

Workload and Job Stress as Antecedents of Burnout: The Mediating Role of Work-family conflict among Human Development Cadres

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DOI: <https://doi.org/10.47772/IJRISS.2026.10200147>

Received: 14 February 2026; Accepted: 20 February 2026; Published: 27 February 2026

ABSTRACT

This study aims to examine the direct and indirect effects of workload and job stress on burnout through work-family conflict among Human Development Cadres, while modeling burnout and job stress as second-order constructs to assess the contribution of their respective dimensions. A quantitative approach was employed by collecting data from 110 Human Development Cadres in Padang Pariaman Regency using a census technique. Data were gathered through a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach. The findings reveal that workload and job stress exert positive and significant direct effects on burnout. Work-family conflict also significantly predicts burnout. Workload significantly increases work-family conflict, whereas job stress does not demonstrate a significant influence on work-family conflict. Furthermore, work-family conflict mediates the relationship between workload and burnout but does not mediate the relationship between job stress and burnout. The higher-order construct analysis confirms that all first-order dimensions significantly form their respective constructs. Emotional exhaustion shows the strongest contribution to burnout, followed by reduced personal accomplishment and depersonalization, while anxiety contributes more strongly to job stress than time stress. This study contributes to the burnout literature by emphasizing the multidimensional nature of burnout and job stress in community-based development roles and by demonstrating the selective mediating role of work-family conflict. Practically, the findings highlight the importance of balanced workload allocation and emotional support mechanisms to mitigate burnout among Human Development Cadres.

Keywords: Burnout, Human Development Cadres (KPM), Job Stress, Work-family conflict, Workload

INTRODUCTION

Increasing job demands have become a major challenge in modern work environments, particularly in community-based public service programs. Organizations are required to achieve high performance under limited resources, while individuals face time pressure, task complexity, and multiple responsibilities. Prolonged exposure to such conditions often generates chronic psychological strain, one of which manifests as burnout. Burnout is defined as a multidimensional condition characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from chronic job stress (Maslach & Leiter, 2022). Empirical studies confirm that burnout negatively affects mental health, job performance, and organizational effectiveness (Salama et al., 2022; Schaufeli et al., 2023).

In organizational settings, burnout is frequently associated with excessive workload and job stress. Workload, measured in terms of task volume and time availability in accordance with performance standards (PermenPAN-RB, 2020), may exhaust physical and emotional resources when it exceeds individual capacity. Previous research consistently demonstrates that workload has a positive and significant effect on burnout across various sectors (Hanifah et al., 2023; Özgül & Koşarsoy, 2024; Weni et al., 2023). Similarly, job stress emerges when work demands are perceived as uncontrollable or overwhelming and has been shown to significantly increase burnout (Arianto, 2023; Robbins & Judge, 2024). However, the relationship between workload, job stress, and burnout may not be entirely direct. Work-family conflict is often identified as a key mechanism explaining how job demands impair psychological well-being. Work-family conflict occurs when work responsibilities interfere with family roles, creating emotional tension and role incompatibility (Greenhaus & Powell, 2016). High workload and job stress intensify work-family conflict due to limited time

and energy resources (Sadiq, 2022; Setiyawan & Rimadiaz, 2022), thereby increasing the likelihood of burnout.

Despite extensive research on burnout in healthcare, education, and formal organizational sectors, empirical studies focusing on community-based social workers remain limited. Human Development Cadres (Kader Pembangunan Manusia/KPM), who serve as frontline actors in accelerating human development and stunting reduction programs at the village level, face complex administrative, social facilitation, and community engagement responsibilities. These multidimensional tasks may elevate workload and job stress, potentially intensifying work-family conflict and leading to burnout. Nevertheless, empirical examination of this mechanism within the KPM context remains scarce. Therefore, this study aims to examine burnout as the primary outcome variable by analyzing the effects of workload and job stress and investigating the mediating role of work-family conflict among KPM. This research contributes theoretically by enriching human resource management literature in the context of community-based social work and provides practical recommendations for program managers and policymakers in designing more adaptive work systems to minimize burnout risk.

Hypothesis Development

Workload, Job Stress, and Work-family conflict on Burnout

Burnout is a psychological exhaustion condition that develops due to prolonged and continuous work pressure without adequate recovery of physical and emotional resources. It is characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Maslach & Leiter, 2022). From the perspective of the Job Demands–Resources framework, burnout emerges when job demands increase without sufficient job resources, thereby depleting individuals' psychological energy (Demerouti & Bakker, 2023). In occupations involving high social and administrative demands, burnout becomes a serious concern because it directly affects individual well-being and organizational effectiveness (Kristinsson et al., 2023; Schaufeli et al., 2023).

Workload is one of the primary factors contributing to burnout (Kresida et al., 2024). Workload refers to the amount of work that must be completed by an employee within a specific period (PermenPAN RB, 2020). High workload, whether reflected in task quantity, job complexity, or time pressure, requires substantial physical and psychological effort. When job demands exceed individual capacity, personal resources are continuously depleted, resulting in emotional exhaustion (Robbins & Judge, 2024). Empirical studies consistently demonstrate that workload has a positive effect on burnout. Özgül and Koşarsoy (2024) found that high workload significantly increases emotional exhaustion and depersonalization. Morikawa et al. (2024) showed that excessive job demands consistently elevate burnout levels across various sectors. Similar results were reported by Hanifah et al. (2023) and Yousefi (2025), further confirming workload as a dominant predictor of burnout.

