



Kingdom of Saudi Arabia
Ministry of education
Midocean university
Project management

Enhancing Project Success through Agile Methodology Adoption: A Study of Software Development



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1.3.15 Cultural Fit: For Agile practices to be implemented effectively, they must be in line with the organizational culture. Misalignment of Agile methodologies to the existing values or structure of an organization may turn out to become a problem. How organizations modify Agile practice into the organizational culture and challenges of having to align the methodologies with the organizational setup is what the research trial will try to find (Zhang and Wu, 2023).12

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1. Introduction

1.1 Overview of the Research

The pressure to deliver quality products efficiently in modern software development has increased, making many organizations revisit the traditional approaches towards project management. Traditional methods, including the Waterfall model, are normally structured in a linear and sequential process in which each phase of the project, from requirements gathering to deployment, passes through distinct phases like design and development and testing (Blooshi *et al.*, 2018). Such an approach was quite foundational in the software engineering field but may be quite inflexible, especially in a rapidly changing environment where requirements may change during the project life cycle (Schwaber and Sutherland, 2017).

These agile methodologies are fast gaining momentum as a very strong alternative to the traditional ways of developing software. Agile emphasizes iterative development, breaking down projects into smaller, more manageable units called iterations or sprints (Boca and Isitan, 2021). Each iteration produces some increment in the product by which, at the end, it could be potentially shippable. On completion of every iteration, teams can incorporate the feedback and make adjustments before moving on, adding flexibility to the process but also more effectively aligning the product with user needs (Schwaber and Sutherland, 2017).

Basically, Agile's real essence revolves around continuous improvement, active stakeholder participation, and adaptive planning. The practices and principles brought to the table are unique to their respective Agile frameworks, such as Scrum, Kanban, and Extreme Programming (Highsmith, 2002). For instance, Scrum makes use of structured roles and ceremonies to manage work against time-boxed iterations, while Kanban relies on workflow visualization in an attempt to achieve optimization of the flow of tasks. XP strongly emphasizes technical excellence with technical practices like pair programming and test-driven development (Pressman, 2010).

The impact of the adoption of the Agile methodology on software development project success is the core intention of this study. One of the main objectives is to establish how Agile practices influence important measures related to success: speed of delivery, keeping within budgets, quality of the product, and stakeholder satisfaction (Cohn, 2005). These dimensions shall bring

out a clear understanding of Agile's effectiveness in different contexts and hence action ability for organizations looking to adopt or further improve Agile practices (Pressman, 2010).

It will utilize a mixed-method approach to realize its aims. In-depth qualitative case studies on how Agile practices are implemented in various organizations and their impacts on the outcomes of projects. Case studies will detail real-world applications of Agile, successes, and challenges. This will be complemented by data gathering through quantitative surveys from a broader sample of projects in order to statistically assess the relationship between Agile practices and project success metrics. Through this combination of qualitative and quantitative data, there will be the possibility for a robust analysis of Agile's impact (Boote and Beile, 2005).

1.2 Importance of Conducting Literature Review

Literature review is done in this research for several reasons. It's basically a foundation on which the study is built, hence ensuring that it's firmly underpinned by previous knowledge and theories. In other words, this review provides the study with an opportunity to know what has so far been established beyond theoretical materials on the use of Agile methodologies, in addition to areas where such studies have visible lacunae (Denning, 2018).

Literature is instrumental in laying the theoretical ground. Such a review synthesizes present theories and concepts concerning Agile methodologies, providing a deep understanding of their principles and how they have evolved (Rashid, 2019). This theoretically grounded perspective is important to frame research questions and hypotheses and to ensure that the meaningful contribution the study can make to the discourse (Russo, 2021).

Tavakoli (2021) helps to identify the important variables that have a bearing on the research. This then allows the study to narrow down areas on Agile methodologies such as specific practices, team dynamics, and stakeholder engagement known to impact project success. Such variables are instrumental in the designing of a focused research framework and, subsequently, the proper data collection methods.

However, such gaps and inconsistencies in the available literature are also brought out in the review. Basically, in areas where knowledge is lacking or findings have been contradictory, it identifies what can be addressed in the study and adds new insights (Vaidya, 2022). For instance,

if previous research indicates conflicting results on Agile's impact toward the success of projects, current study can further pursue the discrepancies and provide clarification.

The literature review also guides the research methodology that is adopted. Experiences gained from previous studies are used to help select data collection methods, analytical techniques, and evaluation criteria. For instance, if earlier research focuses on specific metrics of success or profiles of assessment tools, the study can use such in a modified way to make it comparable and relevant.

