



# Principal barometer 2019-2023

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# team

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# TODAY

- Principal occupational wellbeing- burnout and engagement: School demands-resources model
- Data: Finnish (and Estonian) Principal barometer data
- 1. Development of work burnout and engagement 2019-2023 and work burnout-engagement profiles, Area differences in Finland
- 2. Changes in job demands and resources 2019-2023
- 3. Differences between Finland and Estonia 2023
- 4. Job crafting and occupational wellbeing
- 5. Conclusions

# BURNOUT

## Key features

**Exhaustion  
Cynicism  
Inadequacy**



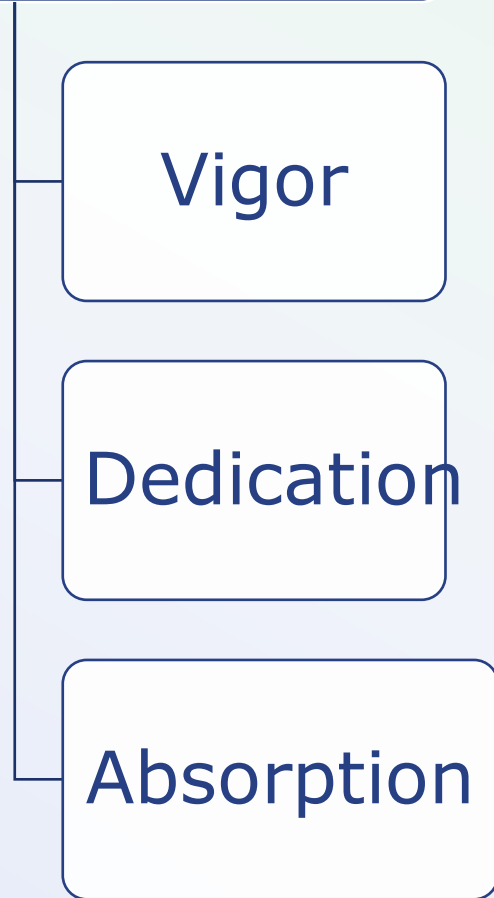
**Difficulties  
in  
emotional  
and  
cognitive  
regulation**

## Secondary

**Depression  
Psychosomatic  
disorders  
Anxiety  
Sleep problems**



## Job engagement



## Job burnout



# School demands- resources model

# School environment

# Burnout and engagement

# Consequences



# Data:

## Principal wellbeing barometer

Started from Australia: Principal health and wellbeing

In Finland years 2019, 2020, 2021, 2022, 2023 (n=493, 36% males)  
annually about 500-600 Finnish principals

- Work burnout, BBI15, Näätänen, Salmela-Aro, 2003
- Work engagement, UWES, Schaufeli et al., 2006
- Demands-resources Cop-soq and Job crafting
  
- Also Firstbeat (prof Minna Huotilainen)
- 2023 first time Estonia (prof Eve Eisenschmidt and her team)

