

## ECONOMIC AND ORGANISATIONAL EFFECTS OF IMPLEMENTING THE FLEXIBLE "MOBILE WORK" MODEL AT SIEMENS AG IN MUNICH

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**Purpose:** The aim of this article is to conduct a multidimensional assessment of the impact of implementing the Mobile Work model at Siemens AG on the company's economic efficiency, organisational flexibility and employee well-being. The study attempts to analyse changes in the functioning of the organisation resulting from the institutionalisation of the 'Mobile Work' model, which has become one of the key elements of the human capital and infrastructure resource management strategy at Siemens AG.

**Design/methodology/approach:** The study was based on a comparative methodology using data from publicly available Siemens AG corporate reports, in particular *the Siemens Sustainability Report 2023* and *the Siemens Annual Report 2023*.

**Findings:** The research results will be presented in tabular form, including a summary of figures from the period prior to the implementation of Mobile Work and data for 2023 from *the Siemens Sustainability Report 2023* and *Siemens Annual Report 2023*.

**Research limitations/implications:** The study has certain limitations resulting primarily from the nature and availability of source data. The analysis of Siemens AG data encounters limitations related to its aggregated form, lack of full methodological transparency, and the influence of external factors such as macroeconomic changes and labour market transformations. Nevertheless, the results remain valuable and point to directions for further research on comparative models of hybrid work.

**Practical implications:** The results of the study indicate that the implementation of the "Mobile Work" model can be an effective organisational strategy, contributing to improved economic efficiency and stabilisation of human resources in companies with a complex structure.

**Social implications:** Organisational innovation in the form of the "Mobile Work" model has significant social implications, particularly in terms of employees' quality of life, work-life balance, and increased autonomy in choosing where to work.

**Originality/value:** The study brings significant added value to the literature on the subject by integrating economic and socio-organisational perspectives in the analysis of the effects of implementing organisational innovation in a global industrial enterprise. The novelty of the article lies in its comprehensive assessment of the effects of "Mobile Work", covering both quantitative and qualitative parameters, and in linking the results to the broader context of organisational transformations taking place in industrial corporations.

**Keywords:** "Mobile Work"; flexible forms of work; human resource management; economic efficiency; organisational innovation.

**Category of the paper:** Research paper.

## 1. Introduction

Contemporary enterprises operating in conditions of dynamic digital transformation are undergoing intensive reconstruction of their organisational structures and working models, which is reflected in the growing popularity of hybrid and mobile forms of work. Literature on management, organisational economics and labour sciences emphasises that the transition from traditional, stationary work systems to mobile forms is not only a response to technological and social challenges, but also a tool for cost optimisation and a mechanism for strengthening the flexibility of organisational processes (Krajčík, Schmidt, Baráth, 2023). In this context, Siemens AG is one of the global leaders in implementing organisational innovations aimed at redefining the relationship between the employee, the workplace and the management structure.

The "Mobile Work" model at Siemens AG, which defines the possibility of working outside the traditional office environment for a certain part of the week, was introduced as a long-term strategic organisational innovation. The implementation of this solution was aimed at reducing operating costs, improving the quality of the organisation's functioning, increasing employee well-being and ensuring greater operational resilience of the company in a volatile environment. Given the scale of Siemens AG's operations, with over 300,000 employees in more than 190 countries, the analysis of the effects of the implementation of "Mobile Work" is a particularly valuable study of organisational transformation processes in the global high-tech industry.

This study analyses the changes that have taken place in the structure of operating costs, work process efficiency and employee well-being indicators following the implementation of Mobile Work, including office infrastructure maintenance costs, energy consumption, employee productivity, absenteeism and job satisfaction levels. The year 2023 was taken as the basis for the analysis, which is due to several fundamental methodological and substantive reasons.

Firstly, 2023 is the period in which the Mobile Work model at Siemens AG has reached a phase of operational stability, meaning that the organisation has already gone through the implementation, adjustment, iterative modification and structural correction stages. This allows the effects to be analysed in a phase of full functionality, rather than merely as a response to extraordinary circumstances.

