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Intensified job demands profiles among Finnish leaders: Connections to well-being at work and job turnover intentions

This article examines what types of intensified job demands (IJDs) profile can be identified among leaders, and how leaders with different profiles differ from each other in terms of well-being and job turnover intentions. The study was based on survey data. The sample was collected from the membership registers of four Finnish trade unions: the Finnish Union of University Professors, the Finnish Union of University Researchers and Teachers, Finnish Business School Graduates, and Academic Engineers and Architects in Finland. Of the examined leaders ($N=705$), just over half (56%) were men. Based on K-means cluster analysis, five distinctive profiles of intensified job demands (IJDs) were identified: 1) the risk profile (high IJDs, 31%), 2) the favourable profile (moderately high intensified job- and career-related planning demands, 19%), 3) the hindrance and challenge stressors profile (high

work intensification and intensified knowledge- and skill-related learning demands, 20%), 4) the low profile (low IJDs, 22%), and 5) the unchallenging profile (no IJDs, 8%). Leaders with the risk profile or the hindrance and challenge stressors profile reported the highest amount of burnout symptoms. Leaders in the latter profile also had the most job turnover intentions. Leaders with the favourable profile experienced the highest amount of work engagement and had fewer job turnover intentions. Leaders with the low profile or the unchallenging profile experienced the lowest level of work engagement. In conclusion, it can be stated that half of the examined leaders belonged to the risk (demanding) groups (1 and 3) in terms of IJDs, where there was a greater prevalence of burnout and the desire to seek less demanding management positions.