

Bulletin de veille N°2 - mars 2026

Les nouvelles organisations spatiales du travail

Objectif : Le développement du travail hybride et des espaces de flex office s'accompagne d'une transformation profonde de l'organisation spatiale du travail, en particulier dans les bureaux. L'objectif est d'identifier les transformations de l'organisation du travail et les effets de ces choix organisationnels sur la santé des travailleurs, leur activité réelle et leur productivité.

La validation des informations fournies (exactitude, fiabilité, pertinence par rapport aux principes de prévention, etc.) est du ressort des auteurs des articles signalés dans la veille. Les informations ne sont pas le reflet de la position de l'INRS. Les éléments issus de cette veille sont fournis sans garantie d'exhaustivité.

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- 16 mars 2026. Ouest France. [Bruits de fond, distractions constantes... Pourquoi il est plus difficile d'être productif au travail dans un open space](#). Les open spaces sont devenus la norme dans de nombreuses entreprises. Pourtant, une étude montre que ces espaces obligent le cerveau à travailler davantage pour rester concentré, même lorsque l'on pense ignorer les distractions.
- 11 mars 2026. ITdaily. [Le travail flexible continue de transformer les espaces de bureaux en 2026](#). L'occupation moyenne des bureaux se situe autour de 34 % dans le monde, mais ces chiffres ne disent pas tout. Un nouveau benchmark de Spacewell, basé sur les données de capteurs de 80 807 appareils dans 236 bâtiments à travers le monde, démontre que les entreprises luttent principalement contre une mauvaise répartition de l'espace, les pics de charge et une surcapacité invisible.

Colnaghi, João Pedro, Rafael Ferreira Heissler, et Maria Fernanda de Oliveira. « [Open-Plan Office Acoustics: Experimental Study with Acoustic Screens](#) ». *Journal of Architectural Engineering* 32, n° 1 (2026): 05025008.

The open-plan office concept emerged in the late 19th and early 20th centuries to improve communication between coworkers, reduce costs due to space optimization, and facilitate the supervision of administrative and operational staff. However, in open-plan offices, tasks requiring different levels of privacy and concentration are carried out simultaneously, which characterizes the acoustic design's complexity level. The basic concepts and issues influencing the acoustic quality in offices are described throughout the "Introduction" section to contextualize the subject. This study assesses the efficiency of acoustic screens in an open-plan office through field measurements. An experimental study was carried out, evaluating the influence of these screens using parameters and descriptors of acoustic quality in open-plan offices. The measurements included scenarios with and without desk-mounted and floor-mounted screens and complied with field measurements. Although the limited acoustic treatment of the room affected the effectiveness of the screens—not achieving the ideal acoustic quality—the screens positively influenced the room's acoustic quality compared to a configuration of the room without screens. The results indicated that the screens increased the spatial decay rate of speech D2,S from 1.43 to 2.48 dB and reduced the reverberation time T from 1.7 to 0.9 s. In addition, it was observed that the screens created acoustic shadow zones due to sound diffraction effects. This research contributes by providing a quantitative analysis of the effects of desk and floor screens on the acoustics of a real open-plan office through experimental testing.

Forooraghi, Melina, Ingibjörg H. Jonsdottir, et Maral Babapour Chafi. « [Perceptions of activity-based flexible offices among onsite, hybrid and remote workers](#) ». *Applied Ergonomics* 135 (septembre 2026): 104760.

This study compares perceptions of Activity-based Flexible Offices (AFOs) among remote, hybrid, and onsite workers. Cross-sectional survey data was collected from 1263 employees from a public service organisation in autumn 2022. The results revealed significant differences in how these groups perceive the physical work environment. Onsite workers reported the highest satisfaction with task support, while remote workers were least satisfied. Privacy ratings were low across all groups. Remote and hybrid workers

commented that they worked from home primarily for tasks requiring concentration and confidentiality. The findings suggest that employees' perceptions of AFOs – including insufficient numbers of enclosed workspaces and meeting rooms – may influence the degree of remote work.