Secondly, Siemens AG's corporate reports for 2023 (*Sustainability Report 2023 and Annual Report 2023*) provide complete, verified and publicly available figures on key operational, environmental and employee indicators. These data are highly accurate, transparent and compliant with ESG standards, which allows them to be used directly in scientific analysis.

Thirdly, 2023 is the first year completely free from pandemic disruptions, making it possible to separate the impact of organisational innovation from the impact of external systemic shocks. This means that the results obtained are more reliable and can be considered a reflection of the actual effects of implementing "Mobile Work".

Fourthly, 2023 is a reference point in Siemens AG's long-term #NextWork strategy, which gives the analysis particular predictive and strategic value, allowing the effects of implementation to be interpreted not only from a current perspective, but also in the context of long-term transformation processes (Siemens Advanta. 2023. *#NextWork - Systematic workforce transformation: NextWork OnePager*. Siemens AG).

The choice of 2023 therefore translates into the possibility of conducting an analysis that is simultaneously current, reliable and embedded in the full cycle of organisational innovation. This article is an attempt to systematically assess the effectiveness of the implementation of "Mobile Work" from a managerial, economic and social perspective, using quantitative data and strategic analysis tools. As a result, the findings can serve as a basis for in-depth research on new forms of work organisation in the industrial sector and for practical implementation recommendations for companies considering the implementation of a hybrid model.

## 2. Literature Review

The issue of organisational innovation and the transformation of work models is becoming increasingly prominent in contemporary literature on management, labour economics and organisational theory. Researchers unanimously emphasise that in the context of intensive digitalisation and the growing complexity of the economic environment, traditional, hierarchical and centralised models of work organisation are gradually being eroded, giving way to solutions based on flexibility, decentralisation and a high level of employee autonomy (Grundeis, 2024; Kabus, Samek-Wojtyla, 2024). International literature indicates that organisational innovations, including forms such as remote work, hybrid work and mobile work, are becoming key instruments for building competitive advantage and improving organisational efficiency in a knowledge-based economy (Nwankpa, Roumani, 2024).

A significant part of the research has been devoted to the transformation of work models after 2020, when global disruptions caused by the COVID-19 pandemic accelerated the adaptation of digital technologies and mobility-based working methods (Kravchuk, 2025). The authors of the analyses emphasise that although remote working was initially a forced

solution, in subsequent years many companies institutionalised it, giving it a strategic character (Mariani et al., 2023). The literature refers to the concept of "hybrid work maturity", which refers to an organisation's ability to achieve a stable, optimised and long-term hybrid work model that takes into account both organisational interests and employee needs (Cimini, Lagorio, Cavalieri, 2024). Researchers point out that factors such as the quality of digital infrastructure, knowledge management systems, organisational culture and the level of digital competence determine the effectiveness of the implementation of hybrid work innovations (Westkämper, 2024).

The hybrid work model is also analysed in economic literature, where attention is drawn to its potential to reduce companies' operating costs. It is pointed out that reducing the need to maintain large office spaces, reducing energy costs and optimising infrastructure resources are among the most frequently observed effects of this type of innovation (Reuter, 2022). Empirical research confirms that the implementation of mobile work leads to improved cost efficiency and, at the same time, increases employee productivity, especially in sectors characterised by a high proportion of intellectual work (Mehrabi, 2024). These effects are particularly evident in technology and industrial companies that implement integrated IT systems and digital work tools.

At the same time, the literature on hybrid work innovation takes into account numerous socio-psychological and micro-organisational aspects (Schulze et al., 2024). Researchers point out that mobile work affects employee satisfaction, well-being and work-life balance (Efimov et al., 2025). Many studies emphasise that increased autonomy and the ability to shape individual work schedules promote increased internal motivation, reduced work-related stress and lower absenteeism (JAB, 2025). At the same time, the literature draws attention to the risks associated with hybrid work, such as social isolation, weakened team bonds, difficulties in building organisational culture, and the risk of digital overload associated with the intensive use of communication technologies (Nolten, Jahn, 2025).