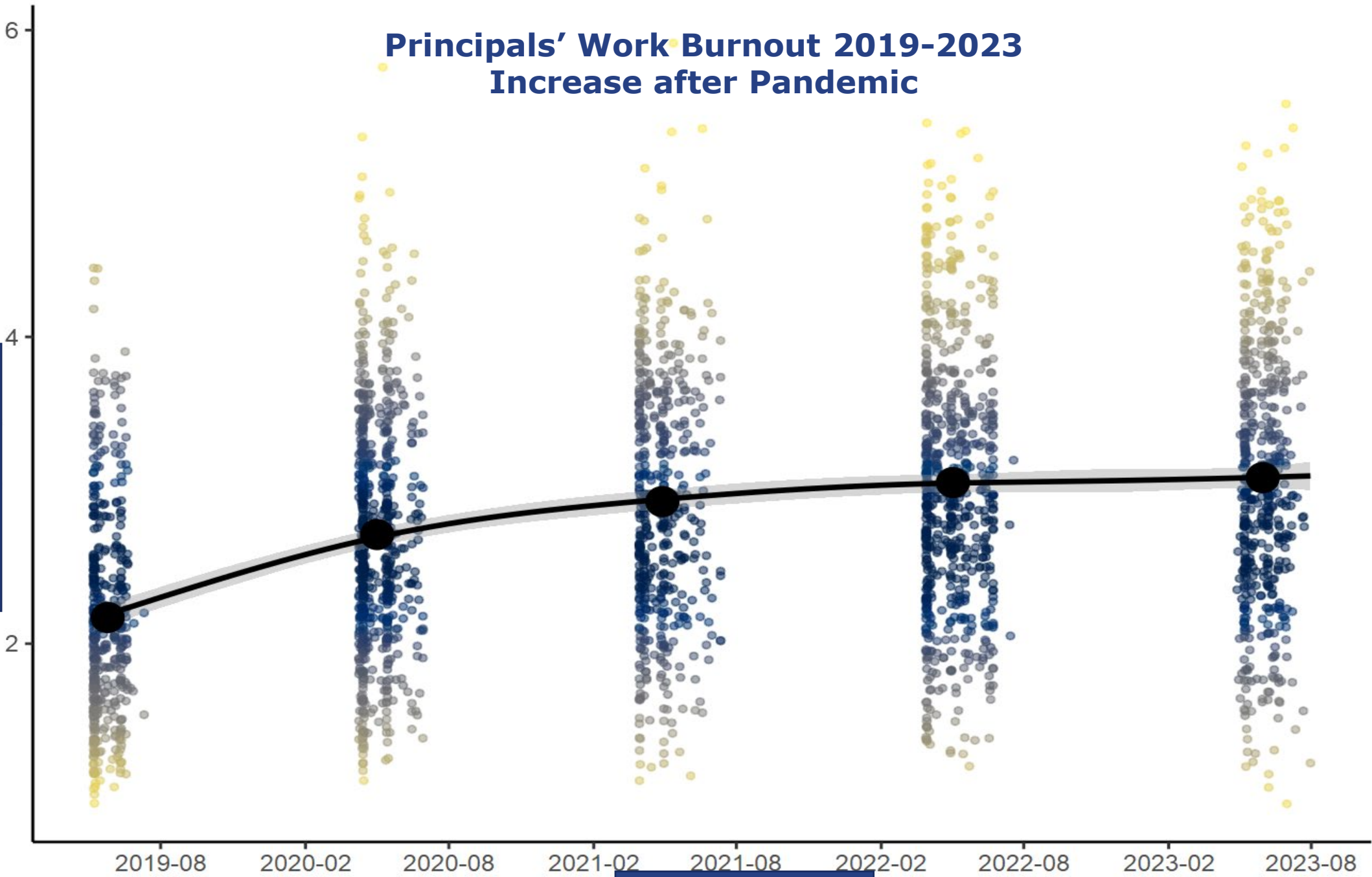


# Principal barometer survey

Work Burnout and engagement 2019-2023

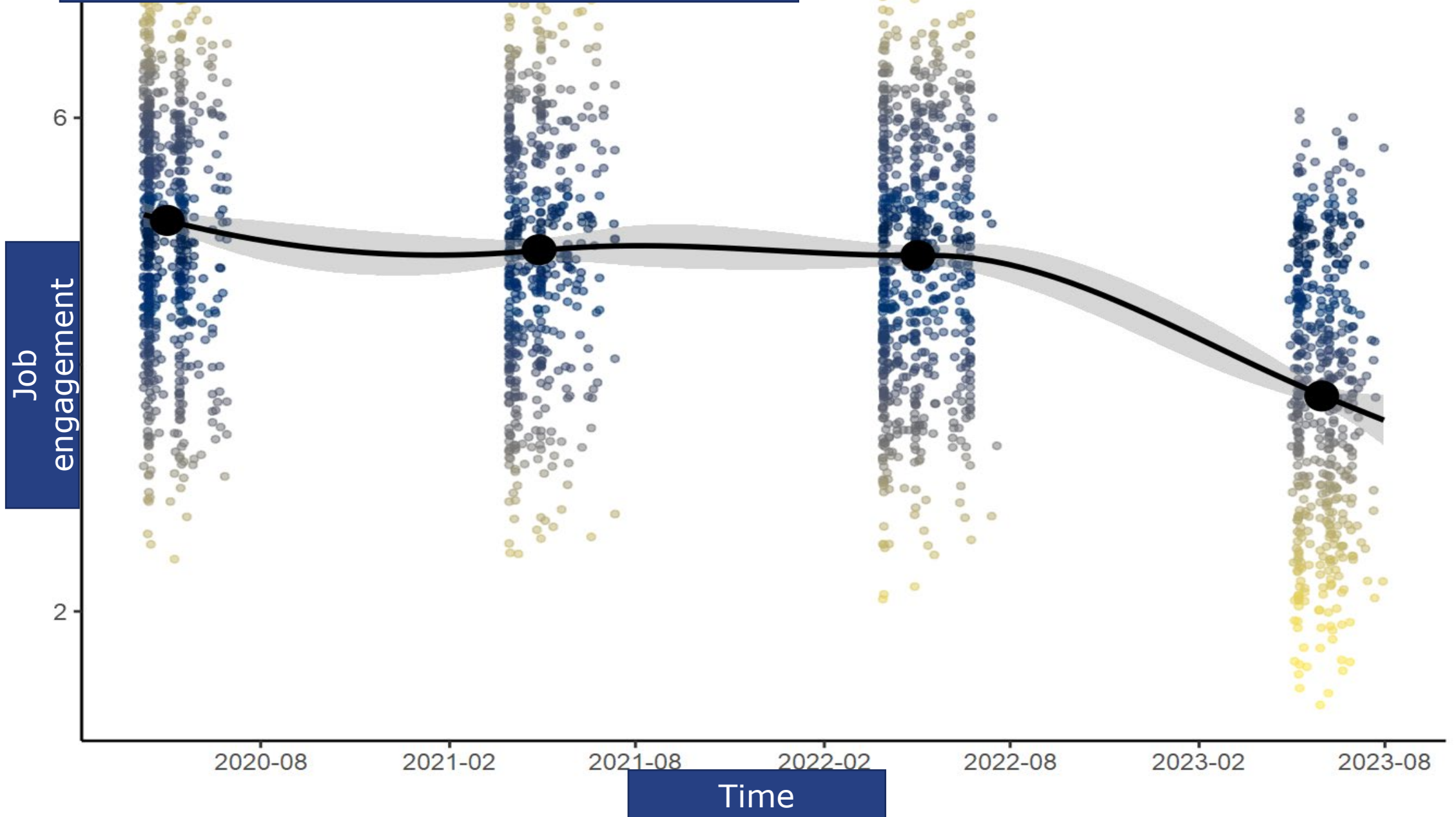
# Principals' Work Burnout 2019-2023 Increase after Pandemic

Job burnout

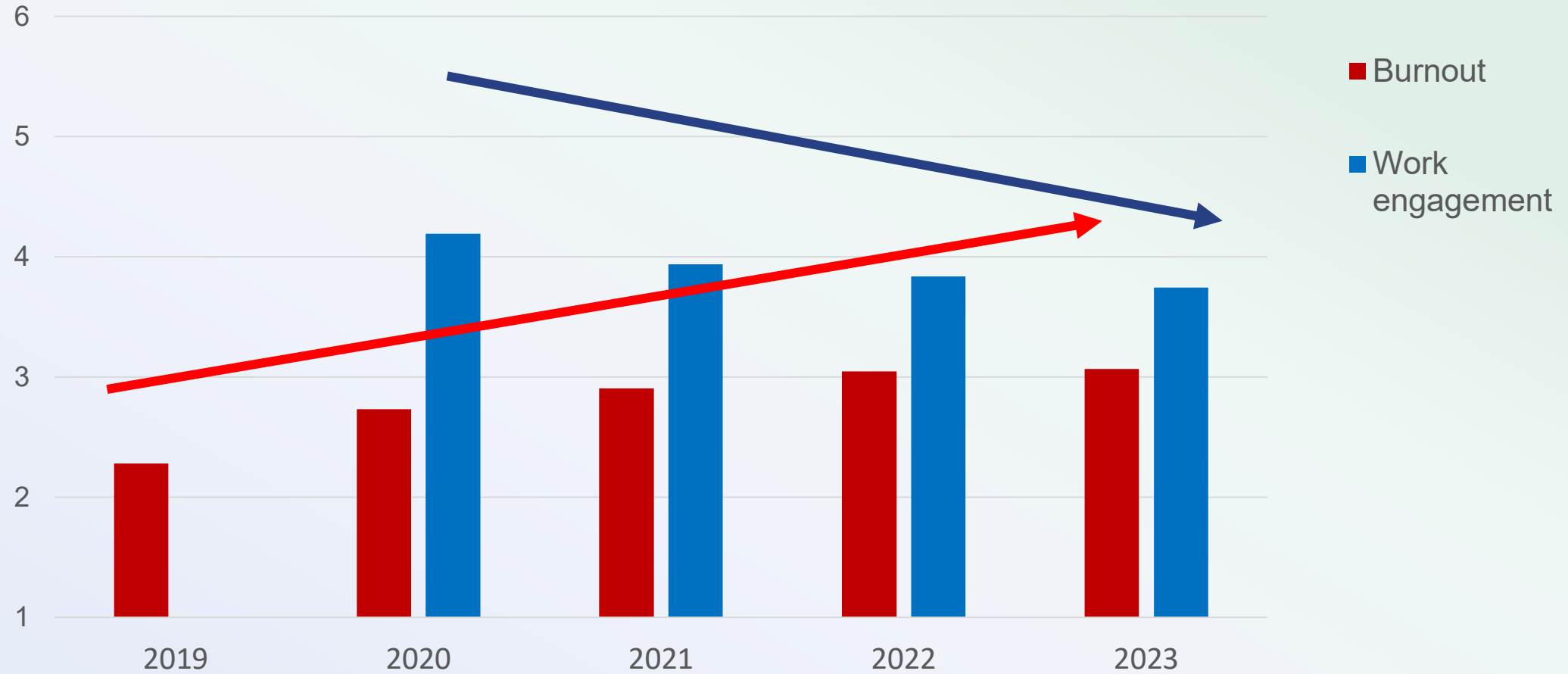


Time

# Principals Work Engagement 2020-23 Dramatic decrease



# Within-trajectory of **burnout** and **work engagement** (longitudinal data)

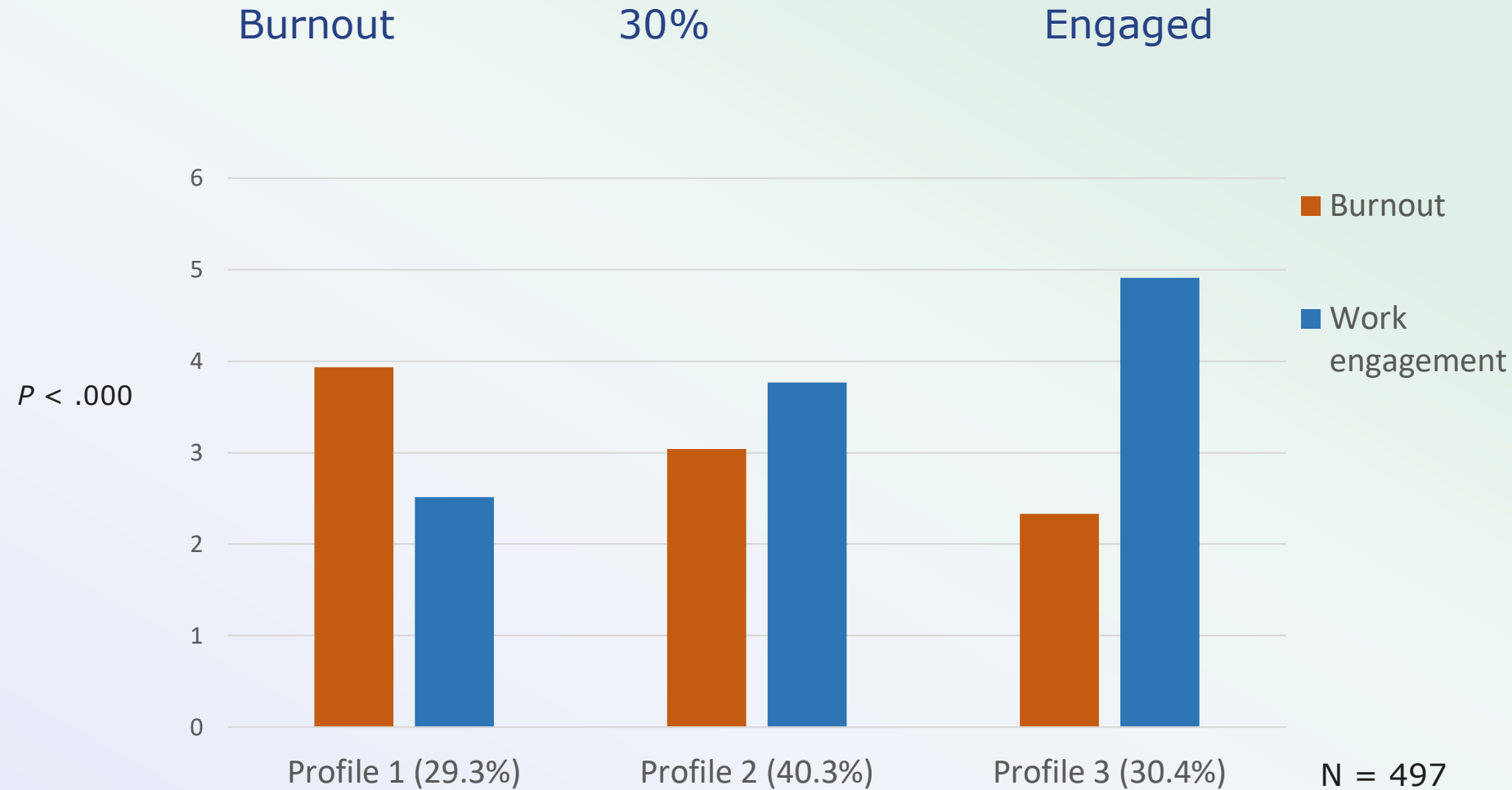


(N = 1689)