In addition to workload, job stress plays a crucial role in intensifying burnout. Job stress refers to psychological and emotional strain arising when job demands exceed an individual's ability to cope (Dewe & Cooper, 2020). It occurs when perceived work demands surpass adaptive capacity over a prolonged period. Within the Conservation of Resources Theory, job stress reflects a continuous loss of psychological resources (Hobfoll et al., 2024). Persistent psychological strain reduces emotional resilience and accelerates the onset of burnout. Chen et al. (2024) found that job stress positively affects all dimensions of burnout. Üngüren et al. (2024) and Zhang and Liu (2024) also reported that increased job stress significantly raises emotional exhaustion and depersonalization. Arianto (2023) further confirmed that job stress is a key factor driving burnout, particularly in service-oriented occupations.

Work-family conflict also serves as a critical factor reinforcing burnout (Yuan et al., 2023). This conflict arises when work and family demands are incompatible in terms of time, energy, and emotional involvement (Greenhaus & Powell, 2016). Such imbalance depletes psychological resources and increases emotional strain. Wen et al. (2024) found that work-family conflict positively affects burnout. Li et al. (2024) reported that increased work-family conflict significantly elevates emotional exhaustion. Similarly, Özgül and Koşarsoy (2024) demonstrated that work-family conflict intensifies burnout across occupational contexts. Based on these arguments, the following hypotheses are proposed:

- H1:** Workload has a positive effect on burnout among Human Development Cadres (KPM).
H2: Job stress has a positive effect on burnout among Human Development Cadres (KPM).
H3: Work-family conflict has a positive effect on burnout among Human Development Cadres (KPM).

Workload and Job Stress on Work-family conflict

Work-family conflict refers to inter-role conflict in which job demands hinder individuals' ability to fulfill family responsibilities, or vice versa, due to limited personal resources such as time, energy, and attention (Allen & Eby, 2016). According to Role Theory, such conflict occurs when expectations from two roles cannot be fulfilled simultaneously (Eagly & Wood, 2012). High workload consumes substantial time and energy, thereby reducing individuals' capacity to meet family obligations effectively. As work demands intensify, the likelihood of inter-role conflict increases. Sadiq (2022) demonstrated that increased workload positively affects work-family conflict. Rao (2023) and Wang et al. (2024) further confirmed that high work intensity significantly escalates role conflict, particularly in jobs involving time pressure and emotional involvement.

Job stress also contributes positively and significantly to work-family conflict (Abdou et al., 2024). Individuals experiencing job stress tend to carry emotional tension into their family lives, which disrupts interaction quality and domestic role performance. Mehmood et al. (2023) found that job stress positively affects work-family conflict through reduced emotional regulation capacity. Elahi et al. (2022) and Li et al. (2022) similarly confirmed that increased job stress significantly elevates work-family conflict. Therefore, workload and job stress are positioned as antecedents that intensify work-family conflict, particularly in occupations with high social and emotional demands. Based on this reasoning, the following hypotheses are formulated:

- H4:** Workload has a positive effect on work-family conflict among Human Development Cadres (KPM).
H5: Job stress has a positive effect on work-family conflict among Human Development Cadres (KPM).

Work-family conflict as an Explanatory Mechanism between Workload and Burnout

The effect of workload on burnout does not always occur directly but is often explained through psychological mechanisms. Work-family conflict represents an important explanatory factor in understanding how increased workload evolves into burnout. From the Conservation of Resources perspective, work-family conflict accelerates resource loss caused by excessive job demands (Hobfoll et al., 2024). High workload depletes time and energy resources, thereby increasing inter-role conflict. This conflict subsequently heightens emotional strain and accelerates burnout. Özgül and Koşarsoy (2024) found that work-family conflict significantly explains the relationship between workload and burnout. Wang et al. (2024) and Wen et al. (2024) demonstrated that workload increases work-family conflict, which in turn strengthens emotional exhaustion. Rodríguez et al. (2021) also emphasized that role conflict mediates the relationship between job demands and burnout.

- H6:** Work-family conflict mediates the relationship between workload and burnout among Human Development Cadres (KPM).

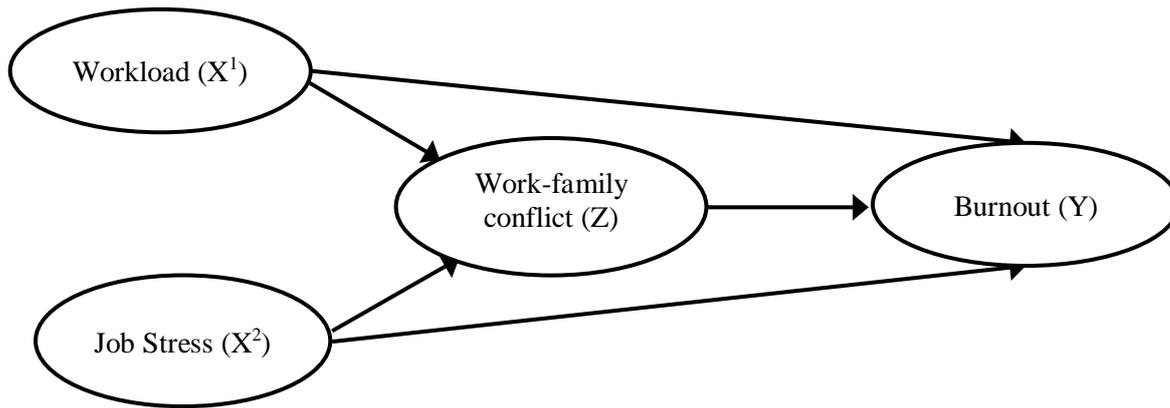
Work-family conflict as an Explanatory Mechanism between Job Stress and Burnout

Job stress not only directly affects burnout but also intensifies work-family conflict. Psychological strain resulting from job stress disrupts individuals' ability to manage boundaries between work and family life. Emotional tension increases inter-role conflict and depletes psychological resources, thereby accelerating burnout. Yuan et al. (2023) found that work-family conflict significantly mediates the relationship between job stress and burnout. Zhao et al. (2022) reported that individuals experiencing high job stress combined with strong work-family conflict exhibit higher burnout levels. Simões et al. (2021) and Tutar et al. (2024) further confirmed that work-family conflict plays a critical role in explaining how job stress develops into burnout.

