

The Influence of Workload and Burnout on Turnover Intention among SPPG Officers: The Mediating Role of Job Stress in Anyer District, Serang Regency

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Abstract

The high operational demands of the Free Nutritional Meal Program (MBG) which have the potential to increase workload, burnout, work stress, and employees' desire to leave the organization are the background to this study. This study aims to analyse the influence of workload and burnout on turnover intention through work stress as a mediating variable on Nutrition Fulfilment Service Unit officers in Anyer District, Serang Regency. This study employed a quantitative approach with a survey method. The study population comprised all SPPG officers in Anyer District, with a sample size of 202 respondents determined using proportionate random sampling. Data collection was conducted through a questionnaire that met validity and reliability tests. Data analysis used Structural Equation Modelling based on Partial Least Squares (SEM-PLS) to examine the direct and indirect effects between variables. The results showed that workload had a positive and significant effect on turnover intention ($\beta = 0.197$; $t = 2.461$; $p = 0.014$) and job stress ($\beta = 0.356$; $t = 4.787$; $p < 0.001$). Burnout also had a positive and significant effect on turnover intention ($\beta = 0.296$; $t = 3.768$; $p < 0.001$) and job stress ($\beta = 0.581$; $t = 9.047$; $p < 0.001$). Furthermore, job stress had a positive and significant effect on turnover intention ($\beta = 0.434$; $t = 5.361$; $p < 0.001$). The indirect effect test showed that job stress significantly mediated the effect of workload on turnover intention ($\beta = 0.154$; $t = 3.886$; $p < 0.001$) and mediated the effect of burnout on turnover intention ($\beta = 0.252$; $t = 4.384$; $p < 0.001$). Thus, all research hypotheses were accepted. This study concludes that increased workload and burnout, both directly and through work stress, can increase the turnover intention of SPPG officers. Burnout is the factor that has the greatest influence on work stress ($\beta = 0.581$), while work stress is proven to be a mediating mechanism that strengthens the influence of workload and burnout on turnover intention. These findings imply that workload management, burnout prevention, and work stress control need to be a priority in human resource management strategies at SPPG to retain employees, improve work welfare, and ensure the sustainability of the Free Nutritional Meal Program.

Kata Kunci: *workload, burnout, work stress, turnover intention, SEM-PLS, SPPG.*

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INTRODUCTION

Improving the quality of human resources is a key focus of national development (Nabila et al., 2025). These efforts are carried out through various programs that support public health and welfare, one of which is through fulfilling nutritional needs (Nasir et al.

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DOI : [10.37531/ecotal.v7i2.4142](https://doi.org/10.37531/ecotal.v7i2.4142)

2026). The government continues to strengthen nutrition policies because the quality of food intake affects growth, health, learning ability, and long-term community productivity (Imam et al., 2026). One measure currently receiving government attention is the implementation of the Free Nutritious Meal Program (MBG), which aims to help meet the community's nutritional needs more equitably (Muthalib and Adnan 2026). This program targets school children, toddlers, pregnant women, and breastfeeding mothers as its primary beneficiaries (Alisa & Bahar, 2026). By March 2026, the program targeted approximately 61.2 million beneficiaries with a budget of IDR 335 trillion (National Nutrition Agency, 2026).

The program's implementation is supported by the establishment of Nutrition Fulfillment Service Units (SPPG) in various regions, including throughout Serang Regency, including Anyar District. The presence of SPPGs plays a crucial role in ensuring that nutritional fulfillment services are directed and on-target (Estiri et al., 2026). SPPG officers are responsible for carrying out various activities, from administrative management and service coordination to beneficiary data collection, food distribution supervision, and ensuring program implementation complies with applicable regulations. As the program's scope expands and the number of beneficiaries increases, the work demands faced by SPPG officers also increase. This situation has the potential to lead to high workloads and job stress if not balanced with adequate organizational support.

The large coverage of the Free Nutritious Food program in the Anyar District area with a total of 20,600 beneficiaries spread across several SPPGs, thus indicating the high need for nutritious food services in the community. The data also shows differences in service capacity between SPPGs, where SPPG Serang Anyar Cikoneng has the highest number of recipients of 3,616 people, while SPPG Serang Anyar Anyar has 1,955 people, which can be influenced by the number of targets, area size, and operational capabilities of each SPPG. In addition, the existence of SPPG Serang Anyar Cikoneng 2 which has not yet been operational indicates that the implementation of the program is not fully optimal and still faces obstacles in operations and equal distribution of services.

Based on these conditions, the large number of beneficiaries certainly requires adequate human resource support to ensure effective and optimal program implementation. The greater the service coverage of each SPPG, the greater the workload experienced by staff in administrative and operational activities (Buzeti & De, 2026).

