout.

Table 7. R Square Values

	R Square
Burnout	0.358
Job Satisfaction	0.537

The R^2 value for burnout is 0.358, meaning the model can explain approximately 35.8% of the variability in burnout. This value indicates that the model has substantial explanatory power for the dependent variable, in accordance with the general criteria outlined in the article. An R^2 value greater than 0.5 but less than 0.75 indicates that the model can still explain most of the variation, but there are other factors influencing the dependent variable that are not explained by the model (moderate).

For job satisfaction, the R^2 value is 0.357, indicating that the model can explain approximately 35.7% of the variation in job satisfaction. This value can also be considered quite good and falls within the moderate explanatory range, as recommended in the guidelines that an R^2 of 0.50 is considered adequate.

Table 8. Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Environment -> Burnout -> Job Satisfaction	0.585	0.582	0.097	6.005	0.000

Based on the table above, the results of the indirect effect test show that the t-statistic value of 6.005 is greater than 1.96, indicating that this relationship is significant. Furthermore, the p-value of 0.000 indicates that this relationship also has a statistically significant influence (p-value <0.05). The path coefficient value is 0.585 (positive), thus, the work environment influences job satisfaction mediated by burnout.

Table 9. Hypothesis Testing Results

Hypothesis	Test Results	Results
The Effect of Work Environment on Job Satisfaction	The work environment influences job satisfaction.	Accepted
Work Environment on Job Satisfaction with Burnout as a Mediating Variable	The work environment influences job satisfaction, mediated by burnout.	Accepted
Burnout on Job Satisfaction	Burnout influences job satisfaction.	Accepted

The Influence of the Work Environment on Job Satisfaction

The results of the hypothesis test indicate that the work environment has a significant influence on employee job satisfaction at CV Era Media Sentral. This is evidenced by a significance value less than 0.05 and a positive coefficient in the regression analysis, indicating that the better the work environment perceived by employees, the higher their job satisfaction. The work environment includes physical factors such as workspace comfort, lighting, and air circulation, as well as psychological factors such as relationships with coworkers, communication with superiors, and a supportive work atmosphere.

At CV Era Media Sentral, which supplies office supplies, photocopiers, and other office supplies, a conducive work environment can help increase employee motivation and loyalty. When employees feel safe, appreciated, have good relationships with coworkers and superiors, and are supported by adequate work facilities, they tend to be more satisfied and productive at work.

Factors such as room lighting, office cleanliness, a stress-free work environment, and open communication between employees and management all contribute significantly to job satisfaction. Employees who feel physically and psychologically comfortable in their work environment are more likely to concentrate, feel valued, and express themselves positively (Soelistya et al., 2021). In a service company like CV Era Media Sentral, which involves interacting with customers and completing orders on time, a healthy work environment also contributes to smooth operations and service delivery. Therefore, creating and maintaining a positive work environment is a crucial strategy for increasing employee job satisfaction. Company management needs to pay attention to both the physical and psychological aspects of the work environment, including a supportive work culture, open communication, and effective conflict management. When the work environment is well-managed, employees will feel more comfortable, motivated, and have a sense of belonging to the organization, which ultimately positively impacts their performance and job satisfaction.

In the operational context of CV Era Media Sentral, which supplies stationery and photocopiers, employees tend to spend time in enclosed workspaces and interact within relatively small teams. Therefore, a comfortable and conducive work environment is a crucial aspect influencing daily work satisfaction. Employees who feel appreciated, supported by their superiors, and have harmonious social relationships in the workplace will be more motivated to complete tasks and demonstrate loyalty to the company.

These findings align with research conducted by (Suhartono & Amalia, 2024), which states that a conducive work environment directly influences employee job satisfaction in small to medium-sized companies. A positive work environment can create a sense of security, increase motivation, and reduce work stress, ultimately resulting in increased job satisfaction. Furthermore, a study by (Yosanti & Ferdian, 2025) also confirms that a comfortable work environment is a key factor influencing employee perceptions of the company and their work.

Therefore, it can be concluded that good work environment management is a crucial strategy for improving employee job satisfaction at CV Era Media Sentral. Company management should continue to develop a supportive work environment, both physically and psychosocially, to ensure that employees feel comfortable, valued, and able to work productively. This will not only increase job satisfaction but also contribute to work efficiency and long-term employee retention.

