



Labor shortage and job satisfaction - the role of workload

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Abstract: Labour shortages are increasingly viewed as a structural challenge for contemporary organizations; however, their subjective perception within the organizational context remains insufficiently explored. The aim of this paper is to examine the relationship between perceived labour shortages and employees' job satisfaction, with workload considered as a potential mediating mechanism. Additionally, the study investigates the relationship between these variables and employees' turnover intention. The research is based on a quantitative cross-sectional research design, and data were collected through an online questionnaire among employees in the Republic of Croatia in May 2026. Relationships between variables were analyzed using regression and mediation analyses. The theoretical framework integrates the Job Demands-Resources model, Conservation of Resources theory, and Effort-Reward Imbalance theory in order to explain the effects of increased job demands on employee well-being.

Keywords: labour shortages; workload; job satisfaction; turnover intention; employees

JEL classification: J21, J28, M12

Note

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Pomanjkanje delovne sile in zadovoljstvo pri delu - vloga delovne obremenitve

Povzetek: Pomanjkanje delovne sile se vse pogosteje obravnava kot strukturni izziv sodobnih organizacij, vendar je njegova subjektivna percepcija v organizacijskem kontekstu še vedno premalo raziskana. Cilj tega dela je preučiti odnos med zaznanim pomanjkanjem delovne sile in zadovoljstvom zaposlenih pri delu, pri čemer se delovna obremenitev obravnava kot potencialni mediacijski mehanizem. Dodatno se preučuje tudi povezanost navedenih spremenljivk z namero zaposlenih po menjavi zaposlitve. Raziskava temelji na kvantitativnem presečnem raziskovalnem načrtu, podatki pa so bili zbrani s spletnim vprašalnikom med zaposlenimi v Republiki Hrvaški maja 2026. Odnosi med spremenljivkami so bili analizirani z uporabo regresijske in mediacijske analize. Teoretični okvir dela vključuje model delovnih zahtev in virov, teorijo ohranjanja virov ter teorijo neravnovesja med vloženim trudom in nagrado z namenom pojasnitve učinkov povečanih delovnih zahtev na dobrobit zaposlenih.

Ključne besede: pomanjkanje delovne sile; delovna obremenitev; zadovoljstvo pri delu; namera o zamenjavi zaposlitve; zaposleni

INTRODUCTION

Labour shortages in contemporary European economies are increasingly interpreted as a long-term structural labour market problem associated with demographic ageing, a declining working-age population, migration flows, and mismatches between workforce competencies and employers' needs (European Commission, 2023; European Labour Authority, 2024). In this context, Croatia is particularly exposed – according to the IMF (2024), both cyclical and structural factors contribute to labour shortages, while demographic ageing, skill mismatches, and emigration chronically constrain labour supply. According to Eurofound (2024), more than 80% of companies in Croatia and several other Central European countries report difficulties in finding employees with adequate competencies, representing one of the highest shares in the European Union. In transition economies, including Croatia, these processes are further intensified by the seasonality of key sectors such as tourism, trade, and logistics. In this way, a macroeconomic problem is transferred to the level of organizational functioning and everyday work, where organizations facing long-term labour shortages increasingly redistribute tasks among existing employees, intensify work, and expand job roles, consequently increasing job demands and employee workload (Eurofound, 2024). Such organizational responses can theoretically be explained through the Job Demands-Resources (JD-R) model, according to which an imbalance between job demands and available resources leads to increased strain and reduced employee well-being (Bakker & Demerouti, 2007; Demerouti et al., 2001). This distinction between objective and subjective measures of organizational conditions is theoretically well grounded – research consistently shows that individual perceptions of working conditions better predict employees' work attitudes and behaviours than objective organizational indicators (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Employees therefore do not react to the actual number of employees or vacancy rates, but rather to the subjective perception of understaffing, increased pressure, and more difficult task execution. Previous research has primarily focused on the effects of job demands, organizational stress, and workload on job satisfaction and employee turnover intention, while the subjective perception of labour shortages has remained relatively underexplored. Existing literature predominantly operationalizes labour shortages through macroeconomic indicators (vacancy rates, unemployment ratios) or organizational measures (number of unfilled positions, recruitment duration), while neglecting how employees working under such conditions perceive and interpret the situation (European Labour Authority, 2024). It is precisely this gap between objective deficits and subjective experience that remains theoretically and empirically insufficiently examined. In this regard, the subjective perception of labour shortages may be viewed as a specific organizational stressor operating through increased job demands and perceived employee workload, in line with research emphasizing the role of quantitative and cognitive demands in shaping work experiences (Montani et al., 2023; Schaufeli & Bakker, 2004). There is a particular lack of studies examining this construct in the context of transition economies and linking it with workload, job satisfaction, and employees' turnover intention. The consequences of increased job demands have been consistently confirmed in the literature. High job demands are associated with increased stress, emotional exhaustion, and lower job satisfaction (Montani et al., 2023). Turnover intention is included in this study as a key organizational outcome because it represents one of the most important predictors of actual employee turnover (Griffeth et al., 2000; Tett & Meyer, 1993). According to the OECD (2025), Croatia is simultaneously facing a decline in its active population and high emigration rates, which structurally intensify pressure on the labour market and organizations. The aim of this study is to examine the relationship between perceived labour shortages, workload, and employees' job satisfaction in the Republic of Croatia, with particular emphasis on the mediating role of workload. Additionally, the study examines the relationship between these variables and employees' turnover intention as an important indicator of work attitudes and potential employee turnover. The contribution of this paper lies in the empirical investigation of the subjective perceptivna of labour