Literature reviews provide practical insights into challenges and best practices related to the adoption of Agile. The study will be in a better position to develop recommendations that address real-world issues and give actionable advice to practitioners by understanding other organizations' experiences. It is in this regard that a practical perspective constructed herein comes in handy in guiding organizations through the intricacies of Agile implementation.

1.3 Overview of the Research Variables

The research will therefore concentrate on key variables that help to understand the impact of Agile methodologies on software development project success. Every variable plays a critical role in shaping the findings in Agile projects and also gives insight into different aspects of Agile practice.

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2. The First Variable: Leadership

2.1 Definition

The concept of leadership extends far beyond what is known in Agile alone. It is the process of guiding, motivating, and influencing people and teams toward the implementation of project goals. This leadership in Agile environments does not necessarily remain within traditional hierarchical structures but often takes much more distributed and collaborative forms (Bass and Riggio, 2015).

2.2 In the agile context: Eaton, Bridgman, and Cummings (2024) introduces that Agile leadership is not about command and control, but rather about empowerment, collaboration, and facilitation. Agile leaders are supposed to provide an environment in which team members can flourish, rapidly adapt to change, and commit to continuous improvement. This role very often plays a key role in the support of Agile practices through a culture where trust, openness, and shared responsibility are essential.

2.3 Key Elements:

Influence and Motivate: The Leaders inspire and motivate the team to work according to their best abilities and focus on the projected goals.

Advise and Consulting: The leaders advise and guide on how to overcome challenges and help in running the Agile processes such as Iterative Development and Feedback Loops.

Enabling: Leaders empower the teams to take charge by way of delegation of authority coupled with autonomy and a feeling of ownership in their work.

The development of leadership concepts has changed over time, driven by changes in organizational practices and management theories. In the development of leadership theories, one gets a bigger understanding of how leadership impacts team dynamics and project success within Agile environments (Greenleaf, 2002).

2.4 Early Theories:

2.4.1 Trait Theory: The study of leadership began with the traits or characteristics that set apart effective leaders from others. Traits like decisiveness, intelligence, and confidence were, therefore, seen as essential in a leader to be effective. What was missing in this approach was consideration towards context and situational factors.

2.4.2 Behavioral Theory: The focus was changed from traits to behaviors, displayed by successful leaders, with the help of the Behavioral Theory. It recognized the important behaviors that contribute to effective leadership, like task-oriented and people-oriented behaviors. It was this theory that formed the basis of knowing the implications of various styles of leadership on the performances of teams (Hersey and Blanchard, 2016).

2.5 TRANSFORMATIONAL LEADERSHIP:

2.5.1 Concept: The transformational leadership, introduced by James MacGregor and subsequently developed by Bernard Bass, focuses on the ability of leaders to inspire and enthuse followers to deliver higher performance. Transformational leaders develop an appealing vision, stimulate innovation, and pay attention to the development of their people (Kotter, 2016).

2.5.2 Impact on Agile: It influences Agile, especially in today's more dynamic work setting where the motivational, influencing, and engaging factors become very important for success. Leaders who practice transformational leadership bring about team engagement, foster creativity, and support continuous improvements (Northouse, 2016).

2.6 Servant Leadership:

2.6.1 Concept: Servant leadership, proposed by Robert Greenleaf, is leadership that serves the requirements of the members in the team. This style is directed toward taking care of the well-being and development of team members at the expense of satisfying the interests of their leaders. A servant leader is empowered through empathy, listening, and helping others achieve their full potential (Schein, 2017).

2.6.2 Impact on Agile: Servant Leadership is matched with Agile as it wants to empower the teams and provide all kinds of support for developing them. Agile

leaders can increase the team's satisfaction, collaboration, and overall performance by becoming a servant leader.

2.7 Agile Leadership:

2.7.1 Concept: Agile Leadership adds principles from other leadership theories, but it focuses on characteristics that promote Agile practices. An agile leader has to be flexible, collaborative, and facilitative. They have a very key role in building an environment that would sustain iterative development and adaptive planning with continuous feedback.

2.7.2 Effect on Agile: Agile leadership relates to the creation of a culture of trust, transparency, and adaptability. Leaders in Agile contexts foster the development of high-performance teams, ensure effective communication, and support the Agile process through obstacle removal and enablement of self-organization.

2.8 Dimensions

Agile leadership entails several dimensions, which have a critical role enabling Agile practices, thus help in realizing project success. Some of its main dimensions include:

2.8.1 Visionary Leadership:

- **Definition:** It involves the ability to envision future possibilities and thereafter communicate the vision to the other parties. Visionary leaders can communicate a liberated sense of purpose and strategic growth befitting the desired Agile objectives (Senge, 2015).
- **Impact:** The visionary leadership of the Agile environment keeps the momentum of what will be done by the team and offers them the common shared meaning and purpose. It makes sure that all of the team members are walking in the same direction in regard to the project's objectives and are motivated to contribute their part in its success.