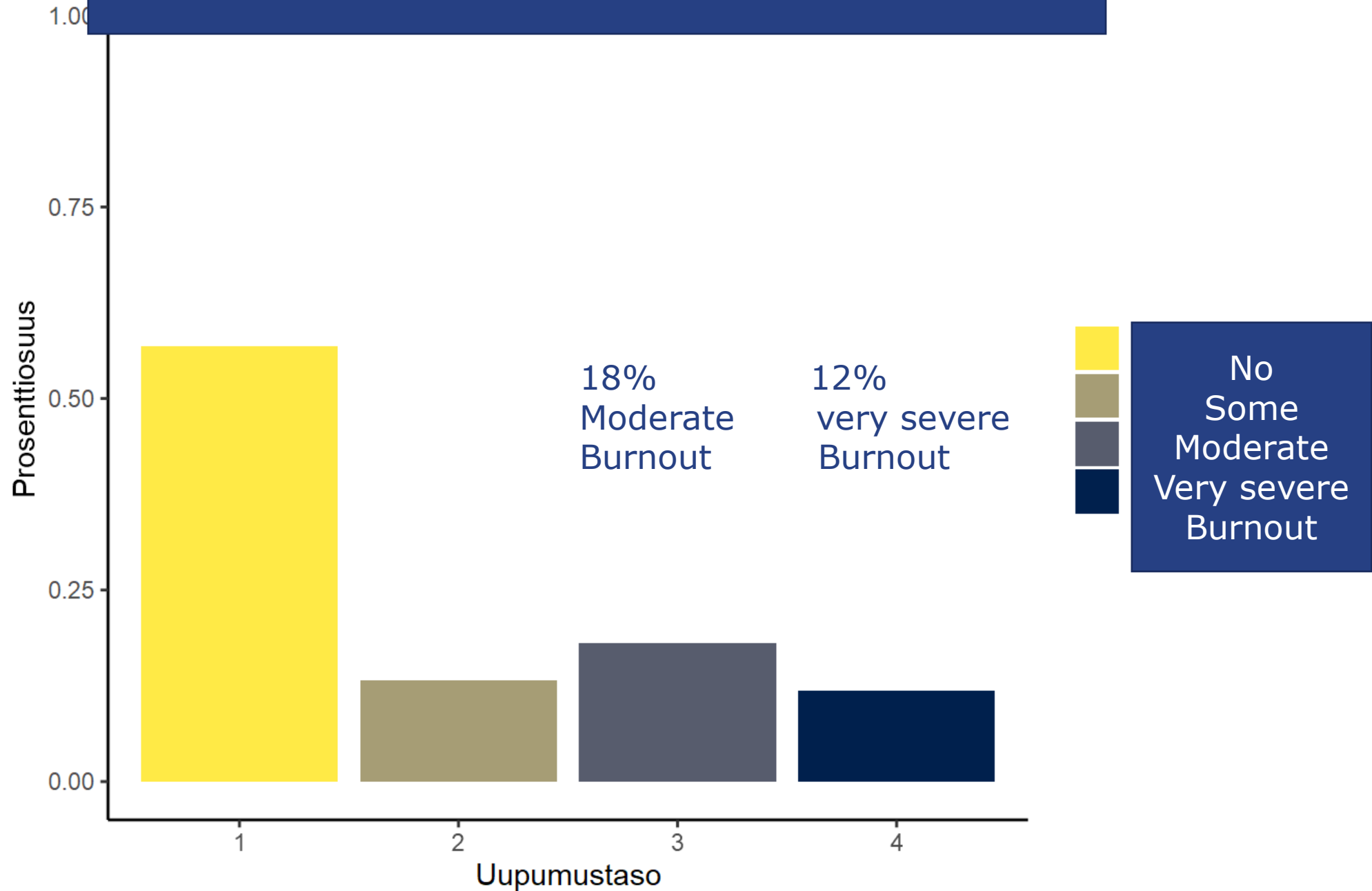
# Principals work engagement and burnout profiles

- 2019 10% severe burnout
- 2020 15% severe burnout
- 2021 20% severe burnout
- 2022 25% severe burnout
- 2023 almost 30% severe burnout