The Mediating Role of Burnout in the Work Environment's Influence on Job Satisfaction

Based on the results of the hypothesis test, it was found that the work environment influences job satisfaction, mediated by burnout. These results also indicate that burnout can mediate the influence of the work environment on job satisfaction. A comfortable, safe, and supportive work environment has been shown to significantly increase employee job satisfaction. The significance value for this path is less than 0.05, and the positive coefficient indicates that the more conducive the work environment perceived by employees, the higher their job satisfaction. This suggests that both physical and social aspects of the work environment play a significant role in shaping positive perceptions of work.

In the context of CV Era Media Sentral, which operates in the procurement of office stationery (ATK), photocopiers, and school and institutional supplies, a positive work environment can reduce burnout levels and indirectly increase employee job satisfaction. A conducive work environment characterized by harmonious working relationships, support from superiors, adequate work facilities, and a comfortable work atmosphere can help employees feel more appreciated and less psychologically burdened, thereby reducing the risk of burnout.

At CV Era Media Sentral, a company specializing in the procurement of office stationery and photocopiers, as well as serving various needs of agencies and schools, a supportive work environment can be a key factor in reducing burnout. When employees work in a safe and comfortable environment, have good interpersonal relationships, and receive support from their leadership, this can reduce levels of emotional exhaustion and work stress, which often trigger burnout. This indirectly leads to increased job satisfaction by minimizing employee psychological stress.

However, if the work environment is less supportive, for example, due to excessive pressure, lack of effective communication, or a rigid work environment, employees are more susceptible to burnout, which ultimately results in low job satisfaction. Here,

burnout acts as an intermediary, weakening the positive influence of the work environment on job satisfaction. In other words, even if facilities and work structures are adequate, if employee psychological aspects are not addressed, job satisfaction will remain low due to the high levels of stress and fatigue they experience.

Therefore, to create optimal job satisfaction at CV Era Media Sentral, it is crucial for management to not only create a physically pleasing work environment but also foster a work climate that supports employee mental health. This approach can be implemented through balanced workloads, performance rewards, improved interpersonal communication, and stress management training. By reducing burnout levels through improving the work environment, employee job satisfaction can be achieved more comprehensively and sustainably.

Furthermore, when burnout is included as a mediating variable, it was found that the work environment also has a significant influence on burnout levels. A poor work environment, such as social pressure, role ambiguity, or uncomfortable physical conditions, contributes to an increased risk of emotional, mental, and physical burnout. On the other hand, burnout has been shown to have a significant negative impact on job satisfaction. Employees experiencing burnout tend to lose enthusiasm for work, feel bored, and dissatisfied with their jobs, even though other external factors may be supportive.

These findings reinforce the role of burnout as a mediating variable in the relationship between the work environment and job satisfaction. Mediation tests (using both the Sobel test and bootstrapping) indicate that burnout partially mediates the relationship. This means that part of the work environment's influence on job satisfaction occurs because a poor work environment causes burnout, and this burnout then decreases job satisfaction. This finding aligns with research by (Fhauzan & Ali, 2024), which found that the work environment significantly contributes to the emergence of burnout, and burnout is a major determinant of decreased job satisfaction.

The Effect of Burnout on Job Satisfaction

Based on the results of the hypothesis test, it was found that burnout influences employee job satisfaction at CV Era Media Sentral, both directly and indirectly through the mediating variable burnout. CV Era Media Sentral, as a company engaged in the procurement of stationery and photocopiers, as well as serving educational institutions and offices, has a busy work schedule that sometimes demands completion within tight deadlines.

However, the high level of job satisfaction despite high burnout levels can be explained by several factors. First, organizational support such as responsive management, supportive coworkers, and a fair reward or incentive system can help employees feel valued. Second, the meaning of work can also be a balancing factor. If employees feel their work is important and impactful, this can increase satisfaction even when they are physically and mentally exhausted. Furthermore, the availability of work flexibility or career development opportunities can also contribute to high job satisfaction. Employees who feel they have control over their work or have clear career prospects tend to have positive perceptions of their jobs, even when the workload is high.

This situation demonstrates that burnout does not necessarily automatically decrease job satisfaction. In the context of CV Era Media Sentral, this indicates that the company likely has a non-material compensation system (such as a collaborative work

environment, a sense of belonging, or a strong work culture) that can mitigate the negative effects of burnout on job satisfaction.

