

---

*Annamari Mäki-Ullakko, Arto Reiman & Päivi Kekkonen*

### **Change management in ergonomic interventions: A scoping review**

Work and ways of working have changed; digitalisation, hybrid work, increasing workforce diversity, and the decline in the working-age population are global trends. Adapting to these changes requires a broad understanding of the characteristics of work that suit humans and the development of work that takes human attributes into account. Ergonomics provides a scientific framework and practical tools for such development activities that require change leadership. This scoping review, based on four publication databases, examines workplace ergonomics interventions (n = 26) to explore how the participation of different workplace stakeholders was described, what effects on well-being and productivity were reported, and how the implementation of ergonomics interventions could be improved from a change management perspective. The articles emphasised the importance of supervisor and management involvement. The effects of ergonomics interventions were mainly described from the perspective of well-being, focusing on reductions in musculoskeletal symptoms or occupational injuries, or improvements in work ability and perceived control over work. Productivity impacts were monitored in only three articles, while four studies reported reductions in various cost-related burdens. Change management perspectives and principles were only partially addressed. Applying change management insights could help conceptualise ergonomics interventions as broader development initiatives. Interventions should more often be evaluated not only in terms of well-being outcomes but also from the perspective of productivity improvements.

**Keywords:** change, ergonomics, intervention, participation