# Profiles of burnout and work engagement 2023

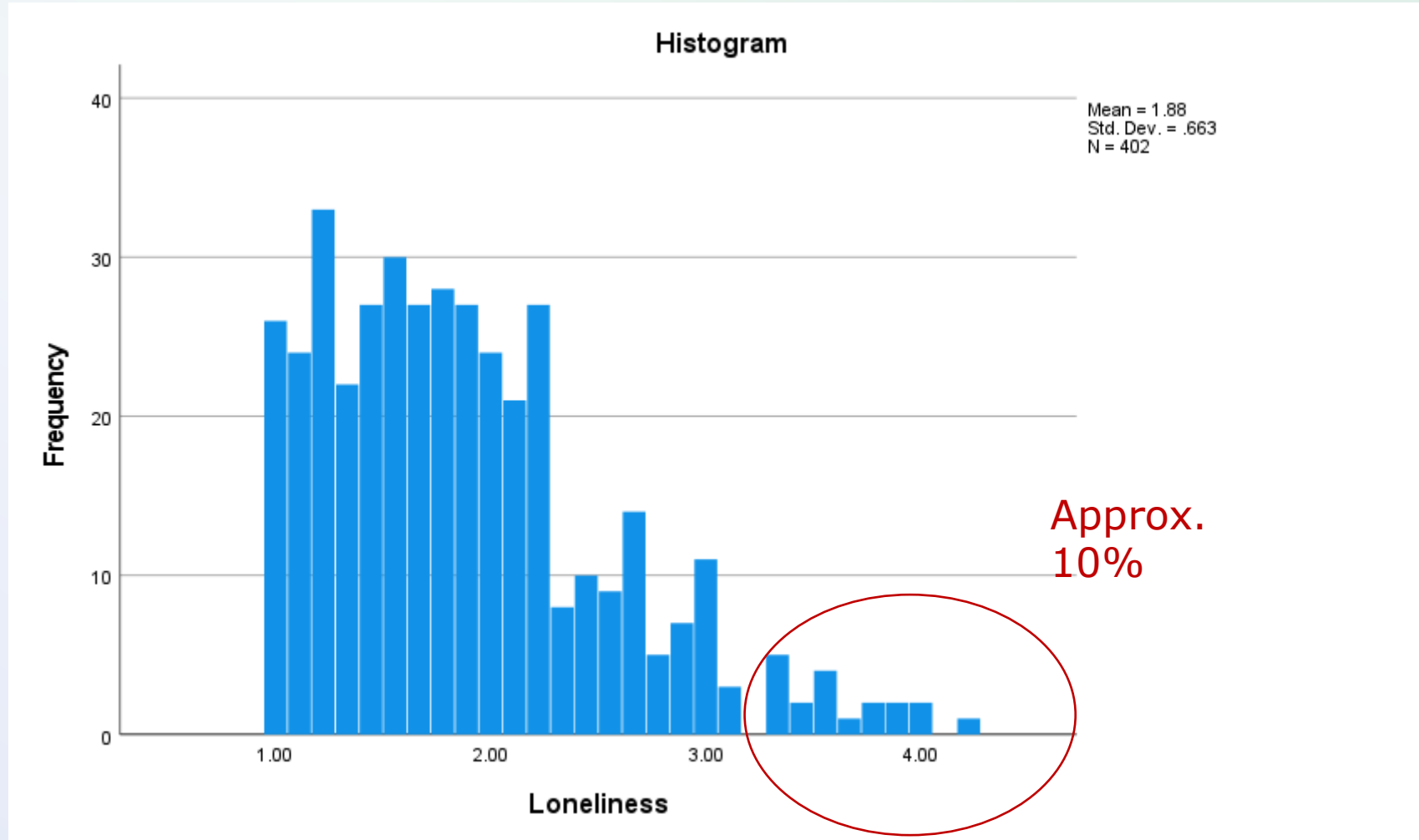


# Using diagnostic criteria



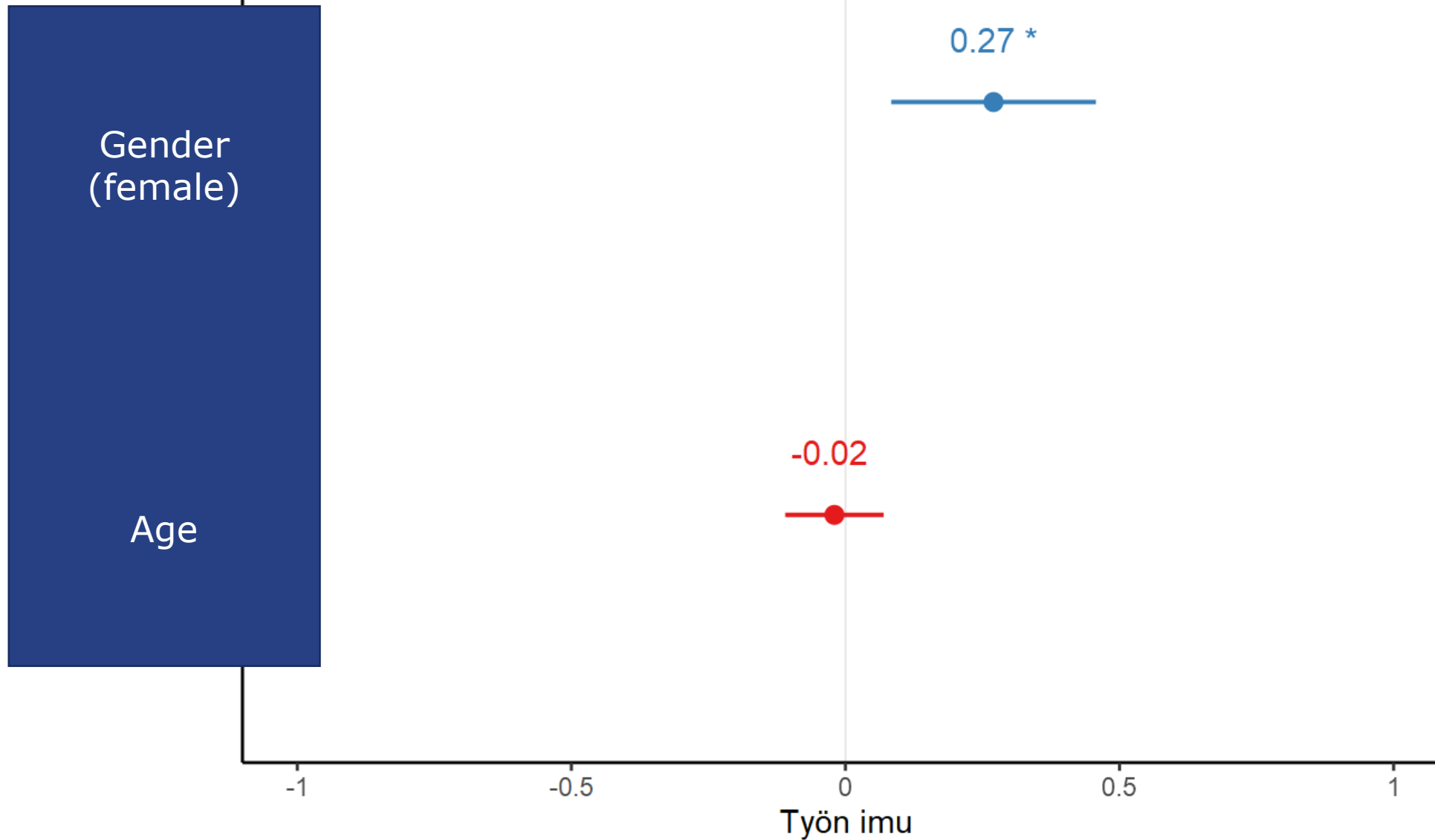
# Loneliness

	P1 vs. P3	P1 vs. P2	P2 vs. P3
Loneliness	2.324*	1.603*	0.721

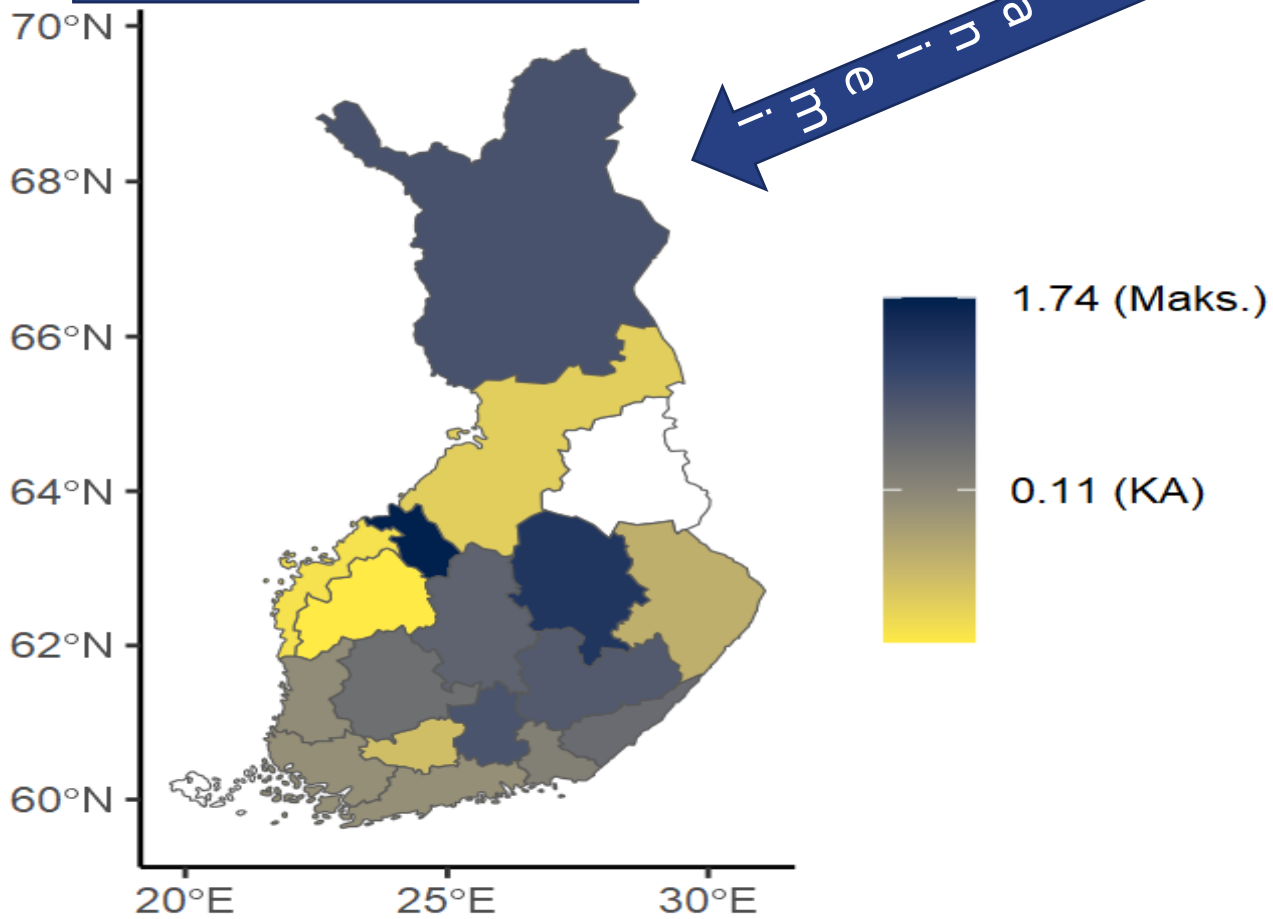




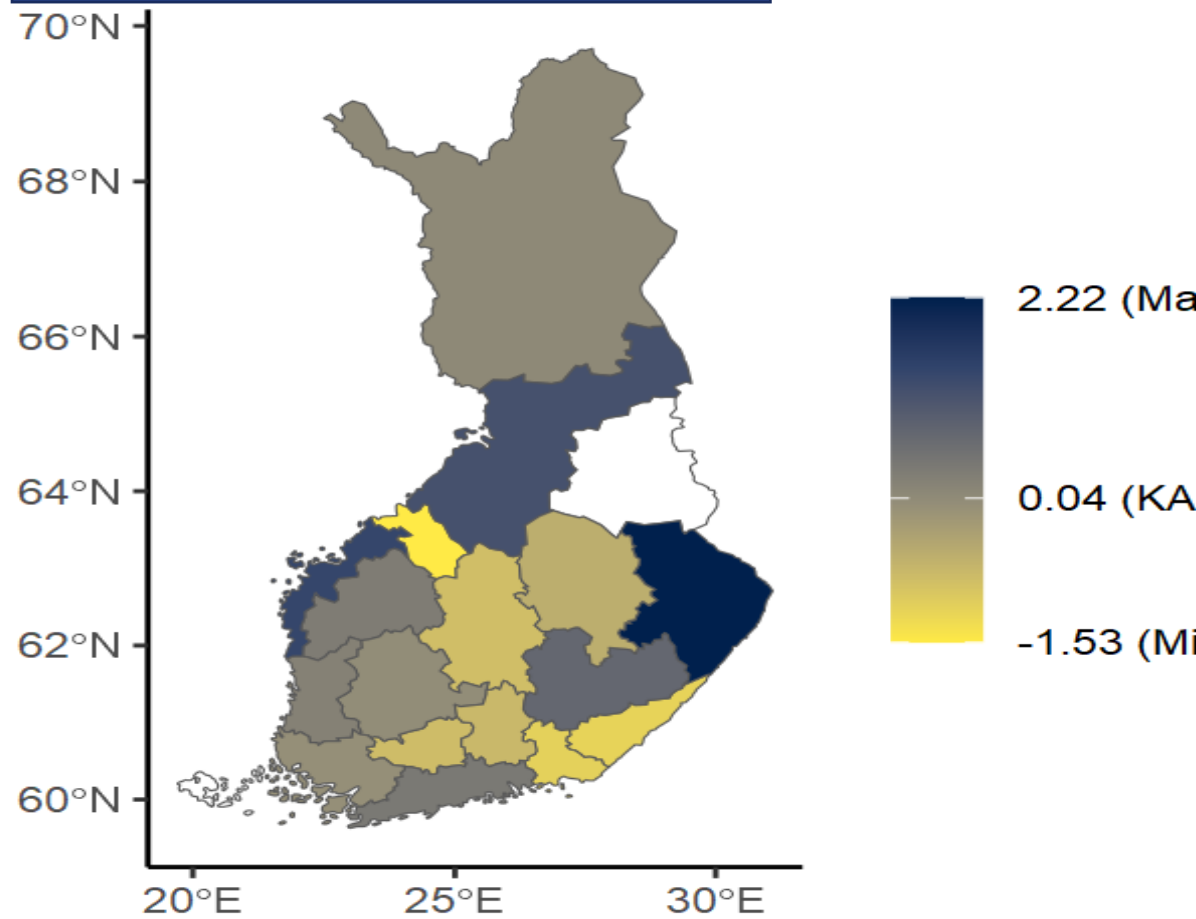
# Work engagement



## Work engagement



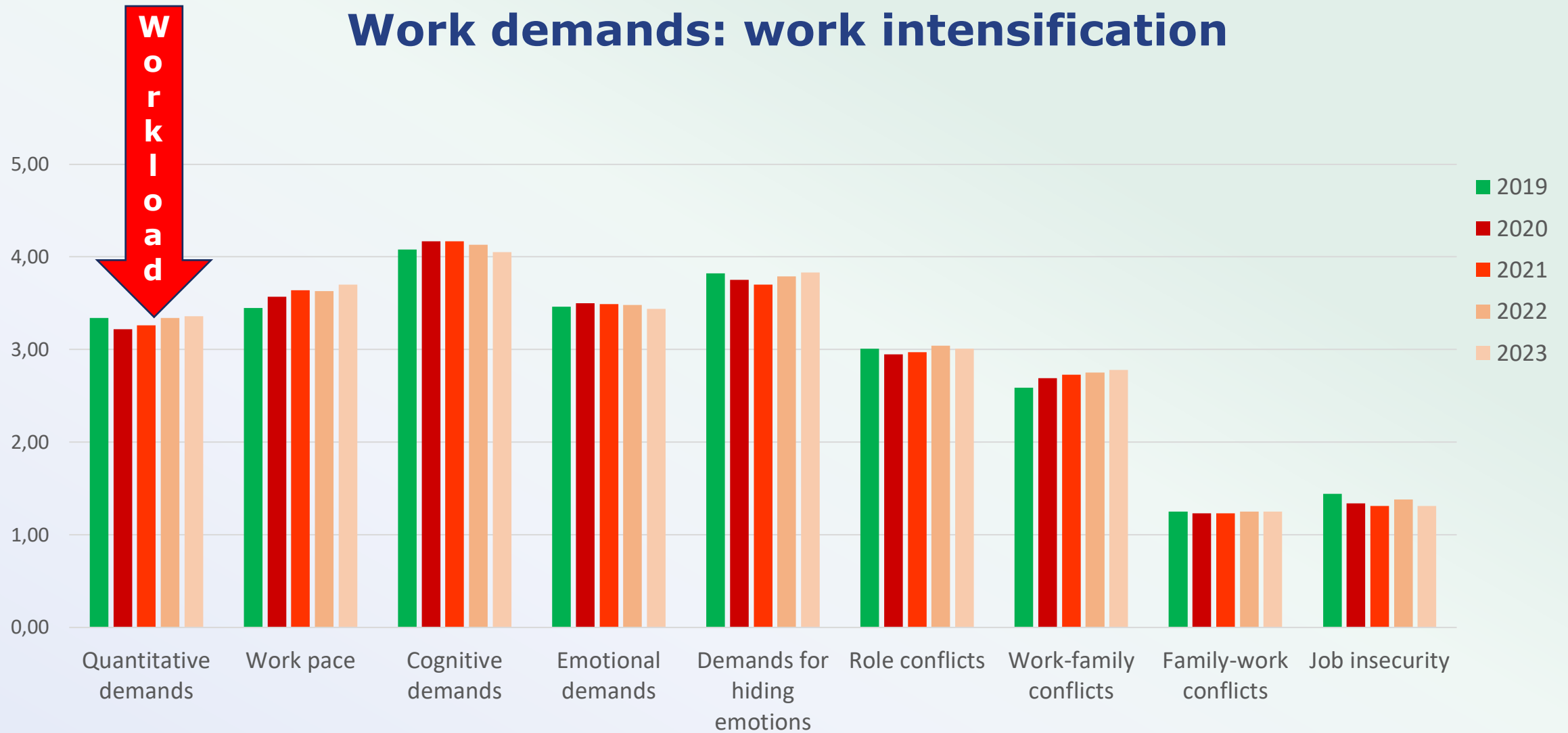
## Work burnout



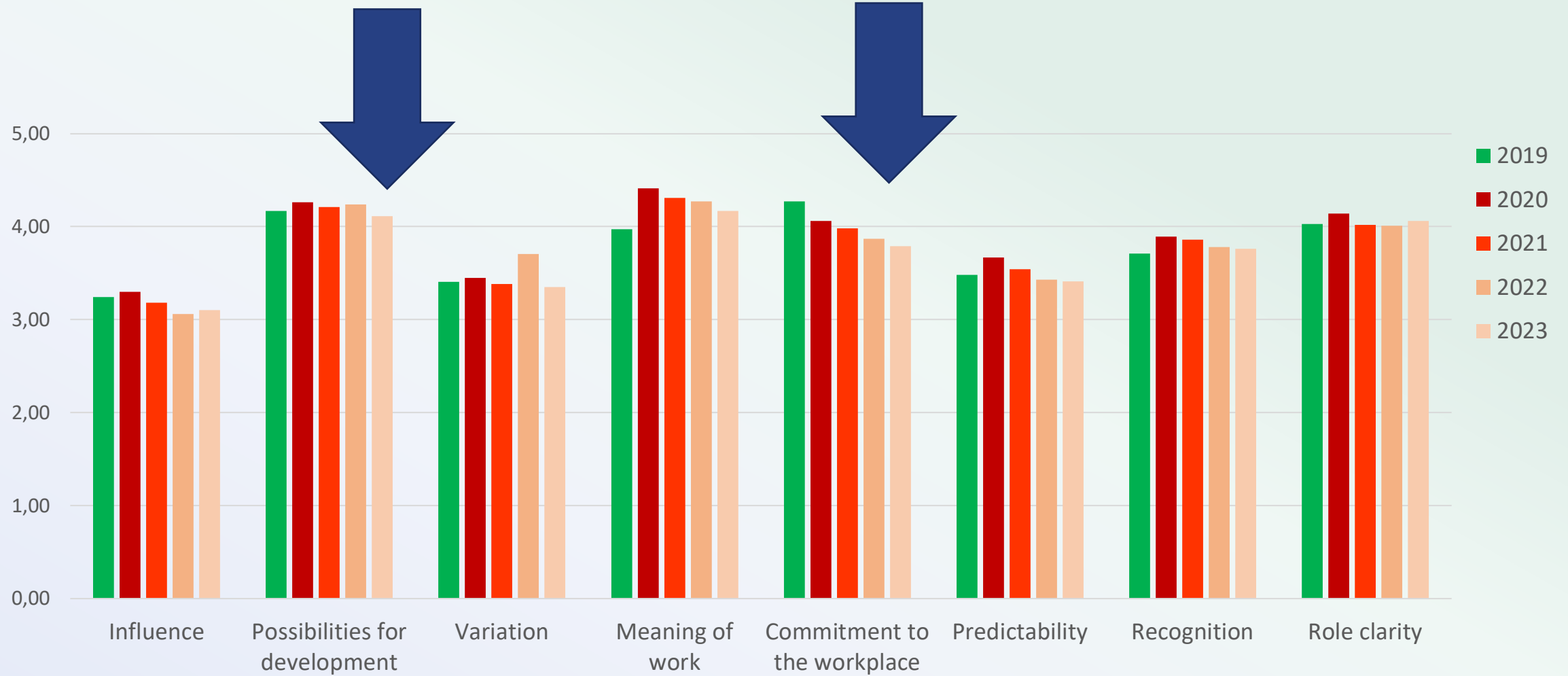