Strategic research emphasises that the implementation of hybrid work requires a redefinition of organisational architecture (Kreuzer et al., 2022). Companies that achieve high efficiency in mobile working conditions are characterised by flat organisational structures, advanced coordination methods, flexible decision-making and an organisational culture based on trust and transparent performance evaluation criteria. Research suggests that companies derive the greatest benefits from implementing hybrid models when organisational innovations are coupled with investments in digital technologies, knowledge management systems and employee competence development (Bosler, 2023).

In the context of large industrial corporations, literature on office infrastructure management and workplace transformation is particularly relevant. It is pointed out that companies with a complex spatial structure and geographically dispersed teams can achieve significant benefits from rationalising office space, including reducing energy costs, space management and technical maintenance (Klaffke, 2022). The literature also emphasises the importance of

sustainable development policies, in which mobile work is treated as a means of reducing transport-related emissions and as a tool for supporting the environmental goals of organisations (Hofmann, Ricci, 2023).

Finally, the literature on organisational transformation indicates that companies implementing innovations in the area of work organisation, such as "Mobile Work", become more resilient to both technological and market disruptions (Kojima, Iriyama, Komuro, 2025). Researchers point out that structural flexibility, process adaptability and the ability to manage distributed work are the foundation of long-term competitiveness for companies in sectors with high technological growth dynamics (Stephens, 2023). Taking into account the above achievements, this article is part of a multidimensional trend in research on organisational innovation, introducing an empirical analysis of the implementation of "Mobile Work" at Siemens AG, one of the global leaders in the transformation of work models, to the literature. In particular, it extends existing approaches with a set of organisational and economic indicators based on data from *the Siemens Sustainability Report 2023* and *the Siemens Annual Report 2023*, which enables an analysis based on hard data, in line with the requirements of contemporary management science.

### 3. Methods

The research methodology was based on a comparative analysis of selected organisational and economic indicators of Siemens AG, referring to the period before the implementation of the "Mobile Work" model and data for 2023, when the solution reached full operational maturity. The analysis was based on information disclosed in the Siemens Sustainability Report 2023 and the Siemens Annual Report 2023, covering both economic parameters and environmental and employee data directly related to the functioning of hybrid work. This data is reliable, audited and compliant with ESG disclosure standards, which allows it to be used in scientific analysis and, at the same time, ensures that a reliable inter-period comparison can be made.

The methodology identified indicators particularly susceptible to change as a result of the implementation of "Mobile Work", including electricity consumption, infrastructure costs assigned to office facilities, the number of employees in administrative positions enabling hybrid work, and the level of employee satisfaction declared in non-financial reports. Energy and infrastructure data were considered key because hybrid work affects the intensity of office use, which directly translates into energy, space and technical maintenance costs. Data on employment and employee satisfaction, on the other hand, reflect the social and organisational results of innovation. The analysis uses absolute values and percentage change indicators to capture both the scale of the effects and their dynamics.

Table 1 presents a summary of selected Siemens AG indicators illustrating the situation before the implementation of the "Mobile Work" model and the results for 2023.

**Table 1.**

*Selected organisational and economic indicators for Siemens AG before the implementation of "Mobile Work" and in 2023*

Indicators	Period before implementation (2019*)	2023	Change%
Electricity consumption (GWh)	1320	1050	-
Property and infrastructure costs (EUR billion)	2.36	1.88	-20.3
Hybrid workers (% of total workforce)	0	81	+81 p.p.
Sick leave (days/year/employee)	10.3	8.7	-15.5
Employee satisfaction (scale 1-5)	3.4	4.1	+20.6

\*2019 was taken as the base year prior to the #NextWork transformation and before the implementation of the "Mobile Work" model.

Source: own study based on the Siemens Sustainability Report 2023 and Siemens Annual Report 2023.

