

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Influences of Work Environment and Burnout on the Job Satisfaction of Transjatim Bus Operational Crew Corridor 5 Surabaya - Bangkalan Route

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ABSTRACT

This study aims to analyze the influence of work environment and burnout on job satisfaction among operational crew members of Transjatim Bus Corridor 5, which serves the Surabaya–Bangkalan route. The research employed a quantitative approach using a survey method with a structured questionnaire distributed to 40 respondents, consisting of drivers and attendants. The sampling technique used was saturated sampling, ensuring that all members of the population were included. Data analysis was conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS) Version 4. The findings reveal that the work environment has a positive and significant effect on job satisfaction, while burnout has a negative and significant effect. This indicates that better workplace conditions, such as supportive facilities, harmonious coworker relationships, and sufficient rest areas, contribute to higher job satisfaction levels among crew members. Conversely, high levels of burnout, including mental and emotional exhaustion, reduced motivation, and increased interpersonal conflict, significantly reduce job satisfaction. The study highlights contextual challenges faced by the operational crew, such as tight bus schedules, limited rest time, overcrowded vehicles, and cultural differences between Surabaya and Bangkalan-based personnel. These challenges contribute to emotional fatigue and workplace stress, reinforcing the negative impact of burnout on employee satisfaction. The study emphasizes the need for managerial interventions to enhance the quality of the work environment and implement burnout mitigation strategies. The results provide important implications for public transportation management, especially in intercity routes, suggesting that improving the work environment and addressing burnout are critical for sustaining job satisfaction and service quality.

Keywords: Work Environment, Burnout, Job Satisfaction.

JEL Code: J28, J81, M54, R41.

I. Introduction

Public transportation plays an important role in supporting the mobility of people in urban areas. One of the public transportation in the field of transportation services operating in East Java is the Transjatim Bus, which serves intercity and inter-district routes. The Transjatim Bus Corridor 5, which connects Surabaya and Bangkalan, is the result of cooperation between the East Java Provincial Government and PT. Menggala Garuda Lokatara. This service has the responsibility to provide safe, comfortable, and timely service to passengers. In its operations, the management of human resources in the Transjatim Corridor 5 Bus includes operational efficiency, fare scheduling, and supervision of service quality standards. However, the management is not fully optimal in overcoming work pressure and maintaining crew welfare. Human Resource Management (HRM) is very important in this context to create a healthy work environment and support crew well-being. Well-managed human resources can improve performance, reduce potential conflicts, and maintain operational stability. On the other hand, poor management can aggravate work pressure, increase the risk of burnout in the psychological crew, and decrease the crew's job satisfaction.

Operational crew job satisfaction is an important factor in maintaining the quality of transportation services. Employees who are satisfied with their work tend to have a positive attitude, love their work, and will carry out their duties more optimally. Indra & Rialmi (2022). In the context of the operational crew of the Transjatim Bus Corridor 5 Surabaya-Bangkalan Route, the initial symptoms of decreased job satisfaction can be seen from various conditions in the field that show discomfort in carrying out duties. Some drivers who come from a background of public transportation, who have not fully adapted to the operating standards of large buses, tend to drive recklessly to pursue a rate of 3 times or more on the Surabaya-Bangkalan PP, resulting in a lack of time to rest. Break between departures should give the crew about 30–50 minutes rest before the next trip. However, the reality of traffic conditions that are often jammed and the lack of pause time between rides result in very limited rest time for drivers and flight attendants. This phenomenon creates tension with flight attendants. Flight attendants also complained about the condition of buses that often exceed the capacity of passengers, even though the SOP requires not to accept additional passengers if the seats are full, coupled with the condition of passengers who are mostly difficult to manage. This condition has an impact on job satisfaction in the aspect of the job itself, because the work feels increasingly heavy, monotonous, and does not provide room for development. On the other hand, less harmonious communication between crews, especially due to differences in working methods and cultural backgrounds, shows weak satisfaction with colleagues who are supposed to be cooperative. Meanwhile, the hot work environment, smell, and lack of supporting facilities reinforce the initial symptoms of dissatisfaction in the indicators of working conditions that should be supportive. These symptoms then became the basis for researchers to further explore the influence of work environment and burnout on crew job satisfaction in more depth. To reinforce these phenomena, the author conducted a pre-survey by providing 10 general questions accompanied by a choice of satisfied and dissatisfied answers. In table 1 of the results from the pre-survey:

Table 1. Results of the Pre-survey Questionnaire Statement of the Transjatim Bus Operational Crew Corridor 5

Num	Statement	Answer	
		Satisfied	Not Satisfied

1.	I feel like the work I'm doing is in line with expectations	7	16
2	I feel comfortable with the situation at work every day	6	17
3	I feel like I get enough time to rest for a while Work	8	15
4	I feel the conditions of the workplace (Buses, Travel routes, etc.) Support work	6	17
5	I feel that I still have the spirit to carry out this work every Day	7	16
6	I am happy with the relationship between the bus operational crew at work	3	20
7	I feel that the current work system is organized and clear	10	13
8	I feel calm when facing challenges at work	8	15

Based on the table 1, it can be concluded that most of the crew of the Transjatim Bus Corridor 5 tend to be dissatisfied with the conditions of their work environment. This can be seen from statements number 2, 3, 4, and 7, which obtained the majority of respondents who were dissatisfied, especially related to comfort at work, rest time, workplace conditions, and the work system carried out daily. The results of this pre-survey are in line with an interview conducted with Mrs. Helga, one of the flight attendants of Transjatim Bus, who revealed that there is often tension with the driver and difficulties in managing passengers who exceed capacity, plus the condition of the bus, that is hot, smelly of sweat, and crowded makes him feel tired and dissatisfied at work. He also mentioned that the intensity of emotions in working is high because they often face passengers who are difficult to manage, communication between crew members is less effective, and working conditions do not support comfort. This explanation was strengthened by the statement of Mr. Pur, one of the drivers of the Transjatim Corridor 5 Bus, who revealed that the busy schedule, congestion, and full bus conditions made the rest time very limited and caused physical and emotional fatigue. The resource person also said that tension between crew members often occurs, and because of this fatigue, they often feel bored, prefer to be silent, and lose enthusiasm for carrying out their duties.

This phenomenon shows that there is disharmony in the work environment faced by the crew. The uncomfortable physical condition of the bus, pressure from passengers, and less effective communication between crews created a less-than-ideal working atmosphere. A work environment like this can interfere with the comfort and productivity of the crew in carrying out their daily duties. This is in line with research by Azzahra & Dwiarti (2024) This states that the work environment has a negative effect on job satisfaction, especially when work conditions are considered unsupportive, which can cause pressure or conflict between colleagues. Different from the findings of the research of Prakosa & Ahmadi (2025) Found that the work environment has a positive effect on job satisfaction, the better the working conditions, the higher the level of employee satisfaction. These differences in findings show that there are relevant gaps to be further researched in different contexts, such as the operational crew of the Transjatim Bus Corridor 5 Surabaya – Bangkalan route, which has various work characteristics and work pressures every day.

The phenomenon of repetitive work pressure accompanied by a lack of rest time and a less supportive work environment also triggers burnout in the crew itself. Burnout as a fatigue syndrome is a state of mental and physical exhaustion; if not diagnosed and an internal and external balance is restored, then mental disturbance occurs, Damyanti et al. (2024). Symptoms of burnout are also reflected in the results of the pre-survey, which show that in statements number 3 and 6, most of the