# Principal barometer survey

Job demands and resources 2019-2023

# Work demands: work intensification



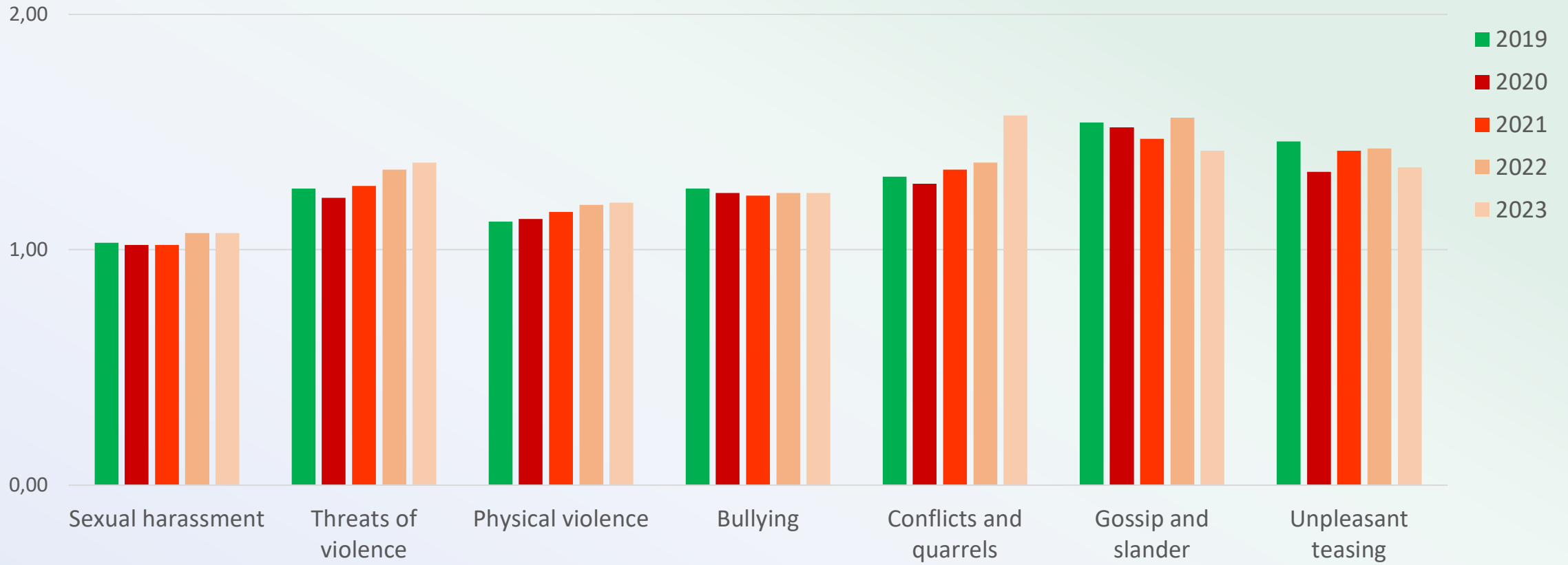
# Work resources decreasing



# Work community challenges



# Violence increasing



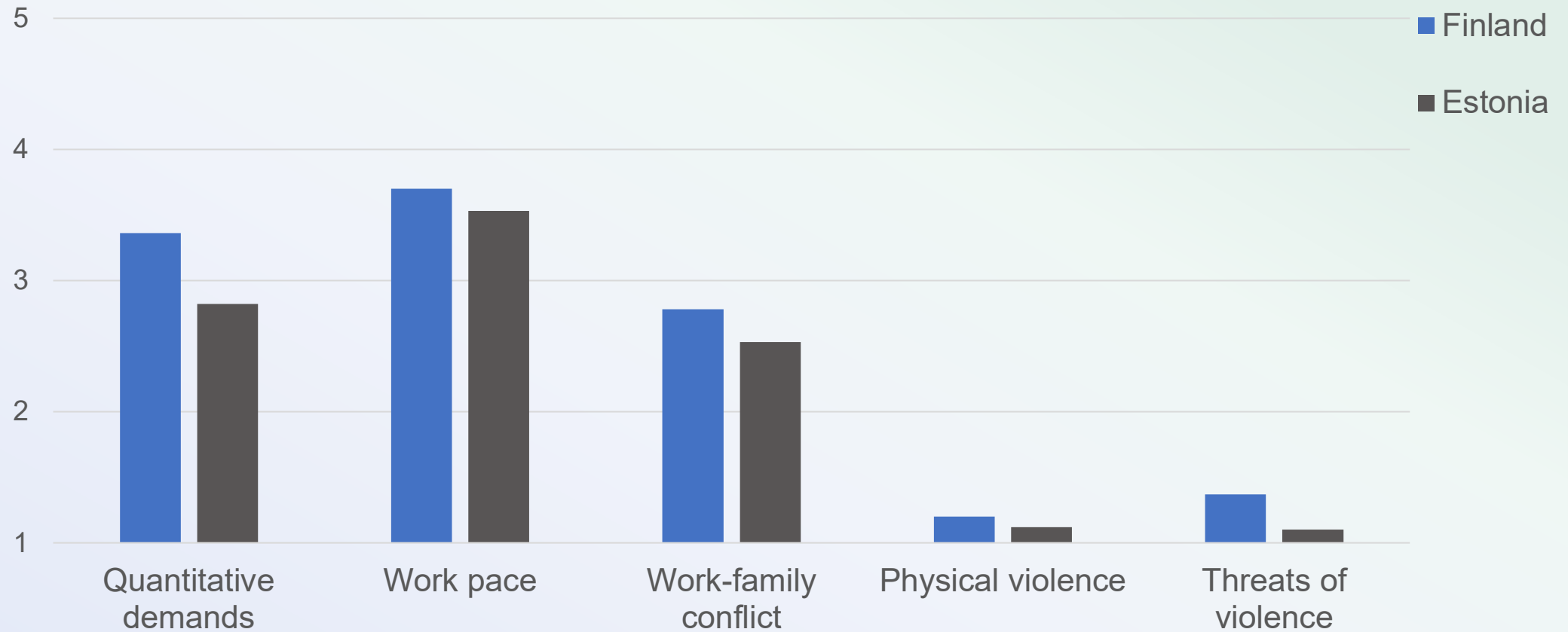
# Principal barometer survey

Comparison Finland and Estonia 2023



# Comparison between Finland and Estonia

## Job demands



# Comparison between Finland and Estonia

## Job resources



# Comparison Finland – Estonia

- In Finland **more demands**
  - Higher Workload
  - Higher work pace
  - More Physical Violence
  - More threats of violence
  - More difficulties combining work and family
- In Finland higher recognition and commitment
- In Finland **less resources and lower job satisfaction**
  - Less opportunities to influence
  - Less professional development
  - Less variation
  - Lower job satisfaction
  - Lower work meaning

