

## **Changes at the workplace, functionality of multispace offices and employee well-being**

Changes at the workplace were studied as a strategic management process aiming for a healthy and safe work environment and efficient space utilization. We analysed such a change process in an organisation, which involved relocation from an open office to a multispace office. The research methods comprised a questionnaire (n=191; response rate 57%), interviews and documentary material. The process fulfilled many of the success factors of change management: a shared understanding of the goal of the change, management commitment, employee participation, and active communication. The results showed that the majority of the personnel evaluated the multispace office as suitable and appropriate for carrying out their work tasks, were quite satisfied with their work environment, and were able to work in it efficiently. The benefits of the multispace office were a stronger sense of community and enhanced interaction, as well as improved comfort. However, over a third of the respondents perceived the workplace as unsettled and estimated that peace and quiet for work had been negatively affected. reported a lack of privacy for conversations. The results showed that employees' satisfaction with their workplace, the functionality of the workplace and effective working correlated with work engagement and less stress. Future workspace design should consider functional, social and psychological dimensions in order to ensure employee satisfaction, well-being and productivity.