- H7:** Work-family conflict mediates the relationship between job stress and burnout among Human Development Cadres (KPM).

Based on the theoretical framework and the proposed hypotheses, the conceptual model illustrating the relationships among the research variables is presented in **Figure 1**.

Figure 1. Conceptual Framework



METHODOLOGY

Research Design

This study employed a quantitative approach with an explanatory research design to examine the causal relationships between workload and job stress on burnout, as well as the mediating role of work-family conflict. A cross-sectional design was applied, meaning that data were collected at a single point in time (Sugiyono, 2020). The study was conducted among Human Development Cadres (Kader Pembangunan Manusia/KPM) in Padang Pariaman Regency. The total population consisted of 110 KPM, and a census technique was employed in which all members of the population were included as respondents. Therefore, the final sample comprised 110 respondents.

Measurement of Variables

Burnout was measured using the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1981), consisting of 22 items covering three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Workload was measured using the Quantitative Demands dimension of the Copenhagen Psychosocial Questionnaire (COPSOQ III) developed by Burr et al. (2010), consisting of six items. Work-family conflict was measured using the instrument developed by Netemeyer et al. (1996), consisting of five items. Job stress was measured using the instrument developed by Parker and DeCotiis (1983), consisting of 15 items encompassing two primary dimensions: time stress and anxiety. All items were assessed using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Higher-Order (Second-Order) Construct Modeling

To adequately represent the multidimensional nature of the key constructs, this study modeled burnout and job stress as reflective–reflective higher-order constructs within the PLS-SEM framework. This specification allows for a more comprehensive conceptualization of complex psychological phenomena that are theoretically composed of multiple interrelated dimensions. Burnout was conceptualized as a second-order construct reflected by three first-order dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981). This hierarchical structure is consistent with the original conceptualization of burnout as a syndrome comprising interrelated but distinct components that collectively represent a broader state of psychological depletion. Modeling burnout as a higher-order construct enables the simultaneous examination of its overall effect while preserving the multidimensional structure underlying the construct. Similarly, job stress was modeled as a reflective–reflective second-order construct consisting of two first-order dimensions: time stress and anxiety. Conceptually, job stress does not manifest as a single homogeneous experience but rather as a combination of perceived time-related pressure (time stress) and emotional or psychological strain (anxiety) (Parker & DeCotiis, 1983). These dimensions represent complementary aspects of stress reactions in the workplace, cognitive pressure related to task demands and affective tension arising from job-related strain. Therefore, specifying job stress as a higher-order construct provides a more theoretically coherent and parsimonious representation of its multidimensional character. The higher-order constructs were estimated using the two-stage approach in PLS-SEM. In the first stage, latent

variable scores of the first-order constructs were obtained. In the second stage, these latent variable scores were used as manifest indicators of the higher-order constructs. The two-stage approach is particularly recommended for complex hierarchical component models and studies with relatively small sample sizes, as it enhances estimation efficiency and helps reduce potential collinearity issues (Hair et al., 2019).

Data Collection Procedure

Data were collected through structured questionnaires distributed directly to all Human Development Cadres in Padang Pariaman Regency. Participation was voluntary, and respondents were assured of confidentiality and anonymity.

Data Analysis Technique

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. The measurement model was evaluated by assessing convergent validity through outer loadings (> 0.70) and Average Variance Extracted ($AVE > 0.50$). Construct reliability was assessed using Composite Reliability and Cronbach’s Alpha (> 0.70). Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT) (Hair et al., 2019). The structural model was assessed by examining path coefficients, coefficient of determination (R^2), and predictive relevance (Q^2). Hypotheses were tested using the bootstrapping procedure with a significance threshold of t-statistic > 1.96 and p-value < 0.05 (Bagozzi & Yi, 2012).

RESULTS

Respondent Profile

The demographic characteristics of the respondents are presented in Table 1, including gender, age, educational level, marital status, and work tenure as Human Development Cadres (Kader Pembangunan Manusia/KPM).

Table 1. Respondent Characteristics

Demographics	Category	Number of Respondents	Percentage (%)
Gender	Male	2	1.82
	Female	108	98.18
	Total	110	100
Age	< 20 years	3	2.73
	21–30 years	43	39.09
	31–40 years	34	30.91
	41–50 years	25	22.73
	> 50 years	5	4.54
	Total	110	100
Education	Senior High School	50	45.46
	Diploma (D3)	20	18.18
	Bachelor’s Degree (S1)	40	36.36
	Total	110	100
Marital Status	Married	103	93.64
	Single	5	4.54
	Widowed	2	1.82
	Total	110	100

Source: Processed Data (2025)

A total of 110 respondents participated in this study, resulting in a 100% response rate. The majority of respondents were female (98.18%), indicating that the KPM role in Padang Pariaman Regency is predominantly occupied by women. Most respondents were within the productive age range of 21–40 years. In terms of education, respondents were primarily senior high school graduates and bachelor’s degree holders.

The majority were married (93.64%). These characteristics indicate that KPM personnel are generally in productive age groups with adequate educational backgrounds to support human development programs at the Nagari level.