respondents stated dissatisfaction, which indicates boredom and emotional fatigue in carrying out daily work. This condition is strengthened by the statement of Kak Sella, a flight attendant of the Transjatim Bus, who admitted that she often experiences emotional pressure due to facing passengers who are difficult to manage and tension with aggressive drivers during the trip, making her easily carried away by emotions. The same thing was conveyed by Mr. Munasik, a bus driver of Transjatim Corridor 5, who felt physical and mental fatigue due to the tight routine schedule, lack of rest time, and an uncondusive work situation. He said that the boredom he felt had exceeded ordinary boredom, but persisted because of family responsibilities. These statements show that repeated work pressure without sufficient emotional recovery has caused burnout in some of the crew. This is in line with the research that stated that burnout has a negative influence on job satisfaction, and high levels of physical and emotional fatigue are the main factors that reduce job satisfaction. The difference is the findings of Zirinita & Wajdi (2024), which state that burnout has a positive effect on job satisfaction. The inconsistency of these results creates a research gap that can be explored further to further examine how burnout affects the job satisfaction of Transjatim Bus crews.

This study is focused on the operational crew of the Transjatim Bus Corridor 5 Surabaya-Bangkalan Route because this corridor has unique operational characteristics compared to other corridors. Corridor 5 is the only route that crosses the intercultural area, namely between Surabaya in Java and Bangkalan in Madura. This creates different work dynamics, especially in terms of communication styles, habits, and social interactions. The routes taken by this corridor tend to be congested with traffic and heavy passenger traffic every day, and have a travel schedule of three round-trips a day, thus making work pressure higher. In the initial interview, conditions were also found that showed conflicts between crews, excessive workload, and emotional fatigue due to lack of rest time and less supportive working conditions. Based on field phenomena and research gap findings related to the relationship between the work environment and burnout to job satisfaction, which still show varying results, researchers see the need for further research. The dense working conditions, high tensions, and social dynamics between crews in Corridor 5 reinforce this urgency. The results of this research are expected to provide solutions for improving the work environment and stress management, as well as becoming the basis for policy making in increasing the job satisfaction of operational crews. With these considerations, the researcher raised the title: "The Influence of Work Environment and Burnout on the Job Satisfaction of Transjatim Bus Operational Crews Corridor 5".

II. Literature Review and Hypothesis Development

2.1. Work Environment

According to Budiarty et al., (2023) Defines a work environment as the totality of tools, materials, and conditions that are faced with the environment around a person works, the way of work applied, and the work arrangement, both individually and in groups. It can be interpreted that the work environment includes everything that affects a person while working, including equipment, materials, physical conditions such as lighting and temperature, and the work methods and systems applied. The work environment also involves interaction with colleagues, superiors, and subordinates, as well as the management of the work system to create a comfortable, safe, and productive atmosphere. According to Yuliantini & Santoso, (2020) Defines the work environment as all facilities and infrastructure around employees that are able to influence the implementation of work, including the workplace itself,

facilities, work aid equipment, cleanliness, lighting, tranquility, and work relationships with colleagues around the workplace. Meanwhile, according to Marpaung et al., (2024) The work environment is everything around the workers/employees that affects employee job satisfaction during the implementation of their work, so as to obtain maximum work results. In the work environment, there are work facilities to support employees in completing the work assigned to them, so that employee performance in a company increases.

2.2. Burnout

According to , burnout as emotional and mental exhaustion caused by situations that are very demanding and stressful, combined with high personal expectations to achieve high performance. In another study, namely Zirinita and Wajdi (2024), Zirinita and Wajdi (2024) described that burnout is a syndrome caused by chronic stress at work, characterized by fatigue, cynicism, and decreased performance. According to Maslach et al. (2017), burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal achievement that can occur in individuals who do human work in any form. Based on these definitions, it shows that burnout is not only reflected in the form of physical and mental fatigue, but also related to loss of emotional involvement with work, negative attitudes towards colleagues or clients, and lack of confidence in one's own abilities. Burnout is also a serious multidimensional condition and can have a direct impact on job satisfaction as well as an individual's performance level in the workplace.