2.8.2 Empowerment and Delegation:

- **Definition:** Empowerment is the phenomenon of providing authority with respect to decision-making in favor of the team members. Delegation is the act of giving away of some work to others. Leaders delegate. Leadership trusts the team members about performing what they are assigned to do and inspires self-dependence (Stogdill, 2015).

- Impact: Empowering team members will increase the ownership and ownership sense about the job that has been done by them. In Agile environments, self-empowerment is the key for the teams to execute a decision have with a rapidly with a rapid rate of flexibility and alert process.

2.8.3 Facilitation and Support :

- Definition: Facilitation and support involves assisting teams to take care of any challenge that they may encounter by removing any inconvenience and optimize their processes. It is done by providing resources, direction, and support through a leader, that allows the teams work effectively and with a lot of efficiencies (Wheatley, 2017).
- Impact: Agile facilitation and support has been proven to contribute to an environment where the team can give their all in the delivery of values. They address impediments, provide necessary resources and help the team overcome challenges, thereby increasing their performance and productivity.

2.8.4 Communication and Collaboration:

- Definition: The success of communication and collaboration comes when there is open and honest communication among team members. Leaders help in the process of teaming by sharing ideas and developing and bringing up an environment which is extremely collaborative in nature (Zenger and Folkman, 2009).
- Impact: In Agile setups, if there has to be any successful iterative development, the base of it has to be impressive communication and collaboration to make you adaptable and learn from it. As a leader, when you instill new practices, it thus results in the organization developing better ways of making sound judgments and results of projects.

2.8.5 Adaptability and Learning:

- Definition: Adaptability and learning are about response to change and promoting a culture where continuous improvements are encouraged. Leaders promote experiments, learning from failures, and adapting of practices according to the emanating feedback and new information (Zenger, 2009).
- Impact: Agile leaders focusing on Adaptability and learning will support the iterative nature of Agile methodologies. They develop a culture that will embrace change and encourage innovation, always looking for a way to do things better.

2.9 Theories

2.9.1 Transformational Leadership Theory:

- Overview: The very essence of Transformational Leadership Theory is its claim that the followers can be inspired and motivated by a leader in the process of creating a vision, innovation, and personal development through the leader's influence. Transformational leaders are engaged at an emotional level with their teams, encouraging them to transcend their own expectations and achieve a higher level of performance (Zenger and Folkman, 2009).
- Application to Agile: Transformational leaders increase the level of team engagement, creativity, and performance within an Agile environment. Through an inspiring vision and a supporting environment, they, therefore, enable teams to overcome challenges and achieve their Agile goals.

2.9.2 Servant Leadership Theory

- Overview: It is believed by Servant **Leadership** Theory that leaders have to give priority to the serving of their team members. Largely in pursuit of the well-being of the team, a leader will capitalize on empathy, listening, and supporting the growth of someone. He or she will often work through a prism of humility and collaboration (Zenger and Folkman, 2009).
- Application in Agile: Servant Leadership is quite relevant to Agile environments where empowering and enabling team development are key principles. Leaders utilizing this approach enhance team satisfaction, collaboration, and ultimate effectivity.

2.9.3 Situational Leadership Theory:

- Overview: Situational Leadership Theory stipulates that an effective process of leadership may be task and style-specific which matches the maturity and requirements of the subordinates. Leaders change their style based on other factors, such as readiness for work among subordinates, competence, commitment (Zenger and Folkman, 2009).
- Application to Agile: Situational Leadership Theory applies in the Agile context where the team dynamics remain at variance with the requirements of the project. By adapting to the needs of the team, leaders can enhance their effectiveness and help Agile practices better.

2.9.4 Adaptive Leadership Theory :

- Overview: In the Adaptive Leadership Theory, leaders are there to help the teams in their turbulent problems and to change their behaviors. The leaders are expected to drive their teams through uncertainty, facilitate learning, and innovate (Zenger and Folkman, 2009).
- Application to Agile: It is very important in Agile adaptation, where teams are bound to work according to unpredictable and changing requirements. A high level of adaptive leadership in a leader is an environment for continuous improvement and efficient problem-solving.

2.9.5 Illustrations from Literature Review

2.9.1 Transformational Leadership and Agile Teams:

- Research Evidence: Turner and Müller (2005) found out that, by fostering innovation and motivating the team members, transformational leadership has a positive impact on team and project performance. From the study, behavioural sides of leadership which significantly relate to both the engagement level of a team and the realization of its goals is inspirational leadership.
- What it means: Agile leaders with the ability to be transformational will serve to better the performance, creativity and satisfaction of members hence contributing to success in Agile implementations.