Measurement Model Assessment (MMA)

The measurement model was evaluated to assess the validity and reliability of the research instruments measuring workload and job stress (independent variables), work-family conflict (mediator), and burnout (dependent variable). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0.

The results of convergent validity and reliability testing are presented in Table 2.

Table 2. Convergent Validity and Reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE
Workload	0.866	0.899	0.599
Burnout	0.953	0.957	0.570
Work-family conflict	0.902	0.927	0.719
Job Stress	0.953	0.959	0.680

Source: Processed Data (2025)

All constructs demonstrate AVE values above 0.50, indicating adequate convergent validity. Cronbach's Alpha and Composite Reliability values exceed the recommended threshold of 0.70, confirming satisfactory internal consistency reliability (Hair et al., 2019). Therefore, all constructs meet the criteria for convergent validity and reliability.

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT).

Table 3. Discriminant Validity – Fornell–Larcker Criterion

Variable	Workload	Burnout	Work-family conflict	Job Stress
Workload	0.774			
Burnout	0.750	0.755		
Work-family conflict	0.635	0.592	0.848	
Job Stress	0.670	0.694	0.328	0.825

Source: Processed Data (2025)

The diagonal values represent the square root of AVE. Since each construct's square root of AVE exceeds its correlations with other constructs, discriminant validity is established (Hair et al., 2019).

Table 4. Discriminant Validity – HTMT

Variable	Workload	Burnout	Work-family conflict	Job Stress
Burnout	0.821			
Work-family conflict	0.714	0.632		
Job Stress	0.739	0.727	0.350	

Source: Processed Data (2025)

All HTMT values are below 0.90, confirming adequate discriminant validity. Thus, the constructs are empirically distinct.

Second-Order Construct Assessment

Burnout and job stress were modeled as reflective–reflective higher-order constructs within the PLS-SEM framework. Burnout was conceptualized as a second-order construct reflected by three first-order dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Similarly, job stress was modeled as a higher-order construct reflected by two first-order dimensions: time stress and anxiety. The results are presented below:

Figure 2. Second-Order Construct Assessment

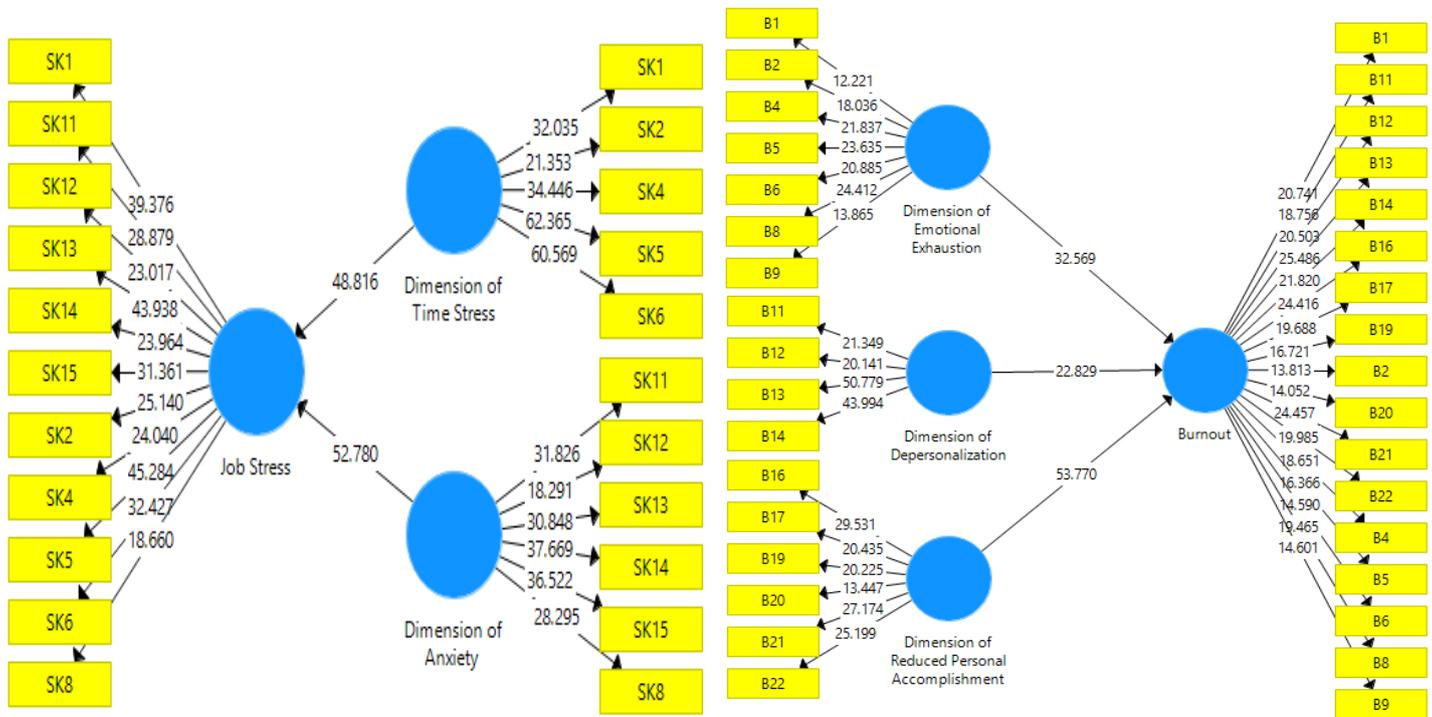


Table 5. Second-Order Construct Assessment

Path	Original Sample (O)	T Statistics	P Values
Depersonalization → Burnout	0.255	22.829	0.000
Emotional Exhaustion → Burnout	0.427	32.569	0.000
Reduced Personal Accomplishment → Burnout	0.362	53.770	0.000
Dimension of Anxiety → Job Stress	0.536	52,780	0,000
Dimension of Time Stress → Job Stress	0,493	48,816	0,000

Source: Processed Data (2025)

All first-order dimensions exhibit positive and statistically significant loadings on their respective higher-order constructs ($p < 0.001$), confirming the validity of the hierarchical component model.

