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Organizational Agility as a Driver of Productivity and Economic Resilience in Emerging Market Economies

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Abstract

This study investigates the impact of agile management practices on organizational efficiency and employee productivity in emerging economies, focusing on technology, manufacturing, and services sectors. Data were collected from 200 organizations, including responses from 150 managers and 50 employees, and analyzed using a quantitative approach with regression techniques to examine the relationship between agile practices, efficiency, and productivity. The results show that agile practices significantly improve organizational efficiency ($\beta = 0.56$, $p < 0.01$) and employee productivity ($\beta = 0.45$, $p < 0.01$), with technology firms achieving the greatest benefits, manufacturing firms reporting lower adoption and fewer outcomes, and service organizations demonstrating moderate improvements. These findings highlight that while agile management enhances efficiency and productivity overall, its effectiveness varies across sectors, indicating that organizations in emerging economies should adapt agile frameworks to industry-specific conditions to achieve optimal results.

INTRODUCTION

Organizational performance has long been recognized as a fundamental driver of competitive advantage, resilience, and sustainability in a rapidly changing global economy. In contemporary markets, characterized by heightened uncertainty, digital disruption, and increasingly complex stakeholder demands, enhancing efficiency and productivity has become an essential strategic priority for firms seeking to sustain growth. Scholars have emphasized that organizational efficiency enables firms to optimize resource utilization, improve adaptability, and respond rapidly to market shifts, while employee productivity promotes innovation, quality improvement, and value creation across operational processes (Denning, 2016; Highsmith, 2002). As global business environments become more volatile and knowledge-driven, management innovations that can support operational excellence and human capital effectiveness are gaining substantial traction. Among them, agile management has emerged as one of the most influential paradigms reshaping modern organizational practices beyond its original roots in the software industry (Rigby et al., 2016; Nwachukwu & Boatengu, 2024; Spagnoletti et al., 2021).

In emerging market economies, where structural, economic, and institutional challenges are more pronounced, the need to strengthen organizational performance becomes even more compelling. Firms operating in these contexts encounter persistent constraints such as limited infrastructure, high market volatility, and capability gaps that impede efficient resource management and reduce workforce productivity (Binns, 2018; Shevchenko et al., 2025; Obrenovic et al., 2024). At the same time, emerging economies are experiencing rapid technological advancements and workforce transformations that demand organizational responsiveness and strategic flexibility. Consequently, agile management practices have gained increasing attention as a means to navigate instability, enhance operational outcomes, and promote productivity in situations where traditional management approaches prove inadequate. Despite this growing interest, the academic literature on the effects of agile implementation in emerging economies remains considerably underdeveloped compared to studies focusing on stable and developed markets (Dai & Wells, 2004; Otundo Richard, 2024). This imbalance suggests a crucial knowledge gap related to how contextual challenges influence the performance benefits of agile adoption across diverse industries outside high-income economies.

Although the agile paradigm has been widely celebrated for improving organizational efficiency and productivity, fundamental questions remain regarding its effectiveness across different economic contexts and sectors. A major problem is that most empirical evidence is derived from technology-intensive environments within advanced economies, where agile frameworks emerged and matured (Rigby et al., 2016; Chow & Cao, 2008). In such environments, organizational structures, digital readiness, and innovation culture are typically aligned with agile principles, supporting rapid adaptation and iterative learning. However, in emerging economies, business systems are often less flexible, more hierarchical, and reliant on traditional management principles, presenting implementation challenges that may weaken the anticipated performance gains of agile practices (Morris, 2019; Omowole et al., 2024; Rana, 2025). Moreover, sectoral differences present additional constraints. Manufacturing firms, for example, commonly operate with rigid production processes that limit experimentation, whereas service organizations face heterogeneity in workflows and customer needs, complicating agile standardization (Boehm & Turner, 2004; Vilkas et al., 2021; Babar, 2024). These contextual variations make it essential to investigate whether agile implementation can consistently deliver efficiency and productivity improvements outside its conventional application areas.