# Principal barometer survey

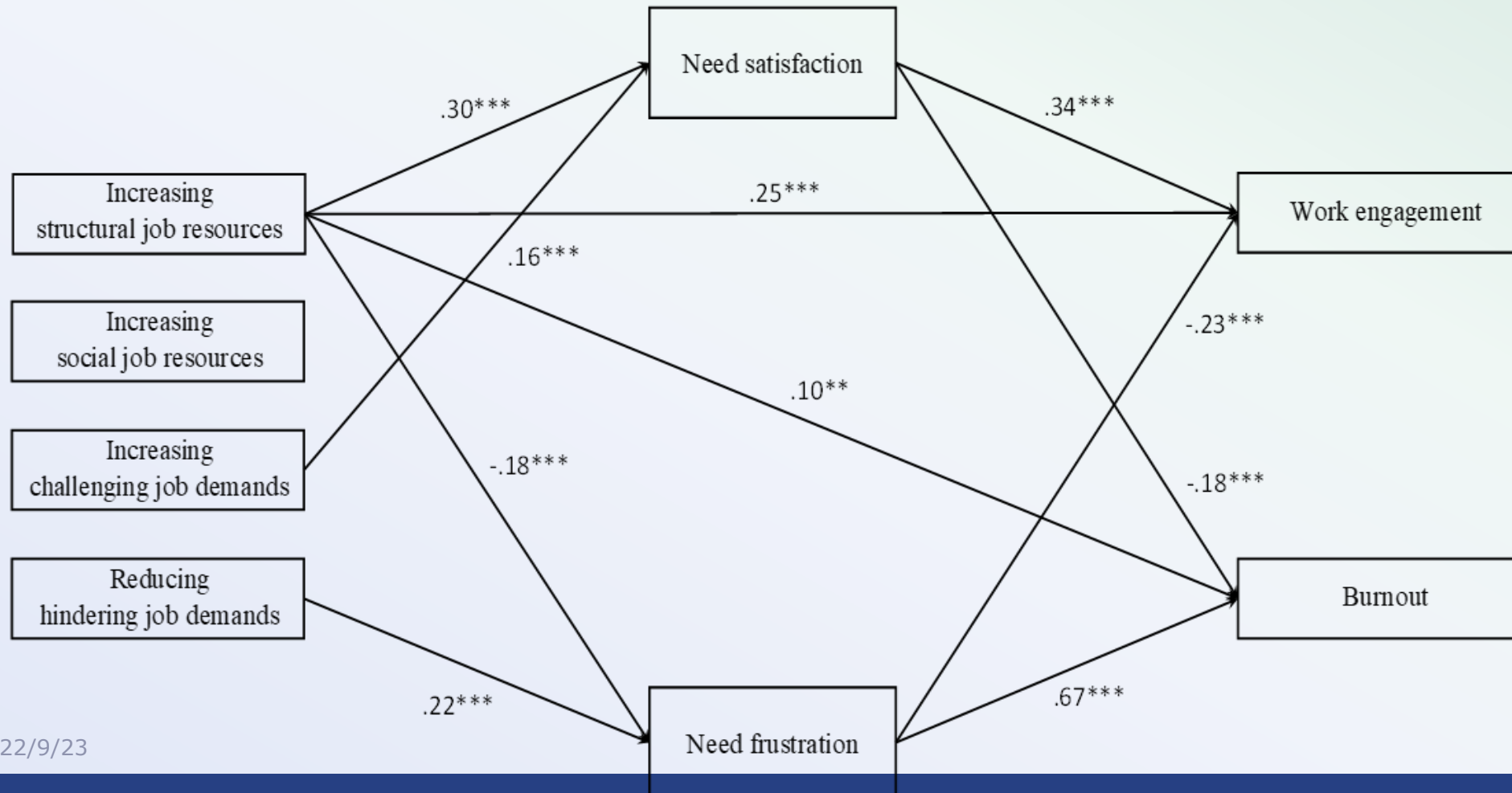
## Job crafting



## Job crafting and well-being among school principals: The role of basic psychological need Satisfaction and frustration

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# ARTICLE IN PRESS

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## European Management Journal

journal homepage: [www.elsevier.com/locate/emj](http://www.elsevier.com/locate/emj)



Job crafting among school principals before and during COVID-19:  
Investigating the associations with work-related well-being and personal  
resources using variable- and person-oriented approaches

Hiroyuki Toyama<sup>\*</sup>, Katja Upadyaya, Lauri Hietajärvi, Katariina Salmela-Aro

*Faculty of Educational Sciences, University of Helsinki, Helsinki, Finland*

# During COVID-19

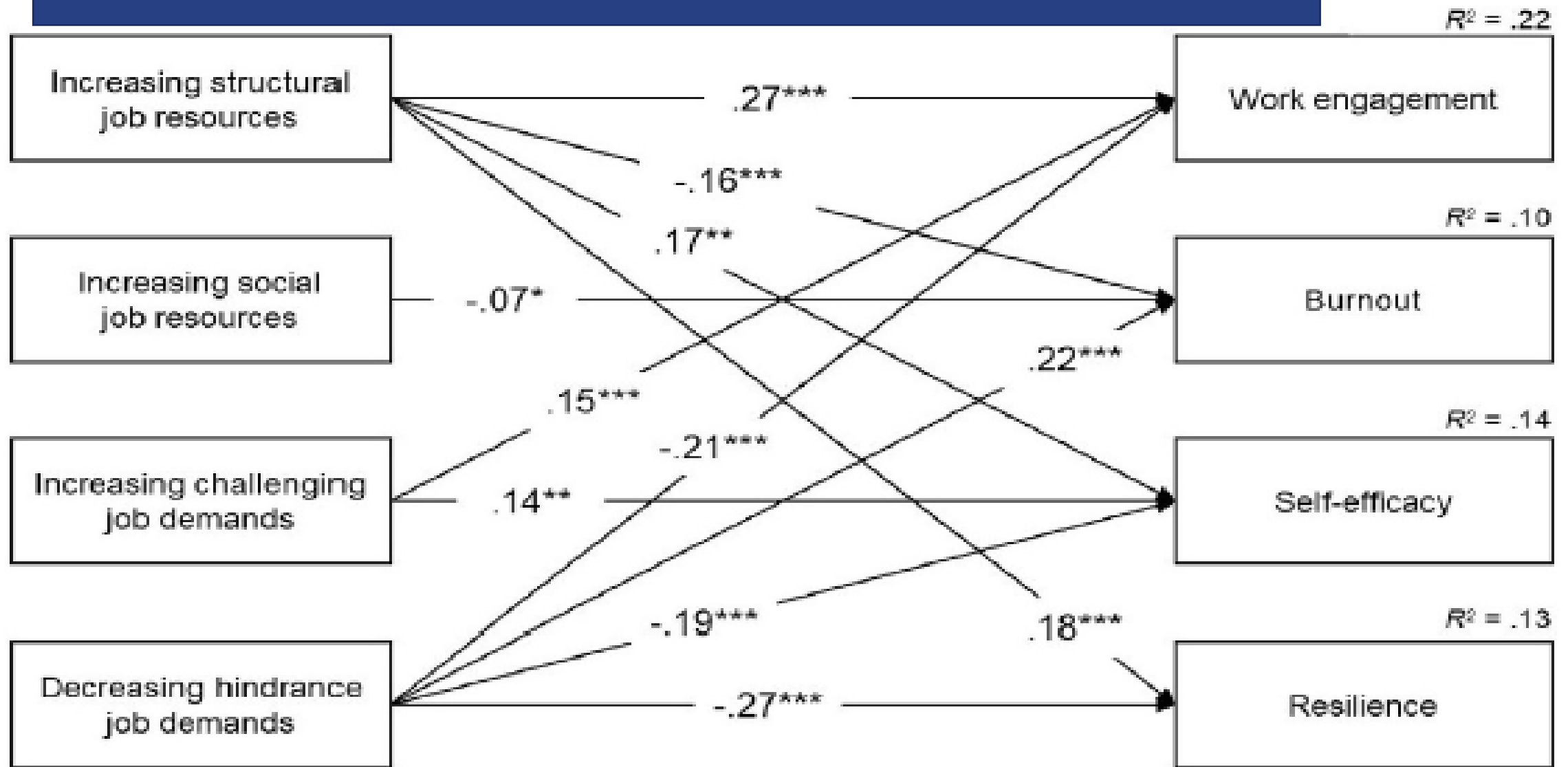


Fig. 1. Results of structural equation modeling. Note: Upper figure = Sample 1 ( $N = 525$ ); lower figure = Sample 2 ( $N = 644$ ). \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