For burnout, emotional exhaustion demonstrates the strongest loading ($\beta = 0.427$), followed by reduced personal accomplishment ($\beta = 0.362$) and depersonalization ($\beta = 0.255$). These findings indicate that emotional exhaustion represents the most dominant dimension in explaining burnout among Human Development Cadres (KPM). This result aligns with the theoretical perspective that emotional exhaustion constitutes the core component of burnout, reflecting the depletion of emotional resources due to prolonged job demands.

Regarding job stress, both anxiety ($\beta = 0.536$) and time stress ($\beta = 0.493$) significantly contribute to the higher-order construct. Anxiety shows a slightly stronger contribution, suggesting that emotional tension and psychological strain are more salient indicators of job stress among KPM compared to perceived time pressure.

Coefficient of Determination (R²) and Predictive Relevance (Q²)

Table 6. R Square and Q Square

Variable	R Square	Category	Q Square	Category
Burnout	0.668	Moderate	0.370	Strong
Work-family conflict	0.421	Weak	0.286	Moderate

Source: Processed Data (2025)

An R² value of 0.668 indicates that 66.8% of burnout variance is explained by workload, job stress, and work-family conflict. The R² value of 0.421 suggests that 42.1% of work-family conflict variance is explained by workload and job stress. Q² values indicate adequate predictive relevance of the model.

Structural Model Assessment (SMA)

Bootstrapping was conducted to test the hypotheses using a significance threshold of $t > 1.96$ and $p < 0.05$ (Hair et al., 2017; Bagozzi & Yi, 2012).

Direct Effects

Table 7. Direct Hypothesis Testing

Path	Original Sample	T Statistics	P Values
Workload → Burnout	0.322	3.226	0.001
Workload → Work-family conflict	0.755	9.720	0.000
Work-family conflict → Burnout	0.258	3.291	0.001
Job Stress → Burnout	0.394	5.384	0.000
Job Stress → Work-family conflict	-0.178	1.756	0.080

Source: Processed Data (2025)

Workload has a positive and significant effect on burnout, indicating that the higher the perceived workload, the higher the level of burnout. Workload also has a positive and significant effect on work-family conflict. Furthermore, work-family conflict positively and significantly influences burnout. Job stress is proven to have a positive and significant effect on burnout. However, job stress has a negative and non-significant effect on work-family conflict, as indicated by an original sample value of -0.178, a t-statistic of 1.756, and a p-value of 0.080 (Bagozzi & Yi, 2012). This finding suggests that the work pressure experienced by respondents does not necessarily directly trigger conflict between work and family roles. This may be due to individuals' ability to separate work and family domains or the presence of adaptive coping mechanisms in managing job stress.

Mediation Effects

Table 8. Mediation Testing

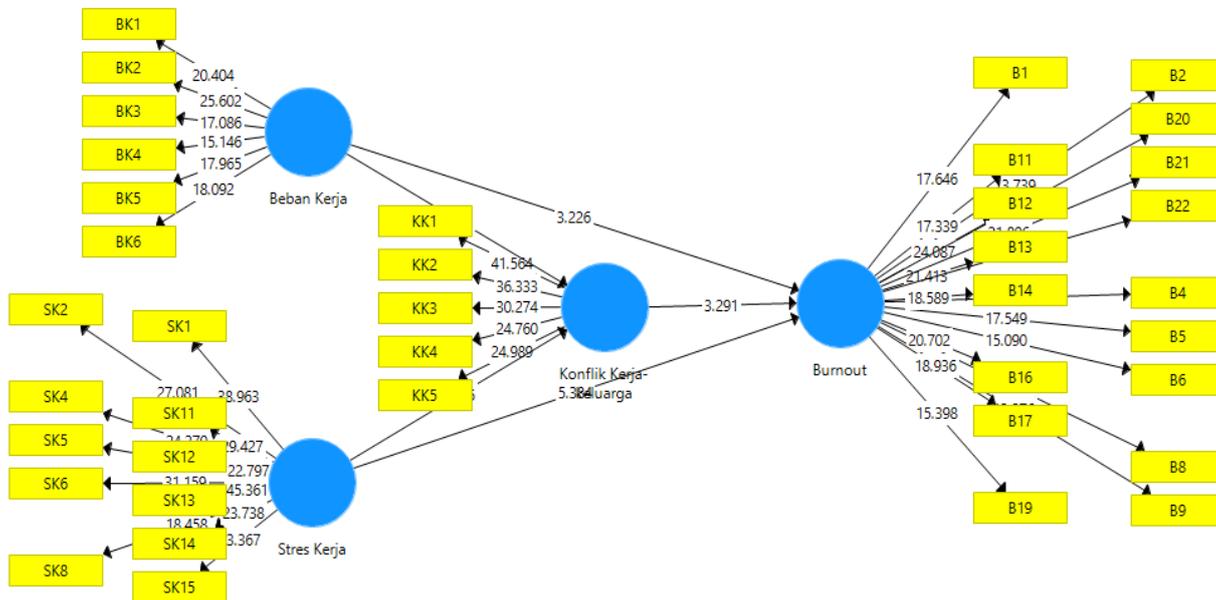
Path	Original Sample	T Statistics	P Values
Workload → WFC → Burnout	0.195	2.924	0.004
Job Stress → WFC → Burnout	-0.046	1.470	0.142

Source: Processed Data (2025)

Work-family conflict is proven to positively and significantly mediate the relationship between workload and burnout, as indicated by a p-value below 0.05, specifically 0.004. This finding demonstrates that workload affects burnout not only directly but also indirectly through work-family conflict. In contrast, work-family

conflict does not mediate the relationship between job stress and burnout, as the indirect effect is negative and the p-value exceeds 0.05, namely 0.142. Therefore, the effect of job stress on burnout is direct and does not operate through work-family conflict.