In the organizational context, high work demands and limited organizational support can affect the psychological condition of employees, one of which is the emergence of turnover intention, namely the desire of employees to leave the organization due to high work pressure both psychologically and psychologically of employees (Woo et al., 2026). Turnover intention this is an initial condition that reflects an employee's tendency to seek other employment and end their employment relationship with their current organization. If this condition occurs among SPPG officers, it can disrupt human resource stability and hinder the effectiveness of nutritional food program implementation. Therefore, it is important for organizations to understand the factors that can influence this turnover intention, especially those related to the workload and stress felt by officers (Omar et al., 2025)

The results of pre-research show that most SPPG employees have a tendency turnover intention This is quite high. As many as 80% of respondents stated they would be willing to accept a better job offer if the opportunity arose, while 72% admitted to having considered looking for work elsewhere. These findings indicate a potential employee retention issue that requires organizational attention.

Operationally, SPPG officers are not only responsible for the cooking process, but also for preparing ingredients, portioning, distributing, washing meal tray, and administering and supervising. This workload is further burdened by the daily service requirements, with large distribution targets and long working hours. To achieve these targets, employees face considerable pressure from their superiors. Technical guidelines

stipulate a minimum working hour of eight hours per day, but in reality, many officers work beyond this limit to complete all operational activities. This demonstrates that the workload is quite high to meet the operational standards of SPPG services.

In addition to the workload turnover intention also affected by burnout, a state of fatigue and employee saturation due to high work demands, not without reason because the imbalance between the number of employees and the number of beneficiaries is not a simple matter that can be forced to adjust, the steps taken by the organization are to continue to focus on maximizing the workforce in order to meet the number of predetermined targets. But this pressure from superiors also affects the psychology of employees, employees become easily tired, unfocused and feel bored in their work.

Pre-research results indicate that the majority of SPPG employees exhibit signs of work stress. This is reflected in the high percentage of employees who feel pressured by work demands, experience anxiety when facing work targets, experience a heavy workload, and experience difficulty concentrating while working. These findings indicate that the pressure and work demand faced by SPPG employees have the potential to cause work stress, which can affect their psychological state and work behavior. If this condition persists, it can increase the risk of burnout and lead to the emergence of turnover intention to SPPG officers.

Based on previous research, inconsistent research results were still found regarding the influence of workload and burnout on turnover intention. Murali (2026) found that workload did not have a significant effect on turnover intention. In contrast, Salama et al. (2022) showed that workload has a significant effect on turnover intention, while Chandra (2024) found that workload had a significant effect on turnover intention.

Based on previous research, there are still two research gaps that form the basis for this study. First, previous research generally only examines the direct relationship between workload, burnout, job stress, turnover intention, and not many have integrated work stress as a mediating variable in explaining the influence of workload and burnout on turnover intention. Furthermore, research in the context of SPPG officers as implementers of the Free Nutritional Meal Program is still very limited. Second, previous research results show inconsistent findings regarding the influence of workload. Turnover intention some studies found a significant effect, while others showed insignificant results. Therefore, further research is needed to re-examine the relationship between workload, burnout, job stress, and turnover intention to SPPG officers so that they can provide more comprehensive empirical evidence and be in accordance with the context of community nutrition service organizations.

This study is novel because it selects SPPG officers as the research subjects in the Free Nutritional Meal Program, a national program with different job characteristics and demands than those of organizations in general. Furthermore, this study not only analyzes the direct effects of workload and burnout on employee performance, but also analyzes the impact of workload and burnout on employee performance turnover intention, but also explains the role of job stress as a mechanism that connects these variables.

Based on the background and phenomena that have been discussed, the problem formulation in this research includes: (1) Does workload affect turnover intention SPPG employees in Anyer District, Serang Regency. (2) Does burnout have an effect on turnover intention SPPG employees in Anyer District, Serang Regency. (3) Does workload affect work stress in SPPG employees in Anyer District, Serang Regency. (4) Does burnout affect work stress in SPPG employees in Anyer District, Serang Regency. (5) Does work stress affect work stress in SPPG employees?turnover intentionSPPG employees in Anyer District, Serang Regency. (6) Does the workload affect the turnover intention through work stress of SPPG employees in Anyer District, Serang Regency. (7) Does burnout have an effect on turnover intention through work stress of SPPG employees in Anyer District, Serang Regency.

METHODOLOGY

Study Design

The type of research used in this study is quantitative research with a descriptive causality method which functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without conducting analysis and making general conclusions.

Population & Sample

In this study the population is SPPG employees in Anyar District spread across Serang Regency with a population of 409. The sampling technique in this study used the Slovin formula so that a sample size of 202 respondents was obtained.