General solutions proposed in the literature often suggest that successful agile adoption requires not only methodological changes but also extensive organizational transformation involving culture, leadership, and capability development (Denning, 2016; Sutherland & Schwaber, 2017). Researchers argue that when agility is treated solely as a set of tools or techniques, its ability to enhance performance is significantly reduced. Instead, agile must be embedded within organizational processes in ways that encourage collaboration, transparency, fast decision-making, and continuous adaptation (Highsmith, 2002). This broader transformation is presumed to unlock performance outcomes, especially when organizations confront environmental uncertainty. However, existing studies rarely examine whether organizations in emerging economies possess the infrastructure, cultural attributes, and strategic readiness necessary to support such transformations. Hence, understanding how agile practices translate into efficiency and productivity outcomes in different industrial and economic conditions remains an important unresolved issue that warrants empirical exploration.

Specific solutions have also been advocated to tailor agile frameworks to sector-specific operational characteristics. For example, technology industries tend to benefit from agile implementation because software development environments

naturally align with iterative planning, rapid testing, and customer feedback cycles (Beck et al., 2001). Recent evidence further shows that firms with higher digital capability and innovation orientation experience the most pronounced performance improvements from agile adoption (Rigby et al., 2016; Laanti & Salo, 2011). Meanwhile, organizations in manufacturing are encouraged to adopt hybrid approaches that integrate agility with Lean or Six Sigma to reduce inefficiencies while retaining necessary production discipline (Poppendieck & Poppendieck, 2003). In the service sector, scholars recommend adapting agile practices to collaborative service delivery models, thereby improving responsiveness to customer expectations and enhancing productivity through better communication flows (Moe, Dingsøyr, & Dybå, 2010). These sector-specific frameworks suggest that performance benefits are contingent on aligning agile practices with the contextual conditions of industry operations.

Nevertheless, empirical research addressing how these adaptations translate into measurable organizational outcomes in emerging economies remains very limited. Existing studies emphasize the positive impacts of agile methods on project success, time-to-market, and product quality, yet often overlook broader organizational performance metrics such as operational efficiency and employee productivity—factors crucial for long-term economic resilience (Chow & Cao, 2008; Vaidya & Deogun, 2018). Moreover, studies comparing agility across sectors in emerging economies are sparse, leaving unresolved questions about whether technology firms truly experience superior performance outcomes and whether manufacturing and service sectors face greater barriers to successful implementation (Cao et al., 2011). This insufficient understanding restricts both theoretical refinement and managerial decision-making, as organizations lack evidence-based insights into the conditions that optimize agile effectiveness.

A growing body of literature recognizes that agility should be evaluated not only as a process innovation but also as a strategic capability that enables firms to exploit dynamic capabilities, learning behaviors, and resource integration in environments of heightened uncertainty (Larman & Vodde, 2009; Patel & Chawla, 2016). These theoretical developments suggest that the benefits of agile adoption extend beyond operational improvements to include enhanced knowledge sharing, employee empowerment, and organizational learning. However, such mechanisms may be unevenly developed across industries and more difficult to strengthen in resource-constrained economies, thereby contributing to inconsistent performance outcomes. Literature thus points toward a research gap concerning the interplay between agile adoption, contextual readiness, and performance improvement across industries within emerging economic settings. Without addressing this gap, claims regarding the universal applicability of agility remain speculative and biased toward conditions typical of developed markets.

METHODS

Research Design

This study utilized a quantitative research design to examine the impact of agile management practices on organizational efficiency and employee productivity in emerging economies. A survey-based approach was chosen to collect data from managers and employees across different industries, allowing for statistical analysis of the relationships between agile management practices and organizational performance. The research was descriptive and correlational, aiming to assess the current state of agile practices in emerging economies and to analyze their effects on key performance indicators.

Population and Sample

The target population for this study included organizations in emerging economies, with a focus on industries such as technology, manufacturing, and services. These sectors were chosen due to their varying levels of agile adoption and differing challenges in the context of emerging economies. The sample comprised 200 organizations from selected emerging markets, specifically focusing on countries in Asia, Latin America, and Africa.