Hansson, Josefine, Stig Vinberg, Erika Wall, et Pär Löfstrand. [« The transition to an activity-based workplace: Experiences of managers and employees from a sense of coherence perspective in public sector workplaces »](#). *PLOS One* 20, n° 3 (2025): e0320324.

The Activity-Based Workplace (ABW) is an increasingly popular office design that aims to facilitate new ways of working. Research focusing on the effects of ABWs on various outcomes is growing but there is a lack of studies looking at how managers and employees perceive the transition to ABWs from a salutogenic health-promotion perspective. This study aims to explore how managers and employees experienced a transition period to ABWs through the lens of a sense of coherence.

Im, Jin-Bin, Moonboo Joo, Kyung-Tae Lee, et Ju-Hyung Kim. [« A mixed reality approach to identify cognitive performance and mental states in preferred vs. non-preferred individual and collaborative work environments »](#). *Building and Environment* 274 (avril 2025): 112806.

Optimizing workers' mental states has been identified as a key factor in enhancing work performance and achieving workplace benefits. Factors such as office design and work dynamics (i.e. individual vs. collaborative) play a crucial role in influencing workers' mental states and behavior. However, the interplay of these elements is often overlooked. This study introduces a mixed reality approach to investigate the effects of office design and work dynamics on cognitive performance and mental states. The independent variables were defined as preferred and non-preferred indoor spaces, combined with individual and collaborative work dynamics. Four experimental scenarios were created to assess their impact on workers' mental states and cognitive performance. Thirty participants performed individual (memory and executive function) and collaborative (creativity and reasoning) tasks in both preferred and non-preferred spaces. Electroencephalographic and cognitive performance data were collected during the experiments. The findings showed that indoor office design did not significantly influence individual cognition, memory, or executive function. However, creativity and mental stress increased in preferred spaces, while reasoning improved in non-preferred environments. Additionally, individual tasks heightened mental workload, whereas collaborative work increased mental stress. These findings, enabled by the immersive and controlled conditions in mixed reality, highlight the importance of aligning office design according to work dynamics to support performance enhancement and mental well-being. This study demonstrates the potential of mixed reality as a tool to facilitate user experience for workspace research and design in advance.

Oyedeji, Bukky Akinsanmi, Yea Hee Ko, et Sunkee Lee. [« Physical Work Environments: An Integrative Review and Agenda for Future Research »](#). *Journal of Management* 51, n° 6 (2025): 2589-626.

This review examines the effect of physical work environments—the dedicated, tangible spaces where employees carry out their professional tasks—on organizational processes and outcomes. We synthesize decades of research across various disciplines using a conceptual framework that defines physical work environments along three key dimensions: ambience, spatial configuration, and aesthetics. These dimensions are analyzed for their effects on both internal stakeholders, such as employees, and external stakeholders, including clients, suppliers, and investors. Our analysis reveals two major themes in prior research: (1) task accomplishment, which focuses on how physical work environments influence physical and mental health, motivation and attitudes, as well as work processes; and (2) resource position, which explores how these environments impact a firm’s tangible resource position, its ability to attract and retain human resources, as well as shape intangible assets such as organizational culture and reputation. The study also highlights contradictory findings and methodological limitations in existing research and proposes future research agendas. By providing theoretical insights and practical guidelines, this work seeks to guide both scholars and managers in understanding how physical workspaces can be designed to improve organizational outcomes, particularly as firms adapt to evolving work arrangements following the COVID-19 pandemic.

Resplandy-Bernard, Alain. [« L’immobilier public est un levier clé pour recréer le collectif au travail »](#). *Servir* 535, n° 1 (2025): 46-48.