# Engaging leadership

## Empowering

- Recognizes ownership
- Stimulates freedom and responsibility
- Encourages voice

## Strengthening

- Delegates tasks and responsibilities
- Encourages using talents and strengths
- Challenges

## Connecting

- Encourages collaboration
- Promotes team spirit
- Manages conflicts

## Inspiring

- Connects with mission and purpose of organization
- Enthuses for plans and ideas
- Emphasizes the meaning of the job



Autonomy



Growth



Relatedness



Meaning



# Conclusions

- Decrease of work engagement
- 30% burnout, 10% loneliness
- Increasing demands
- Decreasing resources
- 10 differences Estonia-Finland
- The role of Job crafting- Importance of professional development and training

Suomen tärkein johtaja

Thank you

# Engaged principals

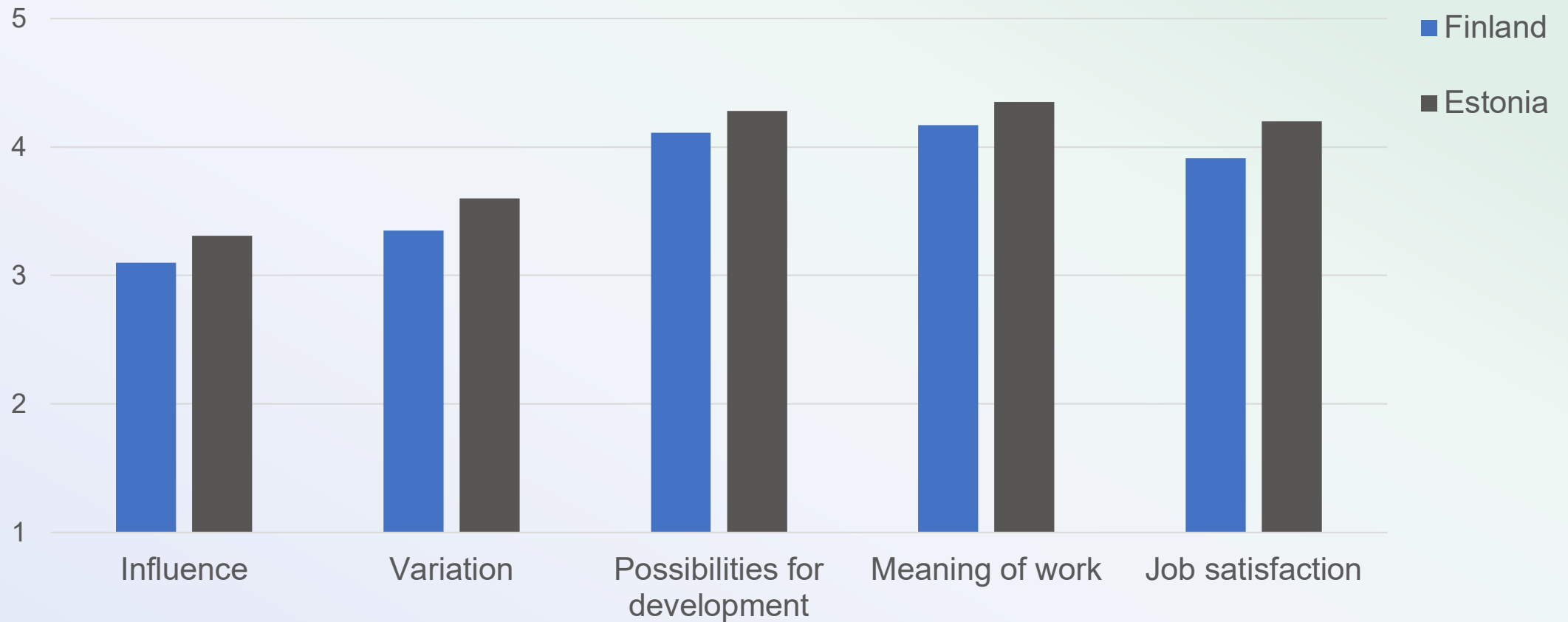
- Work is meaningful, it offers opportunities for professional development and are actively crafting their job and receive support

# Burnout principals

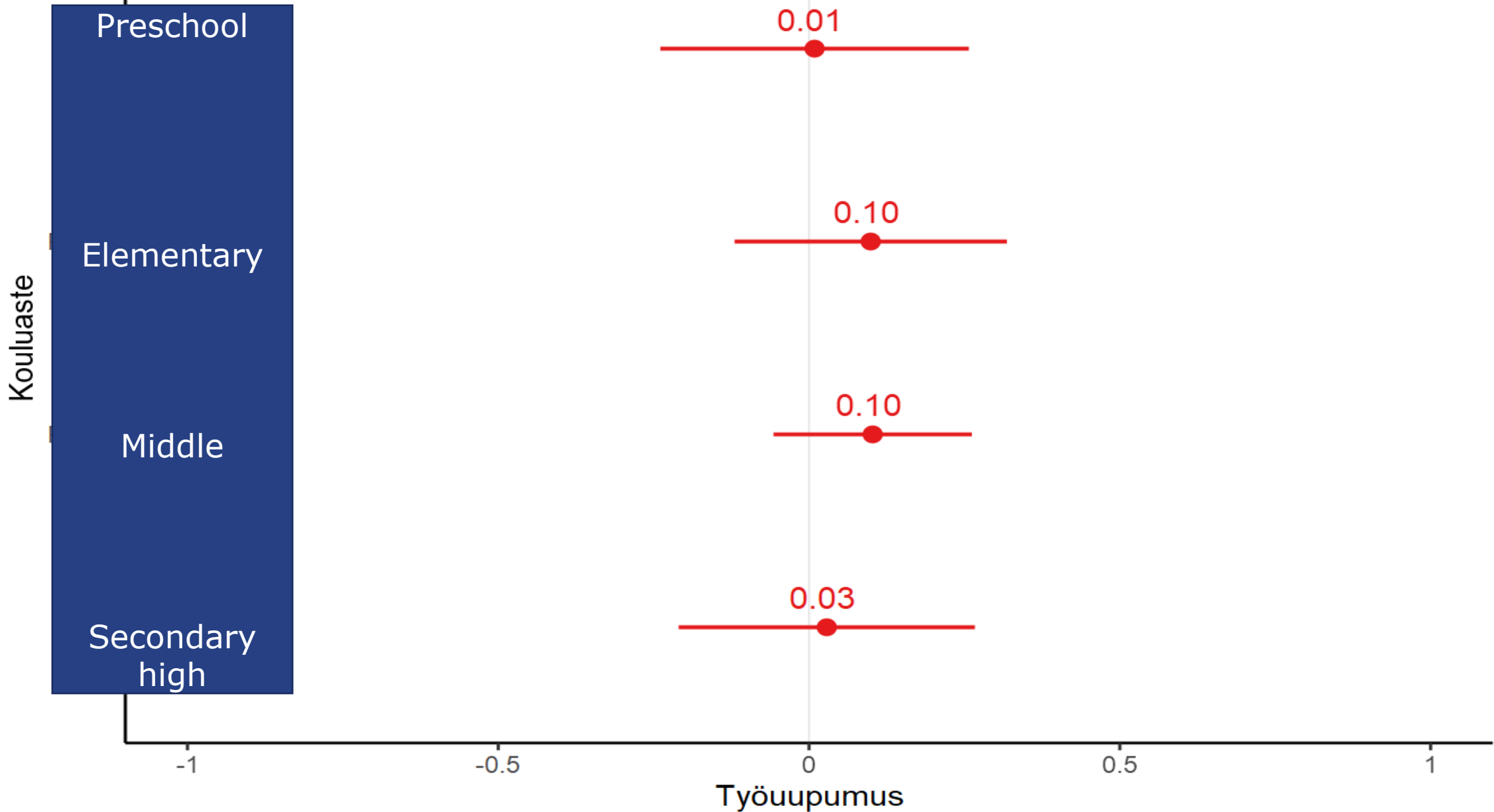
- Workload very high
- Low autonomy, competence and relatedness and meaning
- Intention to quit and no support

# Comparison between Finland and Estonia

## Job resources



# Work burnout



# Work engagement