2.3. Job Satisfaction

According to Budiarty et al., (2023) States that job satisfaction is a form of emotional or affective aspects that arise when or is not reached regarding the difference between the work rewards provided by the organization and the rewards expected by employees. Job satisfaction refers to a person's overall attitude towards their work, which is influenced by various factors, such as relationships with colleagues and superiors, the level of compliance with organizational rules and policies, the achievement of performance standards, and other aspects that affect comfort in achieving work productivity. With this, job satisfaction reflects how an employee can assess and feel about his or her work as a whole. The work environment, relationships between employees, and the company's policy system that supports employee expectations will increase job satisfaction. On the other hand, if there is a mismatch, employees tend to feel less satisfied at work, which has an impact on employee productivity and loyalty.

Each individual has a different level of job satisfaction according to the value system that applies to them; this factor is due to the difference in perception between individuals. Meanwhile, according to Jasmin et al., (2022) Stated that job satisfaction is an employee's attitude towards their work, which is influenced by the conditions of the work environment, the relationship with cooperation between employees, the compensation received at work, and matters related to various physical and psychological factors. Employees' attitudes towards work can be judged by their response to tasks as well as the emotional reactions shown. Each individual relies on reason and emotions in every action; if there is a disturbance in one of these aspects, it can hinder them in completing their work optimally. From the definitions above, it can be concluded that job satisfaction is a psychological state that reflects a person's feelings, both positive and negative, towards his or her work environment, which is influenced by the extent to which individual needs are met at work. Each individual has a different level of job

satisfaction and responds to the level of job satisfaction according to their perception. Satisfied employees tend to do their jobs well rather than the other way around. Therefore, companies need to make every effort to increase employee job satisfaction to achieve optimal work productivity.

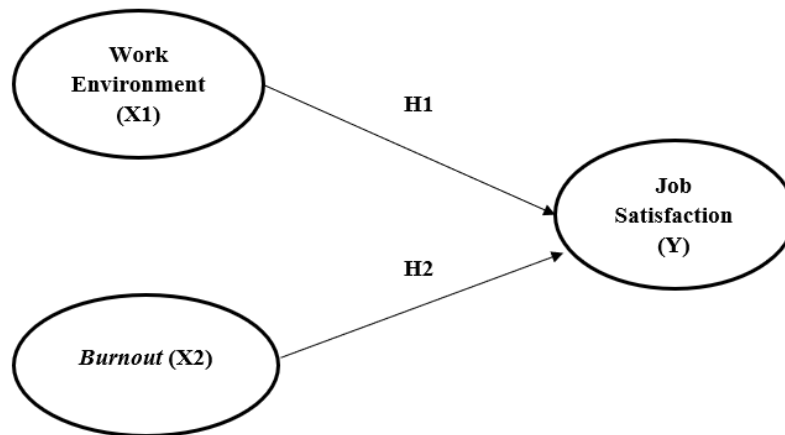


Figure 1. Conceptual Framework

In the conceptual framework of the research, the following observation hypotheses are presented:

- H1: It is suspected that the work environment has a positive impact on the job satisfaction of Transjatim Bus Driver Employees Corridor 5 of the Surabaya – Bangkalan Route.
- H2: It is suspected that burnout hurts the job satisfaction of Transjatim Bus Driver Employees Corridor 5 Surabaya – Bangkalan Route

III. Research Method

This study is a quantitative study that aims to determine the influence of work environment and burnout on the job satisfaction of the operational crew of the Transjatim Bus Corridor 5 Surabaya-Bangkalan Route. This study uses a survey method with data collection techniques through a closed questionnaire that is distributed to respondents directly. The number of samples used in this study was 40 respondents, consisting of drivers and flight attendants who were actively on duty in the corridor. The sample determination technique uses a saturated sampling technique, namely, all samples of this study are the operational crew of the Transjatim Bus Corridor 5. The data obtained was analyzed using the Partial Least Squares (PLS) method assisted by SmartPLS software version 4 to test the validity, reliability, and relationships between variables in the research model. The respondents to the following observation were all operational crews, drivers, and flight attendants on the Transjatim Corridor 5 Bus, totaling 40 people (23 drivers and 17 flight attendants). The following are the aspects of gender, age, and length of work of the employees who are respondents.