shortages as a specific organizational stressor within the context of a transition economy. The findings may contribute to the development of organizational policies and human resource management strategies aimed at preserving employee well-being under conditions of structural labour shortages.

1 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

1.1 Perceived labor shortage

Perceived labour shortages are defined as employees' subjective assessment that the organization lacks a sufficient number of employees or adequate competencies for the effective performance of work tasks. The importance of this distinction is empirically supported – employees working under identical objective conditions may differ substantially in their perception of organizational strain depending on their individual interpretation of available resources (Pirrotta, Cantarelli, & Belle, 2025). Recent research increasingly emphasizes that employees do not perceive organizational labour shortages solely as an administrative or staffing issue, but also as a daily source of increased job demands, time pressure, and reduced organizational support (Pirrotta et al., 2025; Eurofound, 2024). According to the JD-R model, it is precisely the perceived – rather than objective – imbalance between demands and resources that initiates processes undermining employee well-being (Bakker & Demerouti, 2007). Unlike objective indicators of staff shortages, subjective perception enables a better understanding of individual differences in employees' experiences of organizational working conditions and their reactions to increased demands. Despite the theoretical relevance of this construct, previous labour shortage research has largely relied on macroeconomic measures, neglecting employees' subjective perceptions as a distinct construct worthy of empirical examination (Pirrotta, Cantarelli, & Belle, 2025). Recent studies increasingly emphasize that employees working in organizations with labour shortages more frequently experience increased time pressure, intensified work pace, and reduced recovery opportunities, which may negatively affect their work-related well-being and organizational attitudes (Eurofound, 2024; OECD, 2025). Research conducted in the healthcare and service sectors additionally demonstrates that perceptions of understaffing may increase emotional exhaustion and employees' turnover intentions (Pirrotta, Cantarelli, & Belle, 2025; Galanis et al., 2025). Therefore, perceived labour shortages may represent an important mechanism through which employees interpret organizational working conditions and evaluate their own workload and quality of work experience.

1.2 Workload

Workload represents a key dimension of job demands within the organizational context. According to the Job Demands-Resources model, job demands encompass physical, psychological, and organizational aspects of work that require continuous effort and may lead to stress and exhaustion (Demerouti et al., 2001). Under conditions of labour shortages, existing employees often take on additional tasks and work under increased time and cognitive pressure, thereby increasing their workload. Conservation of Resources theory assumes that prolonged increased demands lead to the depletion of employees' personal resources, which may negatively affect their well-being and work attitudes (Hobfoll, 2001). Recent meta-analyses and systematic literature reviews confirm that chronically high workload represents one of the most important predictors of burnout, reduced job satisfaction, and increased employee turnover, particularly in organizations facing long-term shortages of human resources (Montani et al., 2023). The importance of subjective workload perception is particularly emphasized, as employees do not react solely to the quantity of work but also to their perceived ability to cope with work environment demands. Empirical studies consistently confirm that high workload increases emotional exhaustion and reduces job satisfaction, while also potentially predicting turnover intention (Montani et al., 2023;

Galanis et al., 2025). Increased workload is often associated with feelings of time pressure, accelerated work pace, and reduced recovery opportunities, which may negatively affect employees' psychological well-being and work attitudes. In line with the JD-R approach, workload in this study is observed through employees' subjective assessment of the intensity and demanding nature of work tasks.