Data Collection Technique

The data collection method used in this study was distributing questionnaires, which were then analyzed using a Likert scale ranging from 1 to 5. Next, observations were conducted with SPPG officers. Documentation included archival data from reports and official documents related to the research, as well as interviews to supplement the additional data needed for the study.

Data Analysis Technique

The data analysis techniques in this study are divided into two, namely descriptive data analysis and inferential analysis, namely statistical analysis using SmartPLS.

RESULTS AND DISCUSSION

The results of the inferential test using SEM PLS were first tested using the outer model analysis using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure each variable. The validity test was conducted using three parameters, namely convergent validity, Average Variance Extracted(AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, namely composite reliability(CR) and Cronbach's Alpha The results can be seen in Figure 1 and Table 1.

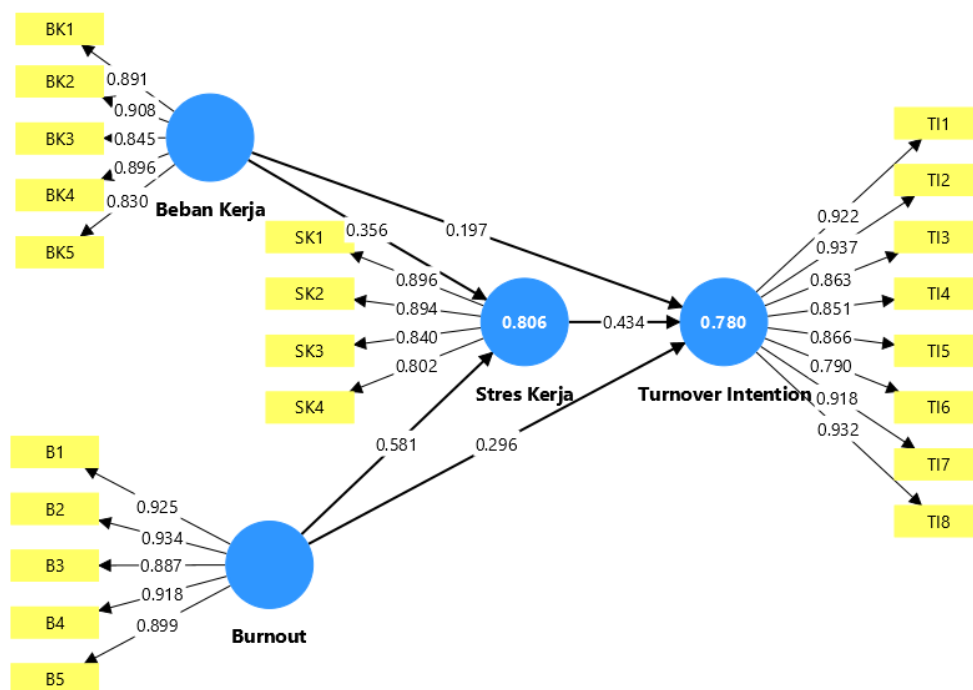


Figure 1 Outer Model Analysis Results (PLS Algorithm)

Table 1 Test Result Average Variance Extracted (AVE), composite reliability (CR) and Cronbach's Alpha

Variabel	Average Variance extracted (AVE)	Composite reliability (rho_c)	Cronbach's alpha
workload	0.765	0.942	0.923
Burnout	0.833	0.962	0.950
Job stress	0.738	0.918	0.881
Turnover intention	0.786	0.967	0.961

Source: SEM PLS data processing results (2026)

Based on Figure 1 and Table 1 test results outer analysis From the three parameters that have been carried out, all of them are valid and reliable, so the SEM PLS test can be continued to inner analysis because all indicators are capable of measuring their respective Latin variables. Next, a hypothesis test is conducted to determine the significance of the relationship between each variable, both directly and indirectly, and this will be explained in Table 2.

Table 2 Results of Significance Test (Hypothesis Test) of Direct & Indirect Effects

	Original sample (O)	mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P values
H1: workload -> Turnover intention	0.197	0.188	0.080	2.461	0.014
H2: Burnout -> Turnover intention	0.296	0.302	0.079	3.768	0.000
H3: workload -> job stress	0.356	0.345	0.074	4.787	0.000
H4: Burnout -> job stress	0.581	0.586	0.064	9.047	0.000
H5 : job stress -> Turnover intention	0.434	0.428	0.081	5.361	0.000
H6 : workload -> job stress -> Turnover intention	0.154	0.147	0.040	3.886	0.000
H7 : Burnout -> job stress -> Turnover intention	0.252	0.252	0.057	4.384	0.000

Source: SEM PLS data processing results (2026)

The results of the significance test (hypothesis) analysis presented in Tables 1 and 2 yield a model that empirically demonstrates the seven estimated inter-variable influences. Of the seven inter-variable influences depicted in the full model analysis, the results indicate that all variables have a significant influence, thus the hypothesis developed in this study can be accepted.