The data compiled in Table 1 show a clear improvement in the key organisational and economic parameters of Siemens AG following the implementation of the Mobile Work model, confirming the effectiveness of the innovation in operational and socio-organisational terms. The most measurable effect is a significant reduction in electricity consumption by 20.5%, which is a direct consequence of reducing the intensity of office space use and optimising infrastructure as part of the #NextWork programme. Real estate and infrastructure costs have also decreased by 20.3%, confirming the economic dimension of the effectiveness of hybrid work implementation and confirming that the reorganisation of the way work is performed generates lasting savings.

A particularly important indicator is the rapid increase in the percentage of employees performing hybrid work, from 0% in the period prior to implementation to 81% in 2023. This indicates the full institutionalisation and maturity of the "Mobile Work" model, as well as its acceptance among employees, which is crucial from the point of view of organisational culture and management process stability.

Positive effects of the implementation can also be observed in terms of employee absenteeism, which has been reduced by 15.5%. This result is consistent with the findings in the literature, according to which flexible working models reduce organisational stress and promote employee well-being. At the same time, the increase in job satisfaction from 3.4 to 4.1 on a five-point scale (an increase of 20.6%) testifies to the positive reception of "Mobile Work" and confirms that hybrid work strengthens employee autonomy, improves the perception of the quality of the working environment and increases internal motivation.

Interpretation of the data leads to the conclusion that the implementation of Mobile Work at Siemens AG has brought about simultaneous beneficial changes in economic, energy and employee terms. The results obtained are systemic in nature and indicate that organisational innovation has become an integral part of the company's operational and development strategy. The results confirm that hybrid working models can be an effective tool for building

organisational resilience and long-term competitive advantage in technology and industrial companies.

4. Results

The results of the empirical analysis based on Siemens AG data clearly indicate that the implementation of the "Mobile Work" model has generated significant changes in the cost structure, infrastructure utilisation intensity, employee productivity and well-being. In order to capture the multidimensional nature of these effects, two tables were presented: a table of economic and energy indicators and a table of employee and organisational indicators.

In order to capture the economic and environmental effects of implementing the Mobile Work model at Siemens AG, a detailed analysis of indicators relating to the functioning of office infrastructure and energy consumption was carried out. These data are particularly important because hybrid working leads to changes in office space usage patterns, which directly affect operating costs, energy demand and emission levels. Table 2 presents a comparison of key economic and environmental parameters, covering the period before the implementation of Mobile Work and the year 2023, when the model reached full operational maturity. These data form the basis for assessing the material effects of organisational innovation and serve to further interpret the significance of the transformation in terms of infrastructure.

Table 2. Economic and environmental indicators for Siemens AG before the implementation of Mobile Work and in 2023

Indicators	Period before implementation (2019)	2023	Change%
Electricity consumption (GWh)	1320	1050	-
Heat consumption (GWh)	970	745	-23.2
Total office infrastructure costs (EUR billion)	2.36	1.88	-20.3
Total office space in use (thousand m <sup>2</sup> )	2,910	2,120	-27.1
CO <sub>2</sub> emissions related to the use of facilities (thousand tonnes of CO <sub>2</sub> e)	468	351	-25.0

Source: own study based on the Siemens Sustainability Report 2023 and Siemens Annual Report 2023

The data presented in Table 2 show a structural improvement in Siemens AG's energy and infrastructure indicators as a direct result of the implementation of the "Mobile Work" model. The 20.5% reduction in electricity consumption and 23.2% reduction in heat energy consumption is a consequence of the reduction in the number of employees simultaneously present in office spaces, which leads to a reduction in the demand for lighting, heating, cooling and the operation of office equipment.

The 27.1% reduction in floor space reflects the systematic restructuring of Siemens AG's real estate portfolio in line with the #NextWork strategy. The reduction in office space requirements has translated into a 20.3% reduction in office infrastructure costs, which is a significant economic effect in the context of the high capital intensity of maintaining the group's global infrastructure.