1.3 Job satisfaction

Job satisfaction represents an important indicator of employees' psychological well-being and their attitudes toward work. According to self-determination theory, job satisfaction is associated with the degree to which basic psychological needs for autonomy, competence, and relatedness are fulfilled (Deci et al., 2017). Job satisfaction encompasses employees' evaluations of the quality of their work experience, working conditions, organizational relationships, and opportunities for professional fulfilment. Empirical studies indicate that increased job demands and greater workload may lead to reduced job satisfaction, increased stress, and stronger intentions to leave the organization (Montani et al., 2023). Effort-Reward Imbalance theory further emphasizes that dissatisfaction arises when employees perceive an imbalance between invested effort and received organizational rewards (Siegrist, 1996). In addition to objective job characteristics, job satisfaction is shaped by subjective evaluations of organizational conditions, including perceptions of fairness, organizational support, and the adequacy of available resources. Recent studies show that job satisfaction increasingly depends on perceptions of organizational support, work-life balance, and fairness in the distribution of job demands, particularly under conditions of increased organizational uncertainty and labour shortages (OECD, 2025). Organizations that fail to maintain a balance between job demands and available resources more frequently face declining employee satisfaction and increased turnover intentions. Given that job satisfaction represents one of the most stable predictors of employee turnover – as confirmed by both classical studies (Tett & Meyer, 1993; Griffeth et al., 2000) and recent meta-analyses (Griffeth et al., 2000) – contemporary organizational research considers job satisfaction one of the key indicators of organizational sustainability due to its association with productivity, organizational commitment, and employee retention.

2 RESEARCH QUESTION AND HYPOTHESES

In accordance with the research objective and the developed conceptual framework integrating the Job Demands-Resources model, Conservation of Resources theory, and Effort-Reward Imbalance theory, this study examines the relationship between perceived labour shortages and key employee work outcomes, including workload, job satisfaction, and turnover intention. The study is based on the assumption that the subjective perception of understaffing represents an organizational stressor that increases job demands. Structural labour shortages operate not only through objective organizational conditions but also through the way employees evaluate the adequacy of available human resources for the effective performance of work tasks. Empirical research conducted within the JD-R framework shows that increased job demands and perceived shortages of organizational resources may be associated with impaired employee well-being, including higher workload, lower job satisfaction, and stronger intentions to leave the organization (Schaufeli & Bakker, 2004; Montani et al., 2023). Additionally, the potential mediating role of workload in the relationship between perceived labour shortages and employees' job satisfaction was explored. In accordance with the presented theoretical framework, the following research question was formulated:

What is the relationship between perceived labour shortages, workload, job satisfaction, and employees' turnover intention in the Republic of Croatia?

Based on the theoretical framework and the research question, the following hypotheses were proposed:

- H1: Perceived labour shortages, workload, and job satisfaction are significant predictors of employees' turnover intention.
- H2: Perceived labour shortages are positively associated with employees' perceived workload.
- H3: Workload is negatively associated with employees' job satisfaction.

3 RESEARCH METHODOLOGY

3.1 Research design

The study was conducted as a quantitative, non-experimental, cross-sectional study. The aim of the research was to examine the relationship between perceived labour shortages, workload, job satisfaction, and employees' turnover intention in the Republic of Croatia. The study was conducted between 2 and 8 May 2026. The research model is based on the assumption of the mediating role of workload in the relationship between perceived labour shortages and job satisfaction, with an additional examination of the relationship between all variables and turnover intention as an indicator of employee work attitudes.

3.2 Research sample

The study included 218 employees from various organizations in the Republic of Croatia. The sample was convenience-based and non-representative, and respondents were recruited using the snowball sampling method through researchers' personal contacts, online channels, and social media platforms. The inclusion criterion required respondents to be employed individuals older than 18 years of age. Although the sample was neither stratified nor probabilistic, efforts were made to achieve sectoral heterogeneity across different organizational environments within the Croatian labour market. The sample structure indicates that 67 respondents (30.7%) were male and 151 (69.3%) female. More than 60% of respondents were older than 46 years, while the largest proportion consisted of respondents with more than 16 years of work experience (70.6%). Regarding employment sector, more than 60% of respondents were employed in the private sector, while the remaining respondents worked in the public sector. Participation in the study was completely anonymous and voluntary, and all respondents provided informed consent prior to completing the questionnaire. The average time required to complete the questionnaire was approximately 5 minutes.