Table 2. Frequency Distribution of Respondents by Gender

	Gender	Frequency	Percentage
1	Man	26	65%
2	Woman	14	35%
		40	100%

In the table 2, it can be seen that most of the respondents are men, namely 26 people (65%), while women are 14 people (35%). The dominance of male respondents reflects the composition of the operational crew of the Transjatin Corridor 5 Bus, where the position of driver is almost filled by men. This is due to the physical demands of heavy work and the great responsibility of driving intercity buses with high frequency. Meanwhile, flight attendants—who are generally women—are fewer than drivers. This phenomenon reflects the general reality in the land transportation sector, especially the role of drivers, which is indeed dominated by men due to physical endurance factors, technical capabilities, and operational regulations that tend to be more in line with the characteristics of masculine roles.

Table 3. Frequency Distribution of Respondents by Age

	Age	Total	Percentage
1	20-30 years	21	52,5%
2	30-40 years	15	37,5%
3	>50 years	4	10%
		40	100%

Based on the results in the table 3, it can be seen that the majority of respondents are in the age range of 20-30 years, which is 21 people or 52.5% of the total respondents. This reflects that the majority of the operational crew of the Transjatin Corridor 5 Bus comes from the early productive age group, who tend to have better physical stamina and are more adaptive to dynamic work demands, such as congested traffic, congested road conditions, and high work intensity. This age group is usually in the early to mid-career stages, so they have a high interest in working in the field of public transportation services. Meanwhile, the age group of 30-40 years amounted to 15 people (37.5%), and the remaining 4 people (10%) aged over 50 years were likely to be more experienced, but in fewer numbers due to the heavy workload.

3.1. Outer Model

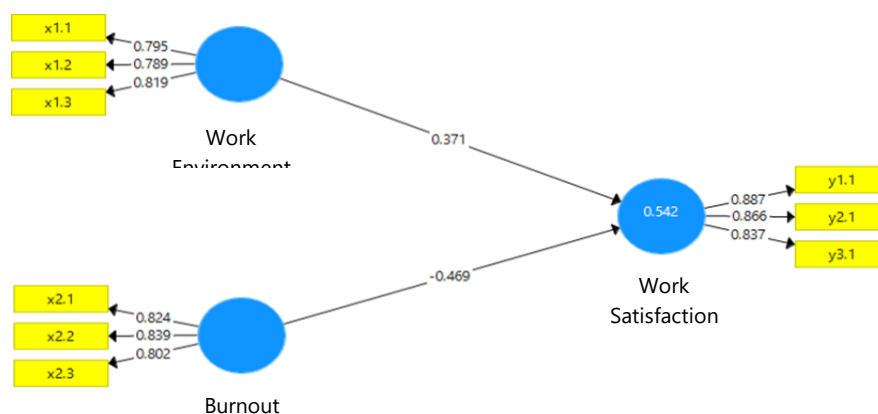


Figure 2. Model PLS

The results in Figure 2 show that the highest Loading Factor in the Work Environment variable is found in the indicator (X1.3), namely work facilities such as time and rest place, with a loading value of 0.819. In the Burnout variable, the indicator that has the highest Loading Factor is found in (X2.2), which is the mental fatigue indicator, with a loading value of 0.839. Meanwhile, in the Job Satisfaction

variable, the highest Loading Factor is found in the indicator (Y1.1), namely the work itself, with a loading value of 0.887.