Figure 3. Structural Model Assessments



These findings indicate that excessive workload contributes to burnout both directly and indirectly through increased work-family conflict. In contrast, job stress influences burnout primarily through a direct mechanism rather than through role conflict dynamics.

DISCUSSION

The Effect of Workload on Burnout

Based on the results of the first hypothesis testing (H1), workload has a positive and statistically significant effect on burnout among Human Development Cadres (KPM) (t -statistic = 3.226; p -value = 0.001). Thus, H1 is supported. This finding indicates that higher perceived workload is associated with increased levels of burnout among KPM. This result suggests that excessive job demands constitute a central driver of psychological strain in community-based development roles. According to the Job Demands–Resources model, high job demands can exhaust individuals’ physical and psychological resources when not adequately balanced by supportive resources (Demerouti & Bakker, 2023). In the KPM context, workload involves administrative reporting, direct assistance to beneficiary families, and sustained engagement with village stakeholders. These multiple responsibilities require continuous energy and emotional involvement, thereby heightening the risk of emotional exhaustion and reduced professional efficacy. The finding is consistent with prior studies demonstrating that workload significantly predicts burnout (Meier & Kim, 2022; Özgül & Koşarsoy, 2024). Similar evidence from public and social service sectors confirms that excessive job demands increase vulnerability to burnout symptoms (Morikawa et al., 2024). Importantly, this study highlights that in grassroots development settings, workload extends beyond task quantity to include social and relational demands. This expands existing evidence by emphasizing that frontline community workers face cumulative pressures that directly affect their psychological well-being. Therefore, effective workload management through clearer task prioritization, realistic performance expectations, and institutional support is essential to prevent burnout among KPM.

The Effect of Job Stress on Burnout

Based on the results of the second hypothesis testing (H2), job stress has a positive and statistically significant effect on burnout among KPM (t -statistic = 5.384; p -value = 0.000). Thus, H2 is supported. This finding indicates that higher levels of job stress substantially increase burnout among Human Development Cadres. The relatively strong coefficient suggests that psychological strain plays a central role in shaping burnout

symptoms. In line with Conservation of Resources theory, sustained stress contributes to burnout when individuals perceive ongoing depletion of emotional and psychological resources (Hobfoll et al., 2024). In the KPM context, stress may arise from program performance targets, administrative accountability, and social expectations from the community. Continuous exposure to such pressures can gradually erode emotional resilience, thereby intensifying emotional exhaustion and diminishing professional efficacy. This finding is consistent with prior empirical evidence demonstrating that job stress significantly predicts burnout across service-oriented roles (Chen et al., 2024; Üngüren et al., 2024; Zhang & Liu, 2024). The result reinforces the view that burnout is shaped not only by objective workload, but also by sustained internal psychological strain. Importantly, the stronger effect of job stress compared to workload suggests that subjective stress perceptions may be more influential than structural demands alone. This highlights the need for interventions that focus on stress management, emotional regulation, and supportive supervision to mitigate burnout among KPM.

The Effect of Work-family conflict on Burnout

Based on the third hypothesis testing (H3), work-family conflict has a positive and statistically significant effect on burnout among KPM (t -statistic = 3.291; p -value = 0.001). Thus, H3 is supported. This finding indicates that greater incompatibility between work and family roles is associated with higher levels of burnout. This result suggests that role imbalance constitutes an important source of psychological strain for community-based workers. According to Role Theory, conflict emerges when individuals are unable to simultaneously meet demands from multiple roles due to limited time, energy, and emotional capacity (Eagly & Wood, 2012). In the context of KPM, extensive engagement in village programs, administrative duties, and community interactions may reduce the ability to adequately fulfill family responsibilities. Over time, this tension can accumulate and manifest as emotional exhaustion and reduced professional effectiveness. The finding aligns with previous studies demonstrating that work-family conflict significantly predicts burnout (Sousa & Ferro, 2025; Tutar et al., 2024; Wen et al., 2024). Evidence from service-oriented occupations further confirms that inter-role conflict intensifies emotional fatigue and depersonalization, particularly in jobs requiring sustained social interaction. Importantly, this study highlights that burnout among KPM is not solely driven by workplace factors, but also by pressures arising outside the organizational setting. Therefore, policies promoting flexible work arrangements, balanced task allocation, and stronger social support mechanisms are essential to mitigate work-family strain and prevent burnout.