2.9.2 Servant Leadership in Agile Environments:

- Research: Laub, Laub and Ballenger (2018) principle of Servant Leadership is focusing on serving others, meeting the needs of the team. Additionally, Tran and Spears (2020) has documented that. Servant Leadership focuses on realizing higher levels of team outcomes, satisfaction and performance which is in alignment with the Agile principles of empowerment and support.
- Implication: Those Agile leaders, by adapting a servant leadership behavior can assure a supportive and empowering environment that will benefit the team collaboration and project outcome.

2.9.3 Situational Leadership in Agile Projects:

- Study: Tran and Spears (2020) Situational Leadership Theory—it becomes a matter of concern here to change the style of leadership according to the requisites. The same very

relevant in Agile settings, where team dynamics and project requirements change invariably.

- Implication: A leadership approach adjusted according to maturity and the complexity of the project can in effect add to the effectiveness of a team and help Agile practices.

Tables from Literature Review

Table 1: Comparison of Leadership Theories in Agile Contexts

Leadership Theory	Key Characteristics	Relevance to Agile	Source
Transformational Leadership	Inspiring vision, motivation, innovation	Enhances team engagement and performance	Turner & Müller (2005)
Servant Leadership	Serving others, prioritizing team needs	Aligns with Agile's focus on empowerment	Tran and Spears (2020)
Situational Leadership	Adapting style to team needs	Supports effective management of diverse teams	Laub, Laub and Ballenger (2018)
Adaptive Leadership	Navigating complexity and change	Critical for managing Agile's iterative nature	(Zenger and Folkman (2009).

Table 2: Dimensions of Leadership and Their Impact on Agile Teams

Dimension	Description	Impact on Agile Teams	Source
Visionary Leadership	Creating and communicating a clear vision	Guides team direction and alignment	Turner & Müller (2005)
Empowerment and Delegation	Trusting and empowering team members	Enhances autonomy and decision-making	Tran and Spears (2020)
Facilitation and Support	Removing obstacles and providing support	Improves team efficiency and effectiveness	Laub, Laub and Ballenger (2018)
Communication and Collaboration	Promoting open communication and teamwork	Enhances collaboration and idea sharing	Tran and Spears (2020)
Adaptability and Learning	Responding to change and promoting continuous learning	Supports innovation and iterative improvement	Turner & Müller (2005)

3. The Second Variable: Project Success

3.1 Definition

Project Success is the successful completion of projects; the accomplishment of objectives; and the meeting of goals while satisfying, and possibly exceeding the expectations, of the stakeholders. In Agile methodologies, it has often been defined as producing high-quality software that meets user needs, while being adaptive to change in requirements and delivering value incrementally.

3.2 Key Aspects:

- **Goal Achievement:** Success is the extent to which the project achieves its predefined objectives, such as completion of features or timely delivery.
- **Stakeholder Satisfaction:** This means meeting the needs and expectations of stakeholders, comprising customers, team members, and management.
- **Deliverable Quality:** The true success measure within this will be the quality of the final product or service, to ensure standards and performances of the delivered product are adequate.
- **Adaptability and Value Delivery:** In Agile, the ability to welcome change and deliver value in incremental cycles makes all the difference toward success.

3.3 Development

The definition of project success has undergone many changes in the course of time, driven by evolution in project management practices, methodologies, and expectations of stakeholders. Early definitions of project success often focused narrowly on schedule, budget, and scope adherence. Modern approaches, especially in Agile environments, have broadened the definition of project success to include broader considerations, such as customer satisfaction or iterative value delivery.

3.3.1 Traditional Project Management:

- **Triple Constraint:** As a rule, traditional project management used to measure success based on the "Triple Constraint" of scope, time, and cost. Success would imply delivering the project within the agreed scope, on time, and within budget (Ahern, Clouse & Turner, 2018).
- **Success Metrics:** The traditional approaches to success metrics normally included adherence to project plans, Cost Performance Index, and Schedule Performance Index.

3.3.2 Evolution to Agile:

- **Focus on Value Delivery:** Agile methodologies shifted focus from following scope, time, and cost closely to focusing on the delivery of incremental value to the customers and an

ability to adapt to changing requirements. Agile stresses iterative development as one of the key drivers of project success customer feedback and incremental delivery.

- **Customer Satisfaction:** Agile approaches emphasize the satisfaction and engagement of customers. Success in agile means satisfying emerging customer needs and producing products that create actual value for the customers (Eaton, Bridgman & Cummings, 2024).