H1: There is a significant influence of workload on turnover intention to SPPG officers in Anyar District, Serang Regency

Based on the results of hypothesis testing, it is known that workload has a positive and significant effect on turnover intention, with a t-statistic of 2.461 and a p-value of 0.014. These results indicate that the first hypothesis is accepted. This means that the higher the workload perceived by SPPG officers, the greater their tendency to consider leaving their jobs.

This result is in line with Job Demands-Resources (JD-R) Theory proposed by Bakker and Demerouti (2001). This theory explains that workload is part of job demands, namely job demands that require a significant amount of energy, time, and psychological energy (Estiri et al., 2026). When these demands continue to increase while the employee's resources do not

increase, the work begins to feel increasingly burdensome. In such conditions, employees typically not only experience burnout but also begin to question whether the job is still worth maintaining (Vidal et al., 2026). This process can ultimately lead to turnover intention. In other words, the results of this study show that the mechanism described in the JD-R Theory also occurs in SPPG officers in Anyer District.

This finding is also consistent with research by Salama et al. (2022), Chandra (2024), and Woo et al. (2026) who all found that workload is one of the factors that increased turnover intention. Although the research subjects were different, the pattern of relationships that emerged remained similar. This suggests that when job demands exceed an employee's ability to manage them, the desire to seek other employment tends to increase.

When compared to the conditions on the ground, these results are quite reasonable. Every day, SPPG officers are tasked not only with preparing food but also with ensuring that the processing, packaging, distribution, and reporting processes run according to schedule. All of this work must be completed in a relatively short time and with a high degree of accuracy, as even small errors can impact the quality of service provided to thousands of beneficiaries of the Free Nutritional Meal Program. It's no surprise that the work pressure they feel is increasing.

Interestingly, the indicator analysis results also reinforce this situation. The indicator with the highest loading factor value (0.908) is the ability to handle multiple complex tasks simultaneously. This means that the workload experienced by officers is not solely due to the sheer volume of work, but also because they are required to handle multiple tasks simultaneously, remain meticulous, and be able to complete them within a limited time. This situation certainly drains both physical and mental energy. If it persists for an extended period, it's natural for some employees to begin considering other jobs that offer a more balanced workload (Wang et al., 2025).

From a human resource management perspective, these results provide an indication that turnover intention. In reality, leaving doesn't just happen suddenly. The desire to leave an organization typically develops slowly in response to repeated work experiences (Fraser et al., 2026). As the workload increases, while the number of personnel, the division of tasks, and organizational support remain relatively constant, employees begin to compare the effort they expend with the rewards they receive from their work (Rasulova & Tanova, 2025). If this imbalance persists, the desire to stay will weaken (Gençer, 2025).

Therefore, this finding serves as a reminder that efforts to suppress turnover intention providing incentives or rewards alone is not enough. Organizations also need to consider how work is distributed among employees (Apraku et al., 2026). A more proportional workload arrangement, additional personnel when work volumes increase, and adequate operational support will help reduce work pressure. Ultimately, these measures not only safeguard employee well-being but also support the sustainability of the Free Nutritional Meal Program.

H2: There is a significant influence of burnout on turnover intention to SPPG officers in Anyar District, Serang Regency

The results of the hypothesis testing show that burnout has a positive and significant effect on turnover intention, as indicated by a t-statistic of 3.768 (>1.96) and a p-value of 0.000 (<0.05). Thus, the second hypothesis is accepted. This means that the higher the burnout experienced by SPPG officers, the greater their tendency to consider leaving the organization.

Interestingly, when compared to workload, burnout has a greater influence on turnover intention. This illustrates that the main problem is no longer simply the sheer volume of work required, but rather how that work gradually drains employees' physical, mental, and emotional energy. At a certain point, the mounting fatigue transforms work

from being seen as a challenge to becoming a burden that's difficult to sustain (Rita et al., 2026).

This condition is in line with Job Demands–Resources (JD-R) Theory developed by Bakker and Demerouti (2001). This theory explains that job demands (job demands) that continues will drain individual resources and trigger a health impairment process, namely the process of physical and psychological decline characterized by the emergence of burnout (Di et al., 2026). As burnout increases, employee engagement with the organization also decreases and the desire to leave the job increases. Thus, the results of this study strengthen Bakker and Demerouti's view that burnout is a consequence of prolonged work demands and is also one of the causes of the emergence of burnout, turnover intention (Dad & Phoolka, 2026).