Dominant Dimension of Burnout among KPM

Among the three dimensions of burnout measured in this study, emotional exhaustion emerges as the most dominant dimension among Human Development Cadres. This is evidenced by its highest contribution to the second-order burnout construct ($\beta = 0.427$; $t = 32.569$; $p = 0.000$), compared to reduced personal accomplishment ($\beta = 0.362$; $t = 53.770$; $p = 0.000$) and depersonalization ($\beta = 0.255$; $t = 22.829$; $p = 0.000$). Although all three dimensions significantly shape burnout, emotional exhaustion demonstrates the strongest structural weight, indicating that it constitutes the primary manifestation of burnout in the KPM context. This finding is consistent with Maslach and Leiter (2022), who identify emotional exhaustion as the core component of burnout. Emotional exhaustion reflects the depletion of emotional and psychological energy due to prolonged exposure to excessive job demands. Individuals experiencing this condition feel drained and unable to sustain further emotional investment in their work. In the context of KPM, emotional exhaustion is particularly salient because their role requires continuous interaction with community members, administrative responsibilities, and sustained social engagement. According to Maslach and Leiter (2022), emotional exhaustion is typically the first reaction to chronic mismatches between individuals and their work environment, especially in workload, control, and reward. When such mismatches persist, exhaustion may develop into depersonalization and reduced personal accomplishment. This pattern is supported by Conservation of Resources Theory, which explains that continuous resource depletion without adequate recovery primarily manifests as energy exhaustion (Hobfoll et al., 2024). Similarly, the Job Demands-Resources model suggests that high job demands initially generate exhaustion before progressing into cynicism and performance decline (Demerouti & Bakker, 2023). Therefore, within the KPM context, emotional exhaustion represents the most foundational and influential dimension of burnout, serving as the primary psychological response to sustained job demands and social pressures.

Dominant Dimension of Job Stress among KPM

Among the two dimensions of job stress examined in this study, anxiety emerges as the more dominant dimension among Human Development Cadres (KPM). This is indicated by its higher contribution to the second-order job stress construct ($\beta = 0.536$; $t = 52.780$; $p = 0.000$), compared to time stress ($\beta = 0.493$; $t = 48.816$; $p = 0.000$). Although both dimensions significantly form job stress, anxiety demonstrates the stronger structural weight, suggesting that job stress among KPM is more strongly reflected in emotional tension than in perceived time pressure alone. Job stress arises when job demands exceed an individual's available coping resources (Dewe & Cooper, 2020; Robbins & Judge, 2024). Within this framework, time stress represents pressure related to workload and deadlines, whereas anxiety captures the emotional strain resulting from sustained responsibility and uncertainty. The stronger contribution of anxiety indicates that stress among KPM is not merely a function of task intensity, but is more deeply rooted in emotional reactions to social expectations and accountability. This pattern is understandable given the community-based nature of the KPM role. Their responsibilities require continuous interaction with villagers, coordination of development initiatives, and public accountability to local stakeholders. Such conditions generate emotional demands that extend beyond technical workload. When these emotional demands are not sufficiently balanced by supportive resources, strain is more likely to manifest as psychological tension (Demerouti & Bakker, 2023). In line with Conservation of Resources theory, prolonged exposure to responsibility without adequate recovery or organizational support intensifies emotional reactions, particularly anxiety (Hobfoll et al., 2024). Therefore, in the KPM context, anxiety represents the core manifestation of job stress, reflecting the emotional burden embedded in socially significant and highly visible work roles. This finding contributes to the literature by highlighting that in community-based development settings, emotional strain may play a more central role than time-related pressure in shaping overall job stress. Consequently, stress management strategies for KPM should not focus solely on reducing workload, but also prioritize emotional support systems, supervisory guidance, and psychological resource strengthening.

The Effect of Workload on Work-family conflict

Based on the fourth hypothesis testing (H4), workload has a positive and statistically significant effect on work-family conflict among KPM (t -statistic = 9.720; p -value = 0.000). Thus, H4 is accepted. This finding indicates that higher workload significantly increases conflict between work and family roles. The strong statistical coefficient highlights workload as a primary determinant of work family imbalance. Role Theory explains that role conflict arises when competing demands exceed an individual's available time and energy (Eagly & Wood, 2012). In the KPM context, high job demands often require extended working hours and flexible engagement, thereby increasing interference with family roles. This finding is consistent with Fasyni et al. (2020), who reported a significant positive effect of workload on work-family conflict. Sadiq (2022) demonstrated that increased workload intensifies inter-role conflict due to time and energy constraints. Rao (2023) and Wang et al. (2024) similarly found that high job demands amplify work-family conflict, particularly in emotionally demanding occupations. Setiyawan and Rimadiaz (2022) further confirmed that disproportionate workload serves as a primary trigger of work-family conflict. These findings emphasize that work-family conflict represents a consequence of imbalanced resource allocation resulting from excessive job demands. Therefore, realistic workload management and flexible scheduling are essential for minimizing conflict and preventing burnout.

The Effect of Job Stress on Work-family conflict

Based on the fifth hypothesis testing (H5), job stress does not have a significant effect on work-family conflict among KPM (t -statistic = 1.756; p -value = 0.080). Thus, H5 is rejected. This result indicates that job stress experienced by KPM does not directly intensify work-family conflict. Although KPM may experience work pressure, such stress does not automatically translate into inter-role tension. This non-significant result may be explained through Boundary Theory, which suggests that individuals can construct psychological boundaries between work and family domains, preventing stress spillover (Moortel et al., 2025). In the KPM context, effective role separation may enable individuals to maintain family functioning despite work-related stress. From a Conservation of Resources perspective, the level of stress experienced may not reach a threshold sufficient to generate substantial resource loss within the family domain (Hobfoll et al., 2024). Social support from family and community may also function as a protective resource. This finding aligns with Ali et al.

(2023) and Dodanwala et al. (2022), who emphasized the buffering role of social support and role management strategies. However, it contrasts with Abdou et al. (2024), Elahi et al. (2022), and Mehmood et al. (2023), who found a significant positive relationship between job stress and work-family conflict in rigid work environments. These differences suggest that contextual and socio cultural factors play an important role.