Table 4. Convergent Validity

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
X1.1	0,795	0,782	0,093	8,533	0,000
X1.2	0,789	0,783	0,078	10,158	0,000
X1.3	0,819	0,817	0,056	14,655	0,000
X2.1	0,824	0,792	0,107	7,712	0,000
X2.2	0,839	0,843	0,047	17,894	0,000
X2.3	0,802	0,784	0,101	7,905	0,000
Y1.1	0,887	0,882	0,048	18,557	0,000
Y1.2	0,866	0,863	0,045	19,206	0,000
Y1.3	0,837	0,826	0,061	13,734	0,000

Based on Table 5, all indicators in each variable show an outer loading value of > 0.7 , which means that they meet the requirements of convergent validity and are able to represent the construct well. The indicator with the highest score is Y1.2 (0.866), which represents the Job Satisfaction variable (Y), and X2.2 (0.839) the Burnout variable (X2), while the indicator with the lowest value is still within the acceptable limit, namely X1.2 (0.789) in the Work Environment variable (X1). These findings indicate that all instruments in this study are valid and feasible to be used in measuring the relationship between the work environment and burnout on the job satisfaction of the operational crew of the Transjatin Corridor 5 Bus.

Table 5. Discriminant Validity

Indicator	Work Environment (X1)	Burnout (X2)	Job Satisfaction (Y)
X1.1	0,795	0,408	0,460
X1.2	0,789	0,574	0,505
X1.3	0,819	0,292	0,519
X2.1	0,363	0,824	0,493
X2.2	0,425	0,839	0,585
X2.3	0,508	0,802	0,555
Y1.1	0,605	0,551	0,887
Y2.1	0,497	0,508	0,866
Y3.1	0,497	0,654	0,837

In the above results, it is stated that the Loading Factor in the highest Work Environment variable is found in the indicator (X1.3), namely work facilities such as time and rest place, with a loading value of 0.819. In the Burnout variable, the indicator that has the highest Loading Factor is found at (X2.2), which is the indicator of mental fatigue, with a loading value of 0.839. Meanwhile, in the Job Satisfaction variable, the highest Loading Factor is found in the indicator (Y1.1), namely the work itself, with a loading score of 0.887.

Table 6. Composite Reliability

	Cronbach's Alpha	Composite Reliability	AVE
Work Environment (X1)	0,721	0.843	0,675
Burnout (X2)	0,830	0.898	0,746
Job Satisfaction (Y)	0,760	0,862	0,642

Based on Table 7, all constructs in this study have met the criteria of reliability and convergent validity. This is indicated by the Composite Reliability value, which is above the threshold of 0.70, ranging from 0.843 to 0.898. The AVE value also exceeds the minimum standard of 0.50, which means that these variables are able to explain the variance of the indicator well. Cronbach's Alpha value above 0.70 also strengthens the idea that each construct has adequate internal consistency. Thus, all indicators on the variables of work environment, burnout, and job satisfaction are declared reliable and valid for use in structural model analysis.

3.2. Inner Model

Table 7. R Square Value

Variable	R – Square
Job Satisfaction (Y)	0,542

From the data above, the result for the value of the Square of the Work Satisfaction variable (Y) of 0.542, which can be interpreted as the variability of the Job Satisfaction construct that can be explained by the variability of the work environment and Burnout construct, is 54.2% while the remaining 45.8% is explained by other variables outside the research.

Table 8. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
Work Environment (X1) -> Job Satisfaction (Y)	0,371	0,369	0,155	2,397	0,017
Burnout (X2) -> Job Satisfaction (Y)	-0,469	-0,474	0,147	3,195	0,001

Based on the table above it shows that:

- The work environment had a positive effect on job satisfaction, with an Original Sample of 0.371. And the T-statistic value of $2.397 > 1.96$ (from the value of the table $Z_{\alpha} = 0.05$), can be declared significant (positive).
- Burnout hurt job satisfaction received with an Original Sample of -0.469. And the T-statistic value of $3.195 > 1.96$ (from the value of the table $Z_{\alpha} = 0.05$), can be declared significant (negative).