The findings of this study also have similarities with the research results of Cheruiyot and Wangui (2026) who found that burnout contributes to increasing turnover intention in healthcare workers. Similar results were also reported by Chandra (2024) and Woo et al. (2026), who explained that employees who experience persistent emotional exhaustion tend to lose motivation to remain in the organization. Although the research subjects differed, the relationship patterns found remained consistent. This indicates that burnout is a universal problem and can arise in various types of organizations, including SPPGs, which are characterized by work with a high operational rhythm (Wei et al., 2025).

Considering the conditions faced by the SPPG officers in Anyar District, these results seem quite realistic. Every day, they must carry out a nearly continuous series of tasks, from preparing food ingredients, cooking, portioning, distributing, and completing administrative tasks. All of this work must be completed on schedule because it directly relates to serving thousands of beneficiaries of the Free Nutritional Meal Program. This situation severely limits the time to recover, especially when the same intensity of activity must be resumed the next day (Lee et al., 2026).

This is further evident from the analysis of the indicators in this study. The burnout indicator with the largest contribution is the statement "After completing work, I often feel exhausted, so it takes me longer to recover," with a loading factor of 0.934. This figure indicates that burnout among SPPG officers is more reflected in the difficulty of the body and mind recovering after work. This means that the fatigue they experience is no longer ordinary fatigue that disappears after rest, but rather fatigue that continues to recur and gradually reduces their enthusiasm to persist in their work (Borromeo et al., 2026).

From a human resource management perspective, these results convey the message that burnout should be viewed as an early warning sign, not simply a natural consequence of high-stress work (Gao & Um, 2026). When employees begin to lose energy, enthusiasm, and engagement with their work, organizations are actually facing the risk of increased burnout, turnover intention. If this situation is not addressed promptly, organizations not only face the potential loss of experienced employees but also face the time-consuming and costly adaptation process for new employees (Xie et al., 2026).

Therefore, employee retention efforts are not simply about reducing workloads. SPPG managers also need to ensure that employees have sufficient opportunities to recover physically and psychologically. A more balanced work schedule, task rotation, adequate rest periods, and support from leadership are crucial steps to prevent burnout from developing into a desire to leave the organization. Thus, the sustainability of the Free Nutritional Meal Program can be maintained through healthy, productive human resources who are committed to staying (Cheruiyot & Wangui, 2026).

H3: There is a significant influence of workload on work stress among SPPG officers in Anyar District, Serang Regency.

The results of the hypothesis test above can be explained that workload has a significant effect on work stress with a t-statistic value of $4.787 > 1.96$ and a p-value of $0.000 <$

0.05, thus the third hypothesis is accepted, meaning that workload is proven to have a positive and significant effect on work stress.

This finding is understandable because the characteristics of the work of SPPG officers require intensive activities, ranging from food preparation, processing, packaging, distribution, and ensuring food is received on time and in accordance with food safety standards. This entire series of tasks must be completed in a relatively short time and with a high level of accuracy. These conditions require officers to work quickly, maintain concentration for long periods, and face pressure to minimize errors. When work demands continue to increase without adequate recovery time or a proportional division of tasks, the workload can become a source of psychological pressure, triggering work stress (Ma et al., 2026).

Theoretically, the results of this study are in line with the concept of the Job Demands-Resources (JD-R) Model which explains that workload is one of the job demands or job demands that drain employees' physical and mental energy (Xiaofang et al., 2026). When these demands exceed available resources, such as workforce size, time, organizational support, and work facilities, individuals experience fatigue and emotional stress, which ultimately develops into job stress (Nizam et al., 2025). Therefore, stress does not arise solely from the amount of work, but rather from an imbalance between job demands and the abilities and resources available to complete the work (Buzeti & De, 2026).

Cheruiyot and Wangui (2026) found that burnout had a positive and significant effect on turnover intention among healthcare workers in Kenya. Similar findings were also reported by Woo et al. (2026), who showed that increasing emotional exhaustion leads to decreased employee commitment, making them more likely to leave the organization. Furthermore, Mourali (2026) explains that burnout is a psychological factor that strengthens a person's tendency to leave their job when work demands can no longer be met by the individual's capacity. These similar results indicate that burnout is a consistent predictor of turnover intention, both in the health sector, services, and public service organizations such as SPPG.

In the context of the Anyar District Employee Service Providers (SPPG), these findings illustrate that increasing workloads need to be a primary concern in human resource management. The Free Nutritional Meal Program demands fast, accurate, and consistent service, resulting in officers often facing high operational targets every day. If this situation persists without proper workload management, job stress levels will increase and potentially reduce service quality, work accuracy, and the psychological well-being of (Woo et al., 2026). Therefore, workload management through a more balanced division of tasks, additional personnel during peak periods, more proportional work hour arrangements, and providing organizational support are important steps to reduce job stress and maintain the continued performance of SPPG officers (Omar et al., 2025).