Table 1. Demographic Characteristics of Employees
Source: author's calculations, 2026

Variable	Category	n	%
Gender	Male	67	30.7
	Female	151	69.3
Age	Up to 30 years	16	7.3
	31-45 years	71	32.6
	46 years and above	131	60.1
Work experience	Up to 5 years	16	7.3
	6-15 years	48	22.0
	16 years and above	154	70.6

Variable	Category	n	%
Employment sector	Private	138	63.3
	Public	80	36.7
Education	Secondary school	72	33.0
	College/university degree or higher	146	67.0

Note: n = number of respondents; % = percentage.

3.3 Measurement Instruments

Data were collected using a structured questionnaire created in the online tool Google Forms. The questionnaire consisted of a sociodemographic section and sets of statements measuring the key study variables. All variables were measured on a scale from 1 to 5 (1 = strongly disagree, 5 = strongly agree). Total scores for each variable were calculated as the mean value of responses to the corresponding statements, where higher values indicate higher levels of the measured construct. The statements used to measure the variables were constructed for the purposes of this study based on existing theoretical constructs and relevant literature, adapted to the context of labour shortages in organizations.

3.3.1 Perceived Labor Shortage

Perceived labour shortages were defined as employees' subjective assessment of the insufficient availability of human resources and competencies within the organization. The scale consisted of four statements covering perceptions of an insufficient number of employees, lack of appropriate competencies, overload of existing employees, and a general assessment of labour shortages within the organization. The scale was developed specifically for this study based on the theoretical foundations of the Job Demands-Resources model and literature on organizational job demands under labour shortage conditions. High scale reliability was obtained ($\alpha = 0.91$).

3.3.2 Workload

Workload was operationalized through adapted statements based on the concept of job demands from the Job Demands-Resources model. The scale consisted of four statements covering workload quantity, time pressure, multitasking, and mental effort. The scale encompasses the subjective assessment of the intensity and demanding nature of work, whereby workload is viewed as the cognitive and temporal demandingness of the work role. In this study, workload is conceptualized as subjective or perceived employee workload, with the scale capturing individual assessments of intensity, time demands, and mental effort associated with work. Scale reliability amounted to $\alpha = 0.85$.

3.3.3 Job Satisfaction

Job satisfaction was operationalized through a set of statements based on classical approaches to measuring job satisfaction. The scale consisted of five statements encompassing overall job satisfaction, satisfaction with working conditions, feelings of professional fulfilment, and perceptions of rewards. The scale represents a global evaluation of employees' satisfaction with their work experience and organizational environment. Scale

reliability amounted to $\alpha = 0.88$. The statement “I think about changing jobs” was used as a single-item indicator of turnover intention.

3.4 Data Analysis Methods

Descriptive statistics, multiple regression analysis, and mediation analysis were used for data analysis. Total scale scores were calculated as the arithmetic mean of responses to the corresponding statements. Higher values indicate higher levels of perceived labour shortages, greater workload, higher job satisfaction, and stronger turnover intention. Analyses were conducted using the SPSS statistical software package. To test the mediation model, Hayes’ (2018) PROCESS macro (Model 4) was used with a bootstrap method for estimating the indirect effect based on 5,000 resamples, where the indirect effect is considered statistically significant if the confidence interval does not include zero (Hayes, 2018).

4 RESULTS

Table 2 presents the basic descriptive statistics for the examined variables. All examined variables demonstrate skewness and kurtosis values within the commonly accepted thresholds for the application of parametric procedures, indicating satisfactory data distribution. Arithmetic means indicate moderate levels of all examined constructs. Workload showed the highest mean value ($M = 3.78$, $SD = 1.01$), while perceived labour shortages were also at a moderate level ($M = 3.29$, $SD = 1.31$). Job satisfaction ($M = 3.60$, $SD = 0.96$) and turnover intention ($M = 2.56$, $SD = 1.50$) indicate moderate levels within the observed sample.

Table 2. Descriptive Indicators of Measured Variables
Source: author’s calculations, 2026

Variable	M	SD	Min	Max	Skewness	Kurtosis	α
Labour shortages	3.29	1.31	1	5	-0.28	-1.15	0.91
Workload	3.78	1.01	1	5	-0.68	-0.26	0.85
Job satisfaction	3.60	0.96	1	5	-0.45	-0.46	0.88
Turnover intention	2.56	1.50	1	5	0.45	-1.22	-

Note: M = arithmetic mean; SD = standard deviation; Max = achieved maximum; Min = achieved minimum; α = Cronbach’s alpha internal consistency coefficient.