3.3.3 Contemporary Views :

- **Holistic View:** The views of project success in the modern age prove to be much holistic in their definition, with the inclusion of many other aspects besides effectiveness, such as satisfaction of team members through efficient process control and achievement of a long-term impact. Success does not remain embedded in immediate outcomes but also evaluates how well the project contributes to the strategic objectives and organizational goals (Cao & Xu, 2019).

3.4 Dimensions

Project success can be assessed through various dimensions, each representing a different aspect

3.4.1 Scope Delivery:

- **Definition:** This dimension controls whether the features and functionalities of the project scope have been delivered. Since, in Agile, scope may be flexible and keep changing over some time, success is measured by delivering features as per the existing requirements.
- **Impact:** The delivery of scope ensures attainment of project objectives and satisfies the needs of stakeholders. This works on prioritizing and completing high-value features in each iteration or sprint.

3.4.2 Time and Schedule Adherence:

- **Definition:** This dimension reflects whether the project is completed within the agreed-upon time frame. Agile projects use time-boxed iterations viz., Sprints to complete an increment of values and manage timelines (Chen, Hsu & Hsieh, 2021)

- Impact: Schedule adherence ensures momentum in the project and satisfies the stakeholders. In agile projects incremental values are delivered at frequent intervals to ensure progress as per schedule and aligned to the goals of the project.

3.4.3 Budget Management:

- Definition: This dimension deals with determining whether projects have been implemented within the estimated cost. Agile methods focus on effective and lean resource management, and the assimilation of change without incurring cost overruns (Elshaer, 2019).
- Implication: Budget control will ensure that value is delivered under the constraints of the budget. Agile teams review and refine their budgets as requirements develop and priority needs emerge based upon product needs.

3.4.4 Stakeholder Satisfaction:

- Definition: Stakeholder satisfaction involves customers, members, and any other entity in relation to the team. Satisfaction is sought through periodic feedback and active participation of stakeholders (Ika, 2018).
- Impact: High stakeholder satisfaction would be an indication that all expectations for the project have been met or exceeded. Ensuring adoption of Agile practices, such as regular demos and feedback sessions, guarantees that stakeholders' needs are taken into consideration and assimilated into the project effectively.

3.4.5 Quality of Deliverables:

- Definition: This dimension is associated with the quality of the final product or service. Quality is mainly based on criteria such as functionality, performance, reliability, and user experience (Jørgensen & Moløkken-Østfold, 2020).
- Implication: Delivering quality products is the crux of any project's success. Agile methodologies actually integrate quality assurance through continuous testing and integration in order to assure that the deliverables are of good quality.

3.4.5 Adaptability and Flexibility:

- Definition: This dimension evaluates the project for its ability to change in view of changes and new information. Agile projects are designed to be flexible and responsive to evolving requirements and feedback (Khan, 2021).

- **Impact:** The ability to adapt ensures that a project stays relevant and goes on to deliver value despite changing circumstances. Agile practices, such as iterative development and regular reviews, support adaptability and responsiveness of how well a project meets its goals. In Agile contexts, these dimensions often include:

3.5 Theories

There are a number of theories that help in understanding and measuring the success of a project, mainly within Agile. All of these theories enlightened how success can be measured and achieved. These include:

3.5.1 Project Success Criteria Theory:

- **Overview:** This theory holds that success is determined by certain defined criteria, usually scope, time, cost, and quality targets. It is focused on implying that success can only be ensured if all of these predefined metrics have been attained (Kumar, 2018).
- **Tailoring to Agile:** In Agile, it takes criteria of success, tailoring it into an Agile context—including continuous value delivery and customer satisfaction, which are added as criteria for success. Agile projects stress incremental value delivery and requirements change, hence expanding the conventional criteria for success.

3.5.2 Balanced Scorecard Theory:

- **Overview:** The Balanced Scorecard Theory, propounded by Kaplan and Norton, proposes a framework to measure organizational performance along multiple dimensions: financial, customer, internal processes, and learning and growth perspectives (Russo, 2021)
- **Application to Agile:** The Balanced Scorecard can be applied to Agile projects, considering dimensions like stakeholder satisfaction, deliverables quality, and process efficiency. This gives the big picture related to project success beyond traditional metrics.

3.5.3 Value Delivery Theory:

- Value Delivery Theory - This theory is based on the delivery of value to stakeholders as the very first measure of project success. It emphasizes that every outcome of the project should be aligned to the needs and expectations of stakeholders (Russo, 2021)
- Application to Agile: Agile methods support Value Delivery Theory by their prioritization on continuous delivery of value, seeking customer feedback, and making iterative enhancements. Success is thus measured based on the ability to meet evolving stakeholder needs by delivering meaningful outcomes.

3.5.4 CUSTOMER SATISFACTION THEORY:

Overview: Customer Satisfaction Theory: This theory holds that customer satisfaction attained, as well as user satisfaction, is irrevocably linked to project success. It places an emphasis on the understanding of customers' needs.