Although job satisfaction is currently high, persistent burnout can pose a long-term threat. If not managed properly, persistent burnout has the potential to reduce motivation and productivity, and even increase employee turnover rates. Therefore, companies need to regularly evaluate workloads, working hours, and employee well-being strategies to maintain a balance between demands and their psychological well-being.

High levels of burnout that do not necessarily decrease job satisfaction may also indicate strong psychological resilience among employees (Asita et al., 2025). This resilience allows individuals to remain satisfied with their work despite high pressure. In the context of CV Era Media Sentral, which serves various institutional clients and faces on-time delivery targets, employees may have developed coping strategies (survival mechanisms) such as good time management, effective communication, and strong team support.

Furthermore, company culture can be a key factor in maintaining employee satisfaction amidst burnout. If a company implements a work culture that emphasizes collaboration, mutual respect, and shared achievement, employees are more likely to feel part of a larger mission. This strengthens their sense of meaning in their work, a crucial component of job satisfaction. The role of managerial leadership in maintaining employee job satisfaction cannot be overlooked. Leaders who provide clear direction, appreciate employees' hard work, and are open to aspirations and complaints can foster a sense of being valued and heard. Amid high pressure, this serves as a crucial buffer for employees in maintaining their motivation and job satisfaction.

These findings align with research by Sundari & Meria (2022), which shows that burnout influences job satisfaction. High job satisfaction despite experiencing burnout can also be influenced by support from the organization or superiors. When a company provides a supportive work environment, such as open communication, recognition for hard work, or flexible work environments, employees can remain valued and satisfied despite high work pressure. In this context, burnout is perceived as a challenge to be overcome, not as a burden that saps morale. Some employees also view work pressure as part of their personal development process. They enjoy the challenge and take pride in their ability to persevere and perform well under pressure. Therefore, the relationship between burnout and job satisfaction is not always linear and negative, but rather influenced by internal factors such as motivation and meaning of work, as well as external factors such as organizational support.

In line with research (Manasye, 2023) that states that burnout affects job satisfaction, high levels of burnout do not necessarily automatically decrease employee job satisfaction. In some situations, employees still demonstrate high levels of job satisfaction despite experiencing physical and emotional exhaustion due to heavy workloads. This can occur when employees have a strong sense of responsibility and dedication to their work. They may feel tired, but they still feel pride and satisfaction because the work they do is considered important, meaningful, and aligned with their personal values. In this case, satisfaction arises not from easy working conditions, but from a positive perception of their work results and contribution to the organization.

In CV. Era Media Sentral, work pressure comes from various sources: service completion targets, demands for prompt service, and the need to deal with diverse customers. If the work environment is not designed to mitigate these pressures, such as

the absence of adequate break rooms or a lack of supervisory support, these conditions can lead to emotional exhaustion, physical fatigue, and feelings of underappreciation. This aligns with the findings of Raharjo et al. (2023), who argued that the quality of the work environment plays a crucial role in preventing or accelerating the onset of burnout, which then leads to decreased employee job satisfaction.

As a mediator, burnout explains that even if the work environment appears physically suitable, if psychological aspects such as safety, task clarity, and interpersonal relationships are neglected, burnout will still occur and hinder the positive effects of the work environment on job satisfaction. A study by (Yuki, 2021) confirmed that burnout is not only a result of direct work pressure but also arises from role ambiguity, lack of feedback, and a rigid work culture. In the case of CV. Era Media Sentral, employees who feel disempowered in completing tasks or lack support when dealing with customers tend to experience burnout more quickly.

Conclusion

Based on the research results, it can be concluded that the work environment has a positive influence on employee job satisfaction. The better the quality of the work environment, both physically and socially, the higher the perceived level of job satisfaction. Furthermore, the work environment also influences job satisfaction through the mediation of burnout, where a supportive work environment can shape positive perceptions of work and reduce levels of work exhaustion. Although burnout typically has a negative impact on job satisfaction, in the context of this study it was found that the existence of a non-material compensation system, such as a strong work culture, a collaborative environment, and a sense of belonging to the company, was able to buffer the negative effects of burnout. This indicates that positive factors in the work environment can still increase job satisfaction even if employees experience stress or emotional exhaustion.

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