Source: Author’s own work

Table 3. Correlations Between Examined Variables
Source: author’s calculations, 2026

Variable	1	2	3	4
1. Labour shortages	1			
2. Workload	.63**	1		
3. Job satisfaction	-.14*	-.08	1	
4. Turnover intention	.26**	.18**	-.58**	1

Note: * $p < 0.05$; ** $p < 0.01$

Table 3 presents the correlations between the examined variables. The results indicate a statistically significant positive relationship between perceived labour shortages and workload ($r = .63$, $p < 0.01$), suggesting that employees who perceive labour shortages more strongly report higher workload. Perceived labour shortages show a weak negative relationship with job satisfaction ($r = -.14$, $p < 0.05$) and a positive relationship with turnover intention ($r = .26$, $p < 0.01$). Workload was not significantly associated with job satisfaction

($r = -.08$, $p > 0.05$), while a weak positive relationship was found with turnover intention ($r = .18$, $p < 0.01$). The strongest correlation was identified between job satisfaction and turnover intention ($r = -.58$, $p < 0.01$), whereby lower job satisfaction was associated with stronger turnover intention.

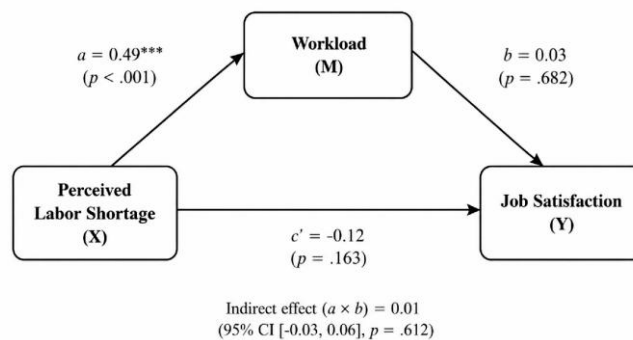
Table 4. Regression Analysis for the Criterion Variable of Turnover Intention
Source: Author's own work

Predictors	Turnover intention (B)
Labour shortages	0.16*
Workload	0.03
Job satisfaction	-0.55**
R ²	0.36**

Note: B = standardized regression coefficient; R² = coefficient of determination; ** $p < .01$; * $p < .05$.

The contribution of perceived labour shortages, workload, and job satisfaction in predicting turnover intention was examined using multiple regression analysis. The results of the regression analysis are presented in Table 4. The findings indicate that the model significantly predicts turnover intention ($F(3, 214) = 40.30$, $p < 0.001$) and explains 36% of the variance in turnover intention ($R^2 = 0.36$). Among the included predictors, perceived labour shortages ($B = 0.16$, $p < 0.05$) and job satisfaction ($B = -0.55$, $p < 0.01$) were statistically significant, while workload was not a statistically significant predictor ($B = 0.03$, $p > 0.05$).

Figure 1. Mediation Model of Workload in the Relationship Between Perceived Labour Shortages and Job Satisfaction



Note: *n.s.* = not statistically significant; *** $p < .001$.
Source: author's own elaboration

Table 5. Results of the Mediation Analysis of Workload
Source: Author's own work

Effect	B	SE	LLCI	ULCI
Indirect effect	-0.03	0.02	-0.08	0.01

Note: LLCI = lower limit confidence interval; ULCI = upper limit confidence interval; bootstrap confidence interval based on 5,000 samples.

The results of the mediation analysis showed that the indirect effect of perceived labour shortages on job satisfaction through workload was not statistically significant, as the confidence interval included zero. Therefore, the hypothesized mediating role of workload in the relationship between perceived labour shortages and employees' job satisfaction was not confirmed.