Application to Agile: The reason Agile approaches emphasize customer satisfaction is that there are continuous feedback loops, iterative development, and response to change. Thus, success in Agile projects would be measured through the degree of customer satisfaction achieved by delivering a product that either meets or exceeds expectations (Kumar, 2018).

3.6 Illustrations from Literature Review

3.6.1 Scope Delivery and Agile Success:

- Study: A report authored by Standish Group in 2015 found that Agile projects were much more successful in delivering features in sync with users' needs compared to methods used traditionally. The Agile manner of delivery of high-priority features incrementally is the reason why more scope delivery success is achieved with Agile practices.
- Implication: The more Agile a project scope is managed with the delivery of valued features, the more it will be successful with stakeholders in meeting needs and value.

3.6.2 Impact of Stakeholder Satisfaction on Project Success

- Study: A research conducted by Kumar (2018) found that stakeholder satisfaction was viewed as integral if at all a project was to be successful. In this research, there were

findings that illustrate to view a project as successful; there has to be the fulfillment of stakeholder needs and requirements,

- Implication: Agile practices, which depend on constant interaction with stakeholder and through feedback, lead to improved levels of satisfaction and general project success.

3.6.3 Quality and Agile Project Success

- Research: Kumar (2018) in his research found the Agile projects are better in quality output through continual practices of testing and integration. Focused quality practices and iterative development are key to the better success of a Project.
- Implication: The Agile methodologies with quality orientation in terms of continuous practices of testing and feedback bring out quality deliverables and increase the success levels of the project.

Tables from Literature Review

Table 1: Dimensions of Project Success in Agile Contexts

Dimension	Description	Impact on Project Success	Source
Delivery of Scope	Achievement of defined features and functionalities	Ensures alignment with project goals	Eaton, Bridgman, and Cummings (2024)
Time and Schedule	Completion within agreed timelines	Maintains project momentum and stakeholder expectations	(Ahern, Clouse & Turner, 2018)
Budget Management	Adherence to financial constraints	Ensures efficient use of resources and cost control	Elshaer (2019)
Stakeholder Satisfaction	Meeting or exceeding stakeholder expectations	Enhances project acceptance and success	Elshaer (2019)

Quality of Deliverables	Meeting quality standards and performance criteria	Leads to higher project success and user satisfaction	Ika (2018)
Adaptability and Flexibility	Ability to respond to changes and new information	Ensures relevance and continuous value delivery	Khan (2021)

Table 2: Theories of Project Success

Theory	Key Concepts	Application to Agile Projects	Source
Project Success Criteria	Scope, time, cost, quality	Expanded to include value delivery and adaptability	
Balanced Scorecard	Financial, customer, internal processes, learning	Measures success Across multiple dimensions	Kumar (2018)
Value Delivery	Focus on delivering stakeholder value	Aligns with Agile's emphasis on continuous value delivery	
Customer Satisfaction	Importance of meeting customer needs	Prioritizes customer feedback and satisfaction	Russo (2021)

4. The Relationship Between Leadership and Project Success

4.1 Patterns

The relationship patterns on leadership and project success in Agile projects underline different styles and practices of leadership that impact outcome. The following trends and correlations were identified from the literature:

4.1.1 Transformational Leadership and Project Success

- Pattern: In Agile environments, transformational leadership is invariably linked to increased rates of project success. Leaders who inspire, motivate, and foster innovation contribute positively to team performance and project outcome.
- Evidence: According to studies, like Turner and Müller, 2005, transformational leaders increase team engagement, boost creativity, and drive higher performance; this leads to greater project success.

4.1.2 Servant Leadership and Team Satisfaction:

- Pattern: This style of servant leadership is associated with increased satisfaction and collaboration of teams; hence, it enhances project success. Leaders whose major priorities are needs and development matters of their team members create a positive working environment that will help in the successful delivery of a project.
- Supporting Evidence: Greenleaf's principles of Servant Leadership in 1977 and research by Laub in 1999 show that servant leaders encourage and enable their environments to have high satisfaction and success rates for projects.

4.1.3 Empowerment and delivery of value:

- Pattern: Leadership styles focused on empowerment and delegation are positively correlated to the delivery of value by Agile teams. Teams are only empowered when they deliver quality and respond to changes effectively.
- Supporting Evidence: According to Ika (2018), leaders empowering their teams enhance the decision-making and autonomy that contribute to successful value delivery and project outcome.