H4: There is a significant influence of burnout on work stress in SPPG officers in Anyar District, Serang Regency.

The results of the hypothesis test above, it can be explained that burnout has a significant effect on work stress with a t-statistic value of $9.047 > 1.96$ and a p-value of $0.000 < 0.05$, thus the fourth hypothesis is accepted, meaning that burnout is proven to have a positive and significant effect on work stress.

These findings indicate that the work stress experienced by SPPG officers is influenced not only by the numerous demands of their work but also by psychological conditions that have led to prolonged fatigue (Sun & Zhao, 2025). Burnout causes individuals to lose energy, enthusiasm, and the ability to cope effectively with work pressures. When this condition occurs, work that was previously well-done begins to feel more difficult, routine responsibilities become burdensome, and work pressure becomes increasingly difficult to manage. In other words, burnout is not only a result of a demanding

job but also increases an individual's perception of the pressures they face, thus increasing levels of work stress (Estiri et al., 2026).

The results of this study are in line with the Burnout theory developed by Maslach and Jackson, which explains that burnout consists of emotional exhaustion (emotional exhaustion), cynical attitude or distancing from work (depersonalization), as well as decreased self-achievement (reduced personal accomplishment) (Vidal et al., 2026). These three dimensions make individuals increasingly vulnerable to stress because their ability to adapt to work pressure continues to decline. This condition is also in line with the approach Conservation of Resources (COR) Theory, which explains that when physical, mental, and emotional energy is continuously depleted without the opportunity to recover, individuals experience a loss of psychological resources. This loss of resources then triggers increased work stress (Wang et al., 2025).

These findings are also consistent with the research of Huang et al. (2022), which showed that burnout has a positive effect on increasing work stress because emotional exhaustion makes it increasingly difficult for individuals to manage the pressures that arise in the workplace. Similar results were also found by Dorta-Afonso and Romero-Domínguez (2025), who explained that burnout is a consequence of prolonged work demands and ultimately worsens employees' psychological conditions through increased work stress. Furthermore, research by Bukhari et al. (2026) also showed that employees experiencing burnout tend to have higher levels of work stress than employees who are able to maintain a balance between their physical and emotional conditions. These similar results indicate that the relationship between burnout and work stress is consistent across various types of organizations, including public service organizations such as SPPG.

In the context of SPPG officers in Anyar District, burnout can arise from daily work routines that require punctuality, precision in food preparation, responsibility for maintaining service quality, and pressure to meet operational targets for the Free Nutritional Meal Program (Fraser et al., 2026). If these conditions persist without adequate recovery, officers will increasingly experience emotional exhaustion, which ultimately develops into work stress. Therefore, efforts to reduce work stress are not sufficient by simply managing the workload; they also need to be accompanied by burnout prevention strategies such as adequate rest periods, support from leaders and colleagues, providing performance appreciation, and creating a work environment that can maintain the psychological well-being of officers (Rasulova & Tanova, 2025).

H5: There is a significant influence of work stress on turnover intention to SPPG officers in Anyar District, Serang Regency

Based on the results of hypothesis testing, it is known that work stress has a positive and significant effect on turnover intention, indicated by a t-statistic of 5.361 (>1.96) and a p-value of 0.000 (<0.05). These results indicate that the fifth hypothesis is accepted. This means that the higher the level of work stress experienced by SPPG officers, the greater their tendency to consider leaving the organization.

Interestingly, this relationship shows that a person's decision to leave an organization doesn't actually happen suddenly. This desire develops through a gradual process. Initially, work pressure may still be considered part of professional responsibility (Gençer, 2025). However, when this pressure is present almost daily without sufficient opportunity for physical and mental recovery, the employee's perspective on their work begins to change. Work that previously felt meaningful slowly becomes a source of stress, while remaining in the organization is no longer seen as the best option. It is at this point that work stress develops into a factor that drives the emergence of work stress turnover intention (Apraku et al., 2026).

What was found in this study further strengthen sJob Demands-Resources (JD-R) Theory developed by Bakker and Demerouti (2001). This theory explains that continuous

work demands will drain an individual's energy and trigger the burnout process health impairment (Rita et al., 2026). When these conditions are not promptly addressed, employees become increasingly vulnerable to psychological disorders, one of which is increased work stress, which ultimately influences their desire to leave the organization. In other words, the results of this study provide evidence that work stress is not simply a consequence of high job demands but also a mechanism explaining why individuals ultimately choose to leave the organization (Di et al., 2026).