Depuis l’ère post-Covid, la stratégie immobilière a été intégrée comme un levier majeur de la gouvernance RH publique. Centrée précédemment sur l’optimisation financière, elle est désormais pensée pour répondre aux défis humains, sociaux et écologiques des administrations. Alain Resplandy-Bernard, directeur de l’immobilier de l’État (DIE), répond à nos questions sur les défis et opportunités que représente l’immobilier public comme levier de gouvernance RH pour renforcer la cohésion sociale et répondre aux enjeux de durabilité de l’emploi public.

Afamefuna, Kimberly, Marcel Schweiker, et Jan-Frieder Harmsen. [« Impact of the Built Environment on Occupants’ Well-Being-Related Perceptions and Health Behaviors: A Scoping Review »](#). *European Review of Applied Psychology*, 11 février 2026, 101140.

L’environnement bâti joue un rôle important dans l’expérience humaine, en particulier dans les écoles, les lieux de travail et les habitations, où les individus passent une grande partie de leur temps. Cette étude holistique vise à examiner l’influence de l’environnement bâti des écoles, des lieux de travail et des habitations sur la satisfaction des besoins psychologiques, la motivation, les comportements en matière de santé, le stress et la relaxation, ainsi que le bien-être subjectif. Une recherche systématique dans les deux bases de données Scopus et PubMed a été effectuée conformément aux lignes directrices PRISMA-ScR, en examinant les articles publiés entre 2014 et 2024. Résultats Les résultats indiquent que des conditions environnementales intérieures optimales, telles qu’un éclairage adéquat, des températures confortables, une bonne qualité de l’air et un accès à la nature, améliorent la productivité perçue, l’attention et la relaxation. Les espaces flexibles qui favorisent l’autonomie et l’interaction sociale améliorent également le bien-être. À l’inverse, les facteurs de stress environnementaux tels que le bruit, la mauvaise qualité de l’air et l’inconfort thermique peuvent accroître le stress et réduire la motivation. Pour favoriser le bien-être dans divers environnements, il est suggéré d’intégrer des

caractéristiques de conception biophiliques, d'offrir un contrôle personnel sur les systèmes de construction et de garantir des conditions acoustiques optimales. Conclusion Cette étude souligne l'importance de concevoir des environnements bâtis qui répondent aux besoins physiques, cognitifs et psychologiques des occupants. Bien que de nombreuses études démontrent des corrélations entre les facteurs environnementaux et les résultats perceptifs et comportementaux, la qualité de la recherche varie, et il est nécessaire de mettre en place des modèles longitudinaux et expérimentaux plus rigoureux pour établir des relations de cause à effet et des effets à long terme.

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Ruiz de Castañeda Altuna, Borja, Rianne Appel-Meulenbroek, et Samuel Azasu. [« The Relationship Between Organizational Structure and Office Layout: A Systematic Review »](#). *Journal of Interior Design* 50, n° 3 (2025): 177-98.

Strategic alignment between business goals and real estate portfolios gained significance after the COVID-19 pandemic. One aspect of alignment at the workplace level involves optimizing the relationships between organizational structure and office layouts. Previous studies focus only on how layout design is affected by hierarchy, rank, or organizational charts, which provide a limited understanding of the role of organizational structure. This systematic review aims to synthesize variables that operationalize the relationship between office layout and organizational structure, and the nature of the relationships. This review follows Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines and starts from Mintzberg's theory of organizational structures. Content analysis of the 31 papers included empirical studies and identified relevant variables, methods, theories, and relationships between variables. Relationships between layout and structure involved communication issues in office environments, facilitation of work patterns, monitoring employees' behavior through spatial means, and expressions of power and

hierarchy. The informal structure of organizations emerged as a key feature that depends on layout design too. Organizational culture, job characteristics, and organizational flexibility were also concepts that influenced the relationship between structure and layout. This study provides a foundation for further studies of the role of organizational structure in workplace design research. It also enhances understanding of an office layout's alignment with organizational strategy as a means of enhancing organizational performance. Future studies could examine the integration between the formal and informal structure in office layouts, symbolization of culture, or the interplay between job characteristics and organizational structure in hybrid work settings.