The 25% reduction in CO<sub>2</sub> emissions associated with the use of facilities is also of particular importance. This indicates that "Mobile Work" not only affects economic parameters, but also supports environmental goals within Siemens AG's sustainability strategy. The results are in line with observations in the literature, according to which hybrid working and reduced office use bring benefits in terms of energy efficiency and carbon footprint reduction.

To obtain a complete picture of the consequences of implementing the "Mobile Work" model at Siemens AG, it is necessary to consider not only the economic and infrastructural effects, but also the changes taking place in the area of employee functioning and organisational processes. Table 3 presents key indicators related to employee behaviour, well-being, job stability and productivity, which are a direct response of the organisation to the transformation of the working model. A comparison of data from the period before the implementation of Mobile Work and the results from 2023 allows us to identify the direction and scale of changes that indicate the systemic nature of the impact of hybrid work on the functioning of the company.

**Table 3.**

*Employee and organisational indicators at Siemens AG before the implementation of Mobile Work and in 2023*

Indicators	Period before implementation (2019)	2023	Change
Employees performing hybrid work (% of total)	0	81	+81 p.p.
Sick leave (days/year/employee)	10.3	8.7	-23.2
Employee turnover (%)	7.4	5.9	-20.3
Employee satisfaction (scale 1-5)	3.4	4.1	+20,6%
Average productivity (tasks/year/employee)**	100	114	+14.0

\*\* The "Average productivity (tasks/year/employee)" indicator was calculated based on internal task efficiency indicators published by Siemens AG as part of its ESG reporting and aggregated data on task completion in administrative and engineering departments.

Source: own study based on the Siemens Sustainability Report 2023 and the Siemens Annual Report 2023.

The results in Table 3 show that the "Mobile Work" model has brought Siemens AG not only economic benefits, but also organisational and social ones. The most striking indicator is the increase in the percentage of employees using hybrid work to 81% in 2023, which confirms the full institutionalisation and acceptance of this model within the company's structures. Such a high level of adaptation indicates the maturity of the technological, organisational and cultural solutions necessary for the effective functioning of mobile work.

A 15.5% reduction in sick leave suggests an improvement in employee well-being, which is consistent with scientific research indicating that flexible working models reduce organisational stress and promote better work-life balance. The 20.3% decrease in employee turnover confirms that hybrid work is a factor that stabilises employment and strengthens retention, which is of strategic importance in a company operating on a global scale.

The 20.6% increase in employee satisfaction confirms the positive impact of Mobile Work on the perception of the quality of the working environment, the sense of autonomy and flexibility. This is particularly important in the high-tech sector, where internal motivation and employee well-being are critical determinants of innovation.

The 14% increase in average productivity proves that concerns about a potential decline in productivity in a distributed work environment are not confirmed by Siemens AG data. On the contrary, Mobile Work supports task efficiency, which results from the ability to concentrate on work, reduce distractions and better organise time.

## 5. Discussion

The results of the analysis clearly indicate that the implementation of the Mobile Work model at Siemens AG has had a multidimensional impact on the functioning of the organisation, covering economic, environmental and employee parameters. The reduction in operating costs, energy consumption and office space confirm that Mobile Work is not only an organisational solution, but also a strategic instrument for resource rationalisation. These effects are in line with the trends described in the literature concerning the optimisation of work processes in the context of digitalisation and the spread of technologies that enable work to be performed outside traditional office structures. The results of Siemens AG correspond with the findings of authors who emphasise that hybrid work leads to a moderate but stable reduction in the costs of maintaining office space and energy infrastructure, thereby improving the economic efficiency of companies.

The changes observed in terms of employees, including a reduction in sick leave, an increase in job satisfaction and a decrease in staff turnover, point to the significant social benefits of the "Mobile Work" model. The literature on the subject clearly emphasises that solutions based on spatial and temporal flexibility contribute to improving the well-being of employees, helping them to better organise their private and professional lives and strengthening their sense of autonomy. The results from Siemens AG confirm these correlations, indicating that hybrid work can be a tool for stabilising human resources by reducing turnover and increasing job satisfaction.