The Mediating Role of Work-family conflict in the Relationship between Workload and Burnout

Based on the sixth hypothesis testing (H6), work-family conflict significantly mediates the relationship between workload and burnout (t -statistic = 2.924; p -value = 0.004). Thus, H6 is accepted. Work-family conflict functions as complementary mediation, as defined by Zhao et al. (2010), because both direct and indirect effects are significant. According to Conservation of Resources Theory (2024), excessive workload depletes limited individual resources, thereby increasing inter-role conflict, which subsequently intensifies burnout. This finding confirms that workload affects burnout not only directly but also indirectly through work-family conflict. This result is consistent with Yuan et al. (2023), Özgül and Koşarsoy (2024), Wang et al. (2024), Wen et al. (2024), and Rodríguez et al. (2021), all of whom identified work-family conflict as a key explanatory mechanism linking job demands to burnout. These findings enrich burnout literature by highlighting the importance of inter-role dynamics in explaining psychological strain.

The Mediating Role of Work-family conflict in the Relationship between Job Stress and Burnout

Based on the seventh hypothesis testing (H7), work-family conflict does not mediate the relationship between job stress and burnout (t -statistic = 1.470; p -value = 0.142). Thus, H7 is rejected. According to Zhao et al. (2010), this relationship represents direct only nonmediation. Boundary Theory (Moortel et al., 2025) suggests that individuals capable of managing role boundaries effectively can prevent work stress from spilling over into family domains. From the perspective of Conservation of Resources Theory (Hobfoll et al., 2024), the stress experienced by KPM may directly deplete psychological resources, leading to burnout without necessarily generating inter-role conflict. This finding is supported by Li et al. (2024) and Zheng et al. (2025), who reported that job stress directly predicts burnout without consistent mediation through work-family conflict. Liu et al. (2020), Han and Kwak (2022), and Baek et al. (2023) further emphasized that emotional regulation, family support, and work life balance may play more dominant roles than work-family conflict as mediating mechanisms. Collectively, these findings suggest that mediation patterns are context dependent and influenced by psychosocial resources and role management capacity.

Limitations and Directions for Future Research

Despite its theoretical and practical contributions, this study has several limitations that provide opportunities for future research. First, the study employed a cross-sectional design, which restricts the ability to draw definitive causal conclusions. Although the structural relationships among workload, job stress, work-family conflict, and burnout are statistically significant, the temporal dynamics of these relationships cannot be fully established. Future research is encouraged to adopt longitudinal or time-lagged designs to better capture how psychological strain and burnout evolve over time. Second, all variables were measured using self-reported data collected from a single source. While procedural remedies such as anonymity assurance and careful instrument design were implemented, the possibility of common method bias cannot be entirely ruled out. Future studies could incorporate multi source data, supervisor evaluations, or objective workload indicators to reduce method variance and strengthen internal validity. Third, the research focused specifically on Human Development Cadres within a particular socio organizational and cultural setting. Although this context provides valuable insight into community based development roles, it may limit the generalizability of the findings to other occupational groups or institutional environments. Replication across different sectors, administrative systems, and cultural contexts would enhance external validity and allow for broader theoretical generalization. Fourth, the model examined workload, job stress, and work-family conflict as primary predictors of burnout. However, other relevant factors such as perceived organizational support, leadership quality, resilience, emotional regulation, and coping strategies were not included. Future research could expand the framework by integrating both job resources and personal resources to provide a more comprehensive understanding of burnout mechanisms.

CONCLUSION

This study examined the direct and indirect relationships among workload, job stress, work-family conflict, and burnout among Human Development Cadres in Padang Pariaman Regency. The findings indicate that workload, job stress, and work-family conflict each have a positive and significant effect on burnout. Workload significantly increases work-family conflict, whereas job stress does not significantly influence work-family conflict. Further analysis reveals that work-family conflict provides complementary mediation in the relationship between workload and burnout, as both the direct and indirect effects are significant and operate in the same direction. In contrast, work-family conflict does not mediate the relationship between job stress and burnout. These findings suggest that burnout is shaped by multiple mechanisms. Structural job demands and psychological strain directly contribute to burnout, while inter-role conflict serves as an additional pathway through which workload intensifies strain. At the higher-order construct level, burnout is modeled as a second-order construct comprising emotional exhaustion, depersonalization, and reduced personal accomplishment. The results show that emotional exhaustion represents the most dominant dimension, indicating that energy depletion constitutes the primary manifestation of strain among community-based development cadres. This reflects the emotionally demanding nature of grassroots social work, where sustained interpersonal engagement and continuous accountability generate cumulative psychological pressure. From a theoretical perspective, the findings reinforce demand-based explanations of burnout by demonstrating that both objective workload and perceived job stress contribute to resource depletion, although through partially distinct mechanisms. From a practical perspective, the study underscores the importance of proportional workload allocation, realistic performance expectations, structured supervision, and accessible emotional support systems. Strengthening role management capacity and enhancing institutional support are essential to maintaining the psychological well-being and long-term effectiveness of community-based development cadres.

ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to the Faculty of Economics, Universitas Bung Hatta, Padang, Indonesia, for providing academic support and a conducive research environment that enabled the completion of this study entitled *Workload and Job Stress as Antecedents of Burnout: The Mediating Role of Work-family conflict among Human Development Cadres*. We also extend our deepest appreciation to all Human Development Cadres in Padang Pariaman Regency who generously participated in this research and shared their valuable time and experiences. Their cooperation and openness were essential to the successful completion of this study. Finally, the authors are grateful to colleagues, reviewers, and all parties who provided constructive feedback and intellectual contributions throughout the research and manuscript preparation process.

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