This result is also consistent with the research of Lee, Choi, and Back (2026) which found that increasing work stress contributed significantly to turnover intention on physician assistant nurses Salama et al.'s (2022) research also showed a similar pattern: high levels of work stress make it easier for employees to lose their commitment to the organization and start looking for alternative employment. Similar findings were reported by Omar et al. (2025), who explained that long-term work pressure encourages individuals to re-evaluate their jobs, thus increasing their intention to leave. These similar results indicate that work stress is a consistent predictor of turnover intention, both in the health sector, services, and public service organizations such as SPPG.

When compared to the situation of SPPG officers in Anyar District, this finding seems quite logical. Their activities don't stop at cooking. Every day, they must ensure food quality meets nutritional standards, maintain food safety, complete distribution on time, and even compile administrative reports. All of this work must be done within a limited timeframe and with a high degree of precision. When this rhythm persists, the pressure doesn't always resolve at the end of the workday. Some employees carry their burdens home with them, only to face the same demands again the next day. This accumulation of pressure makes work stress increasingly difficult to recover from (Dad & Phoolka, 2026).

From a human resource management perspective, the findings of this study provide a lesson that retaining employees is not sufficient simply by increasing incentives or compensation (Wei et al., 2025). As long as the primary source of stress persists, various forms of financial rewards may not be able to reduce employees' desire to leave the organization (Lee et al., 2026). Therefore, organizations need to focus on creating a healthier work environment, for example through a more proportional division of tasks, setting realistic work schedules, providing adequate rest periods, and providing support from management when employees face work pressures. These steps not only help reduce work stress levels but also represent a crucial investment in maintaining the sustainability of the Free Nutritional Meal Program through human resources that remain productive, psychologically healthy, and committed to the organization (Borromeo et al., 2026).

H6: There is a significant influence of workload on turnover intention through work stress on SPPG officers in Anyar District, Serang Regency

Analysis of the sixth hypothesis which is an indirect influence, workload has a significant influence on turnover intention through work stress with a t-statistic of $3.886 > 1.96$ and a p-value of $0.000 < 0.05$, so the sixth hypothesis is accepted. This means that work stress significantly mediates workload on turnover intention.

This indicates that the higher the workload employees receive, the greater the level of stress they experience, ultimately increasing their desire to leave their jobs. Thus, job stress serves as a psychological mechanism explaining how workload can develop into intention to leave an organization (Gao & Um, 2026).

This finding strengthens the Job Demands–Resources (JD-R) Theory developed by Bakker and Demerouti (2001), particularly the mechanism health impairment process which explains that job demands (job demands) does not directly encourage employees to leave the organization, but first affects the individual's psychological condition through increased work stress (Xie et al., 2026). The results of this study are also consistent with the research of Salama et al. (2022) which found that workload increases turnover intention through

increased work stress. Similar findings were reported by Lee, Choi, and Back (2026), who explained that ongoing work pressure leads to the emergence of work stress, which then develops into a desire to leave the organization. In addition, Omar et al. (2025) also showed that work stress plays an important role as a mechanism explaining why job demands ultimately impact turnover intention. The similarity of the results shows that the relationship between workload and turnover intention does not always happen directly, but is more influenced by how individuals feel and respond to the work pressures they face.

This phenomenon is highly relevant to the real-life conditions faced by SPPG officers in implementing the Free Nutritional Meal Program (MBG) (Cheruiyot & Wangui, 2026). Officers are not only responsible for the food distribution process, but also must ensure the accuracy of portion sizes, food quality, timely delivery, reporting administration, and coordination with various parties within a relatively short time (Ma et al., 2026). When work demands continue to increase while human resources, time, and supporting facilities are inadequate, work pressure becomes difficult to avoid. In such situations, ongoing physical and mental fatigue will trigger work stress, so that work begins to be viewed as a source of pressure rather than a professional responsibility. This condition gradually encourages the desire to seek work that is considered less demanding or provides a better balance between demands and individual abilities (Xiaofang et al., 2026).

This finding also provides an understanding of the causes turnover intention. Workload does not always originate solely from the size of the workload, but rather from how the workload is received and perceived by employees (Nizam et al., 2025). Two employees may face relatively similar workloads, but their level of desire to leave may differ if one is able to manage the pressure, while the other experiences prolonged stress (Buzeti & De, 2026). This means that job stress is a factor that strengthens the relationship between job demands and the psychological decision to stay or leave the organization. This shows that human resource management is not enough to focus only on the division of tasks, but also needs to pay attention to the psychological condition of employees while carrying out their work (Woo et al., 2026).