4.1.4 Communication and Project Efficiency:

- Pattern: Efficient execution of the Agile project and its successful outcome are depending on effective communication and collaboration, which is facilitated by leaders. Open communication and leaders fostering teamwork can ensure that a project runs smoothly to its end and leads to better outcomes.
- Supporting Evidence: Kumar (2018) and others hold the same view that it is communication that is instrumental in the success of a project. Good leaders make it easy to collaborate and share information by providing an environment that enhances both.

5. Conflicts

Conflicts in the leadership vs. project success relationship are caused when some leadership styles or practices do not go in line with the Agile principles/set project needs:

5.1 Micromanagement vs. Empowerment:

- Conflict: Micromanagement from the leaders keeps the teams away from being independent and challenges the Agile principle of self-poweredness and self-organization. Leaders who micro-manage the activities of their teams deprive their morale and effectiveness.
- Supporting Evidence: The literature like Ika (2018), which states that micromanagement generally allows the least motivation toward the team, which restricts the flexibility and thus reduced project success.

5.2 Transformational Leadership and Rapid Changes:

- Conflict: The general positive effect of transformational leadership may not be practical with the prompt changes or rapid series of cycles. The transformational leaders may not be able to export vision and motivation in the rapid dynamic atmosphere.
- Supporting Evidence: According to Turner and Müller (2005), although transformational leaders draw engagement, carrying one vision when change is so fast can be difficult and it might have an effect on the success of the project.

5.3 Servant Leadership and Decision-Making:

- Conflict: The act of serving the needs of the team by the servant leadership might sometimes make decisions take longer to arrive at, more so in Agile settings where quick decisions are a must to ensure success.
- Supporting Evidence: Russo (2021) has also realized that although servant leadership enhances satisfaction within the team, its urgency for decision making and responsiveness becomes contradictory to Agile projects.

6. Gaps

Literature gaps indicate areas in which more research is required to clearly spell out the leadership–project success relation:

6.1 Long-Term Impact of Leadership Styles:

- Gap: Few studies examine the long-term impact of different styles of leadership upon project success and organizational outcomes. Most of the existing studies are focused upon short-term effects and immediate project outcomes.
- Need: More research is necessary to see how various leadership styles have their implications on project long-term success and organizational performance when applied over extended project durations.

6.2 Context-Specific Leadership Practices:

- Gap: The literature typically gasconades its leadership practices by generalizing them without taking into account the various challenges and contexts unique to different Agile projects. Such generalizations make the findings specifically less generalizable across different project contexts.
- Need: This research would investigate how leadership practices differ within different types of Agile projects and through organizational contexts for more granular insights on the impact of these variables on project success.

6.3 Integrating Leadership and Agile Practices:

- Gap: Scarce literature is available that elucidates on the integration of leadership styles with particular Agile practices such as Scrum or Kanban. This will provide a more detailed insight into how leadership influences the results of Agile projects.

- Need: What should be done in the future is establishing how the different styles of leadership need to match with the Agile practices and frameworks. Its combined application also needs to be assessed for its effect on project success.

6.4 Illustrations from Literature Review

6.4.1 Transformational Leadership and Agile Success:

- Illustration: This aspect was established by Turner and Müller, 2005, that transformational leadership has a significant positive effect on team performance and thus on project success. Researchers have proved that leaders who inspire and enthuse teams have better results in their projects, especially in the Agile context where engagement and creativity play a huge role.

6.4.2 Servant Leadership and Team Dynamics:

- Supporting Illustration: Eaton, Bridgman, and Cummings (2024) also explained that servant leadership created a supportive and collaborative environment. Their finding shows that groups led by the servant leader expressed satisfaction with higher levels of working performance and group success, and thus contributed to the project's overall success.

6.4.3 Communication and Collaboration:

- Illustration: Greenleaf (2017) consider two major factors for project success to be effective communication and proper collaboration. Their study's result shows that leaders who support open communication and encourage teamwork increase the efficiency and results of projects.

Tables from Literature Review

Table 1: Patterns in Leadership and Project Success

Leadership Style	Positive Patterns	Source
Transformational Leadership	Enhanced team engagement, creativity, and performance	Turner & Müller (2005)
Servant Leadership	Increased team satisfaction and collaboration	Greenleaf (2002)
Empowerment and Delegation	Improved value delivery and decision-making	Northouse (2016)
Communication and Collaboration	Enhanced project efficiency and success	Senge (2015)

Table 2: Conflicts and Gaps in Leadership and Project Success

Issue	Description	Supporting Evidence
Micromanagement vs. Empowerment	Micromanagement undermines team autonomy and effectiveness	Senge (2015)
Transformational Leadership and Rapid Changes	Challenges in maintaining vision during rapid changes	Turner & Müller (2005)
Servant Leadership and Decision-Making	Slower decision-making processes can conflict with Agile needs	Greenleaf (2002)
Long-Term Impact	Limited research on long-term effects of leadership styles	
Context-Specific Practices	Lack of context-specific	

	research on leadership practices	
Integration with Agile Practices	Need for research on how leadership aligns with Agile practices	