5 DISCUSSION

The aim of this study was to examine the relationship between perceived labour shortages, workload, and employees' job satisfaction in the Republic of Croatia, with particular emphasis on the potential mediating role of workload. The obtained results partially confirm the proposed hypotheses and indicate the importance of organizational working conditions for employees' attitudes toward work. The results showed that employees who perceive greater labour shortages within the organization simultaneously experience greater workload, thereby confirming the second research hypothesis. This finding is consistent with the JD-R model (Bakker & Demerouti, 2007), according to which increased job demands arise under conditions of limited organizational resources. Similar findings are reported by previous studies (Schaufeli & Bakker, 2004; Pirrotta, Cantarelli, & Belle, 2025), which demonstrate that shortages of human resources increase work intensity and employees' cognitive-technical demands, leading to a stronger sense of workload. The findings obtained are therefore consistent with previous empirical research linking organizational resource shortages with increased employee job demands. Hypothesis H3 was not confirmed because workload did not show a statistically significant relationship with job satisfaction. Furthermore, the regression analysis indicated that labour shortages and job satisfaction are significant predictors of turnover intention, thereby partially confirming hypothesis H1 – workload did not reach statistical significance as a predictor. Job satisfaction particularly emerged as the stronger predictor, whereby employees who are less satisfied with their jobs more frequently consider leaving the organization. Within the mediation model, the results of the mediation analysis did not confirm a statistically significant mediating role of workload in the relationship between perceived labour shortages and job satisfaction. Although, within the JD-R framework, it was theoretically possible to expect an indirect effect through increased job demands, the obtained findings suggest that the relationship between organizational shortages of human resources and job satisfaction likely involves more complex psychological and organizational mechanisms. This finding requires a more critical interpretation in relation to the initial theoretical expectation of mediation. Specifically, the absence of a statistically significant indirect effect suggests that workload does not function as a robust “translational mechanism” between perceived labour shortages and an evaluative outcome such as job satisfaction. In other words, although labour shortages increase job demands, this increase alone is not sufficient to explain changes in job satisfaction. This finding may be compared with studies that identified significant workload mediation within specific sectors characterized by extremely high workload, such as healthcare (Galanis et al., 2025), suggesting that the mediating role of workload may be moderated by sectoral context. Therefore, it is possible that in a more heterogeneous sample, such as the one used in this study, the effect becomes “diluted” due to differences in organizational structures, levels of autonomy, and employees' adaptive capacities,

resulting in instability of the indirect effect. A possible explanation for the obtained results is that perceived labour shortages represent a complex organizational stressor that extends beyond the purely quantitative dimension of workload. This includes the quality of relationships with supervisors and colleagues, perceived organizational support, levels of autonomy, and perceptions of fairness in task distribution (Locke, 1976; Colquitt, 2001). These findings indicate that employees do not evaluate organizational demands solely through the quantity of work but also through a broader perception of the organizational environment and the availability of support. The obtained findings also have clear practical implications. Organizations facing labour shortages should devote particular attention to workload management and task distribution in order to prevent long-term employee dissatisfaction. Strengthening organizational support and developing managerial practices that enable a balance between job demands and employee resources are especially important, in line with the recommendations of the JD-R model (Bakker & Demerouti, 2007). Given that job satisfaction represents a key predictor of turnover intention, strategies aimed at increasing satisfaction provide a dual benefit – they reduce turnover intention and increase organizational stability under conditions of chronic labour shortages (OECD, 2025). The study also has several limitations. A cross-sectional research design was used, which prevents conclusions regarding causal relationships between variables. In addition, data were collected using self-report measures, which may lead to subjective respondent bias and common method variance. Future studies should employ longitudinal designs and include additional organizational and individual variables in order to more thoroughly explain the mechanisms linking labour shortages, workload, and job satisfaction.

6 CONCLUSION

Labour shortages represent an increasingly pronounced challenge for contemporary organizations and labour markets. The results of this study indicate that perceived labour shortages contribute to increased employee workload and are associated with stronger turnover intention, while job satisfaction was confirmed as a key predictor of turnover intentions. The results of the additional mediation analysis did not confirm a statistically significant mediating role of workload in the relationship between perceived labour shortages and job satisfaction, suggesting that this relationship may involve more complex organizational and psychological mechanisms. The contribution of this research is reflected in the empirical integration of perceived labour shortages, workload, and job satisfaction within the context of the Croatian labour market, which remains insufficiently explored in this field. The study additionally highlights the importance of subjective perceptions of organizational working conditions in understanding employees' attitudes and behaviours. The obtained findings may serve as a foundation for the development of organizational strategies aimed at managing workload and preserving employee satisfaction, with the goal of reducing employee turnover under labour shortage conditions. Future research should focus on longitudinal designs in order to better understand the causal dynamics of the observed relationships, as well as include additional organizational and individual variables that may moderate the relationship between working conditions and job satisfaction. In particular, examining alternative mediators such as organizational support, emotional exhaustion, and perceptions of managerial effectiveness is recommended in order to further clarify the complex mechanism through which perceived labour shortages operate.

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