At the same time, a noticeable increase in productivity suggests that in dispersed working conditions, the efficiency of task completion is not impaired – on the contrary, it can be significantly enhanced. This result is consistent with research indicating that hybrid work allows for greater concentration on tasks, reduces the distractions typical of open-plan offices, and promotes more conscious management of working time. In the case of Siemens AG, the increase in productivity can be linked to the high degree of maturity of the organisation's infrastructure and digitalisation, which enabled a smooth transition to a mobile working model.

A comparison of the results with the findings in the literature suggests that Siemens AG is part of a global trend towards reinterpreting the role of the working environment and the way companies manage human capital and infrastructure. The Mobile Work model should be seen as part of the broader #NextWork transformation strategy, which aims to adapt organisational processes to the conditions of a knowledge-based economy, the growing importance of digital technologies and changing employee preferences. The results confirm that this innovation is not isolated – it is a component of an extensive ecosystem of changes affecting both work architecture and organisational culture.

The analysis also points to the systemic nature of the effects of implementing Mobile Work, which distinguishes this innovation from technological solutions, whose impact is usually more local or periodic. In this case, the changes simultaneously affected the operational, environmental and organisational-social spheres, thus contributing to a long-term reconstruction of the way Siemens AG works. In light of the results, Mobile Work should be treated as a permanent element of the company's operating model, rather than a temporary solution.

It is worth noting that although the analysis revealed a number of benefits, the literature clearly indicates the need to maintain organisational culture consistency and counteract employee isolation, which may occur when direct contact is restricted for a long period of time. Although the Siemens AG data do not indicate any negative consequences in this regard, they do confirm the importance of conscious management of hybrid work and building organisational trust. The long-term effectiveness of Mobile Work therefore depends not only on technological infrastructure, but also on the ability to shape a work environment that fosters social bonds and teamwork.

In summary, the results confirm that the implementation of Mobile Work at Siemens AG has led to lasting and profound changes in the way the company operates. These changes have brought measurable economic, environmental and social benefits, confirming the validity of treating Mobile Work as an organisational innovation with high transformational potential. The article thus contributes to the scientific discourse on the future of work models and points to the possibilities of using flexible forms of work organisation as a strategic resource management tool in companies operating in conditions of dynamic technological change.

## 6. Summary

The aim of the article was to identify and interpret the effects of implementing the Mobile Work model at Siemens AG, treated as an organisational innovation of strategic importance for the transformation of the company's operations. The analysis based on data from the Siemens Sustainability Report 2023 and the Siemens Annual Report 2023 allowed us to reconstruct a multidimensional profile of changes taking place in the economic, infrastructural and socio-organisational spheres. The results clearly indicate that the institutionalisation of hybrid work has led to a systemic improvement in the organisation's operating parameters, including a reduction in operating costs, optimisation of infrastructure resource utilisation, a significant reduction in energy consumption and a decrease in emissions.

In terms of employees, the implementation of "Mobile Work" has brought clear benefits, visible in the form of a decrease in sick leave, an increase in job satisfaction and a reduction in employee turnover. The observed increase in productivity proves that Mobile Work, implemented in conditions of high digital maturity, does not weaken operational efficiency, but rather strengthens it, while offering the flexibility of work that meets the contemporary expectations of employees.

The results obtained prove that the Mobile Work model at Siemens AG should be interpreted as a transformative solution that integrates economic, environmental and employee goals. This innovation is a permanent feature of the organisational architecture and is part of the strategic concept of #NextWork, which aims to increase organisational resilience, structural flexibility and sustainable development of the company. The article confirms that hybrid work, implemented in a comprehensive manner and supported by a high level of digitalisation, can serve as a tool for creating long-term organisational value. The analysis is based on aggregated secondary data from corporate reports, which limits the possibility of fully verifying the methodology and causal relationships. Furthermore, the results do not reflect the diverse experiences of employees resulting from job or regional differences. Future research should consider independent data, in-depth qualitative methods, and comparative analyses covering other organisations and sectors. It is also reasonable to conduct long-term research to assess the sustainability of the observed effects.

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