The implied implication of the results of this study is that efforts to suppress turnover intention. The performance of SPPG officers will not be optimal if the organization only attempts to reduce the workload without controlling work stress (Omar et al., 2025). Organizations need to implement strategies that can reduce stress levels, such as adjusting the distribution of workloads more proportionally, adding workers during periods with high work volume, providing adequate rest periods, and strengthening support from superiors and colleagues (Sun & Zhao, 2025). In this way, work stress can be suppressed before it develops into a desire to leave the job. These findings confirm that managing the psychological well-being of officers is a crucial investment for the sustainability of the MBG Program, as the program's success depends not only on the operational system but also on the organization's ability to maintain healthy working conditions so that officers remain committed to staying and delivering their best performance (Estiri et al., 2026).

H7: There is a significant influence of burnout on turnover intention through work stress on SPPG officers in Anyar District, Serang Regency

Analysis of the seventh hypothesis, which is the indirect influence of burnout has a significant effect on turnover intention through work stress with a t-statistic of $4.384 > 1.96$ and a p-value of $0.000 < 0.05$, so the seventh hypothesis is accepted. This means that work stress significantly mediates burnout against intention.

Upon closer examination, these findings suggest that burnout is not the end of the problem, but rather the beginning of a more complex series of psychological (Vidal et al., 2026). When someone continues to work while exhausted, both physically and emotionally, their ability to cope with work pressures gradually declines. As a result, tasks that were previously accomplished well begin to feel increasingly demanding, pressure becomes more

difficult to manage, and work stress increases. In such situations, the desire to look for another job often arises not because employees dislike their work, but because they feel they no longer have enough energy to continue (Wang et al., 2025).

The flow strengthens Job Demands–Resources (JD-R) Theory developed by Bakker and Demerouti (2001). This theory explains that job demands that last for a long time will trigger health impairment process, which is a process where an individual's physical and psychological energy is continuously depleted until it eventually gives rise to various negative consequences, such as burnout, job stress, and the desire to leave the organization. Thus, the results of this study provide evidence that job stress plays a role as a psychological mechanism that explains how burnout develops into turnover intention, not just as a stand-alone variable (Fraser et al., 2026).

The results of this study are also consistent with the findings of Huang et al. (2022), who showed that burnout increases work stress because individuals lose the ability to manage work pressure effectively. Research by Dorta-Afonso and Romero-Domínguez (2025) also explained that untreated burnout will worsen employees' psychological well-being and increase their tendency to leave the organization. These findings are also supported by Lee, Choi, and Back (2026), who found that work stress is an important pathway explaining the relationship between employees' psychological well-being and job performance. Turnover intention the similarity of these results suggests that burnout does not always directly lead to a desire to leave, but rather first affects an individual's psychological state through increased work stress.

These conditions closely mirror the reality of the work of SPPG officers in Anyar District. Every day, they must ensure that food is produced according to nutritional standards, distributed on time, maintain cleanliness in the production process, and complete administrative reporting (Rasulova & Tanova, 2025). All of these activities are performed repetitively, demanding high precision, as even the smallest error can impact the quality of service to the public. In this work rhythm, fatigue not only appears occasionally but can accumulate over time. When opportunities for physical and mental recovery become increasingly limited, burnout becomes difficult to avoid. If left untreated, work pressures will become increasingly intense and slowly develop into stress, ultimately leading to a desire to find employment that better balances work and personal life demands (Di et al., 2026).

From a human resource management perspective, the results of this study convey the message that maintaining employee psychological health is as important as managing an organization's operational targets (Dad & Phoolka, 2026). Efforts to retain SPPG officers cannot be achieved solely through providing incentives or adjusting work targets. Organizations also need to consider factors that can reduce burnout, such as a more balanced division of tasks, job rotation to reduce boredom, providing adequate rest periods, and support from superiors and coworkers (Wei et al., 2025). When burnout is suppressed and work stress is well managed, the tendency for officers to leave the organization will also decrease. Ultimately, this will help maintain human resource stability and support the sustainability of the Free Nutritional Meal Program (Lee et al., 2026).

CONCLUSION

This study concludes that increasing workload and burnout directly or through work stress can increase turnover intention SPPG officers. Burnout is the factor that has the greatest influence on work stress ($\beta = 0.581$), while work stress is proven to be a mediating mechanism that strengthens the influence of workload and burnout on turnover intention. These findings imply that workload management, burnout prevention, and work stress management need to be prioritized in human resource management strategies at SPPG to retain employees, improve work welfare, and ensure the sustainability of the Free Nutritional Meal Program.

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DOI : [10.37531/ecotal.v7i2.4142](https://doi.org/10.37531/ecotal.v7i2.4142)

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