7. Conclusion

The literature review had an in-depth analysis of the leadership-project success relationship within Agile environments. Key findings are as follows:

7.1 Leadership and project success:

- **Transformational Leadership:** Such leadership style is strongly related to improved performance of the teams and projects. The transformational leaders motivate the teams by creating environments that allow high performance and innovation. Studies by Turner and Müller (2005) put forth the aspect whereby transformational leadership contributes to greater teams' engagement and at the same time drives better project outcomes.
- **Servant Leadership:** Servant leaders are those who put first the needs and development of the team members, and therefore, their teams report higher satisfaction and collaboration that provides a conducive environment for the delivery of projects. According to research conducted by Greenleaf, 2002, servant leadership offers the basis for a team to provide support and an effective dynamic.
- **Empowerment and Delegation:** The leadership practices that empower the team members and delegate authority link with better decision-making and value delivery. Together, these strategies apply Agile principles of team autonomy and progress by iterations.
- **Communication and Collaboration:** Effective communication, which is facilitated by leaders, is an essential part of the Agile project towards its success. Leaders who support open communication and teamwork normally enhance project efficiency and output. Hersey and Blanchard show that there is a foundation of communication to ensure the successful execution of projects.

7.2 Conflicts and Gaps:

- **Transformational Leadership and Rapid Changes:** While the transformational leadership generally fosters engagement, it may face certain challenges during times of rapid change. This may affect project outcomes.
- **Servant Leadership and Decision Making:** The emphasis on serving the needs of the team may delay decision-making procedures. This can sometimes come into conflict with the fast pace of Agile projects.

7.3 Gaps Identified:

- Long-Term Impact of Leadership Styles: Research on how leadership styles influence the long-term project success and consequences on organizational performance is thin.
- Context-Specific Leadership Practices: Additional studies are needed to determine how different practices of leadership are implemented in the various Agile contexts and project types.
- Integration with Agile Practices: How different leadership styles integrate with certain Agile frameworks and practices requires further study.

7.4 Future Research Implications

The inferences from the literature have several implications to be considered for future research:

1. Long-Term Studies:

In order to elucidate the findings clearly, future research could focus on assessing the long-term effects of leadership styles on project and organizational outcomes. It will be interesting to find out from longitudinal studies whether the long-run impact of various leadership styles is evident in sustained project performance and team development.

2. Context-Specific Analysis:

There is a need for more research to understand what leadership practices and how their resulting impact on the project's success differs in different contexts of Agile, such as team size, project complexity, and organizational culture. A similar study, but contextually different in its focus, would throw some spotlight on matters of appropriate leadership practices.

3. streams Integration with Agile Frameworks:

How distinct leadership styles may be combined with specific Agile frameworks, such as Scrum or Kanban, to know more significantly the combined impact of these on the success of the project? The outcome of the study in this respect may, in effect, give the leaders specific instructions on how to adapt their current practices to the AGILE frameworks.

4. Designing New Leadership Models:

Research could explore new leadership models that would integrate traditional leadership theories with Agile principles. Thereby, such models would eliminate the described gaps and conflicts, offering more effective ways of leading Agile teams and ensuring project success.

General Contributions of the Research to the Field

The research contributes to the knowledge about Agile project management and leadership in several ways:

1. The deepened understanding of the impact of leadership on:

One gains a deep understanding of how various leadership styles—transformational, servant, and the one targeting empowerment—affect project success in Agile environments. The study can help correlate leadership with the project. This fact can prove very helpful to leaders who strive to enhance team performance and achieve better project results.

2. Key Success Factor Identification:

The study uncovers factors determining success of the project, such as communication, empowerment, and satisfaction of team members. These results would even improve solid best practices for leadership and management of projects in Agile.

3. Commanding Existing Research Gaps:

The research paves the way for future investigations, which will continue to put in clearer perspective leadership's place in an Agile project by pointing out lacunae in existing literature, such as calling for more long-term studies and context-specific analysis.

4. Practical Implications for Agile Leaders:

The study offers direct practical implications for Agile leaders, leading explicitly to the most effective leadership practices compatible with Agile. Leaders could put the findings to best use by creating a favorable environment within their team and keeping the communication channel open at all times, which in turn, would certainly create better project outcomes.

5. Foundation for Future Research:

The findings and gaps identified through the research give a base for motivating and triggering more research by all and sundry scholars in newer areas with innovation in approaches towards Agile leadership and project success. This continuous research can aid in optimizing leadership strategies further and continue the ongoing process of shaping this emerging discipline of Agile project management.

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