IV. Results and Discussion



4.1. The Influence of the Work Environment on Job Satisfaction

Based on the results of the study, the work environment has been proven to have a positive influence on the job satisfaction of the operational crew of the Transjatim Bus Corridor 5. This shows that the better the work environment felt by the crew, the higher their job satisfaction. This means that comfort at work, harmony with colleagues, and the availability of adequate work facilities directly contribute to increasing satisfaction in carrying out tasks. Based on the outer loading table, the indicator that has the highest loading value in the work environment variable is the work facility (X1.3) with a value of 0.819. This identifies that work facilities, in particular the availability of time and proper rest, are the most dominant elements in shaping the crew's perception of their work environment. In the operational context of the Transjatim Corridor 5 Bus, the phenomenon in the field shows that crews, especially drivers and flight attendants, often do not have enough time to rest due to the congested travel schedule of three round-trip (PP) every day. Although there is a scheduled break of about 30-50 minutes between rides, traffic conditions that often get stuck cause rest time to be increasingly limited. Rest areas are also not always adequate because drivers sometimes just sit in the passenger seat or wait at the edge of the terminal. This lack of rest facilities creates fatigue and discomfort that impacts the overall job satisfaction of the crew. These results are in line with research conducted by Marpaung et al. (2024), which states that the work environment has a positive effect on the job satisfaction of employees of Afdeling II PT. Bridgestone Aek Tarum Plantation, Bandar Pulau Asahan, Asahan Regency. Based on this description, it is concluded that a well-managed work environment will have a direct impact on increasing the job satisfaction of operational crews.

4.2. The Effect of Work Burnout on Job Satisfaction

The results of the study showed that burnout had a negative effect on the job satisfaction of the operational crew of the Transjatim Corridor 5 Bus. This means that the higher the level of burnout experienced by the crew, the lower their job satisfaction level. This condition suggests that constant burnout, emotional distress, and boredom have a direct impact on the crew's negative perception of their work. Based on the results of the analysis, the indicator with the highest loading value in the burnout variable was X2.2 (mental fatigue) with a loading value of 0.839. This shows that symptoms such as boredom, cynical attitude towards colleagues, and the desire to withdraw from communication are the most dominant forms of burnout felt by Transjatim Bus crews. This phenomenon is seen when the crew faces high work pressure, busy schedules, traffic jams, and the burden of interaction with passengers, which is often difficult to manage. The lack of rest time aggravates the psychological condition of the crew, thus triggering negative behaviors such as irritability, withdrawal, and, in some cases, the driver shows reckless behavior on the road in order to pursue a rhythm.

These actions are a form of venting from the mental pressure that builds up and the lack of balance between workload and recovery time. Some drivers even choose to remain silent and avoid communication, while flight attendants are easily carried away by emotions when faced with difficult situations. This condition reflects mental fatigue, which is characterized by decreased emotional control, negative attitudes towards work, and decreased attachment to the organization. The results of this study are in line with research conducted by Damyanti et al. (2024), which stated that burnout has a negative effect on employee job satisfaction in the production section of the Cengkir Gading Nganjuk Cigarette

Factory. Based on this description, it can be concluded that burnout, especially mental fatigue, is one of the main factors that cause a decrease in job satisfaction of operational crews.

V. Conclusion

Based on the results of the analysis, this study shows that the work environment and burnout have a significant influence on the job satisfaction of the operational crew of the Transjatim Bus Corridor 5 on the Surabaya-Bangkalan route. The work environment has a positive effect on job satisfaction, while burnout has a negative effect. These findings explain that crews who work in a supportive work environment with adequate facilities, a harmonious work atmosphere, and good communication tend to have higher levels of job satisfaction. In contrast, crew members who experienced mental and emotional fatigue due to work pressure, heavy routine, and lack of rest time showed low levels of job satisfaction. The implications of this study show the importance of the role of the work environment in creating optimal job satisfaction, as well as the need for more systematic stress management and handling of burnout. Therefore, it is recommended that the management of Transjatim Bus improve the quality of work facilities, improve the routine schedule system, and provide emotional support and technical training to the crew to be able to manage work pressure more effectively. This effort is expected to create healthier working conditions and support the welfare of the crew in carrying out their daily duties.

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