The sample was selected using a stratified random sampling method, ensuring that each industry was represented proportionally to the total number of organizations in the target population. Within these organizations, data was collected from both managers and employees who had direct experience with agile practices, ensuring a comprehensive perspective on the impact of agile management.

Data Collection

Primary data was collected through a structured questionnaire designed to measure agile management practices, organizational efficiency, and employee productivity. The survey instrument was developed based on established scales from previous studies on agile management and organizational performance (e.g., Rigby et al., 2016; Laanti & Salo, 2011). The questionnaire consisted of three main sections:

Agile Management Practices: This section included questions regarding the adoption and implementation of agile practices such as Scrum, Kanban, and Lean methodologies. Respondents were asked to rate their organizations' use of agile practices on a Likert scale from 1 (Not at all) to 5 (To a very large extent). Organizational Efficiency: This section assessed organizational efficiency across various dimensions, including operational, financial, and strategic efficiency. A set of items was developed to measure efficiency, such as process optimization, cost-effectiveness, and decision-making speed, based on previously validated measures (Chow & Cao, 2008).

Employee Productivity: This section examined employee productivity, using performance indicators such as task completion rates, quality of work, and collaboration among team members. These items were adapted from established scales of employee performance and productivity (Vaidya & Deogun, 2018). The questionnaire was administered electronically via online survey platforms to facilitate efficient data collection across diverse geographical locations. A pilot study was conducted on a sample of 30 respondents to assess the clarity, reliability, and validity of the instrument. Adjustments were made based on the feedback received from the pilot test, and the final survey was distributed to the main sample.

Instruments

The survey instrument was developed with reliability and validity in mind. Cronbach's alpha was used to assess the internal consistency of the scales, and the instrument was reviewed by experts in the field of agile management and organizational behavior to ensure content validity. The final version of the survey included 25 items, with 8 items measuring agile management practices, 10 items assessing organizational efficiency, and 7 items evaluating employee productivity.

The agile management practices scale was adapted from Rigby et al. (2016), while the organizational efficiency scale was drawn from Chow and Cao (2008). Employee productivity was measured using a scale developed by Vaidya and Deogun (2018). All items were rated on a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree) to measure the degree of agreement or frequency with which respondents encountered specific practices and behaviors.

Data Analysis

Data analysis was conducted using SPSS (Statistical Package for the Social Sciences) version 26. Descriptive statistics, including means, standard deviations, and frequency distributions, were calculated to provide an overview of the sample characteristics and the distribution of responses.

Correlation analysis was employed to assess the relationships between agile management practices and organizational efficiency, as well as between agile practices and employee productivity. Pearson's correlation coefficient was calculated to determine the strength and direction of these relationships.

To test the hypotheses, regression analysis was conducted to examine the impact of agile management practices on organizational efficiency and employee productivity. Multiple regression analysis was used to evaluate the simultaneous effect of multiple independent variables (agile practices) on the dependent variables (efficiency and productivity). The following regression models were tested:

Model 1: Organizational efficiency = $\beta_0 + \beta_1$(Agile Practices) + ε

Model 2: Employee productivity = $\beta_0 + \beta_1$(Agile Practices) + ε

Additionally, industry-specific differences in the impact of agile practices were tested using ANOVA (Analysis of Variance) to compare the mean scores of agile practices across different sectors.

RESULTS AND DISCUSSION

This section presents the empirical findings from the analysis of agile management practices and their influence on organizational efficiency and employee productivity in emerging market economies. The structure follows the sequence of statistical procedures described in the methodology, beginning with descriptive results, followed by correlation analysis, regression models, and industry-level comparisons. To ensure analytical clarity, all interpretations draw upon theoretical and empirical insights from existing agile performance research (Rigby, Sutherland, & Takeuchi, 2016; Denning, 2016; Vaidya & Deogun, 2018), contextualizing the quantitative results within the broader literature.

Descriptive Statistics

The data was collected from 200 organizations across emerging economies, yielding a response rate of 85%. The sample included 150 managers and 50 employees, distributed across three industries: technology (45%), manufacturing (35%), and services (20%).

Below is a summary of the descriptive statistics for the key variables:

Table 1. Descriptive Statistics of Key Study Variables by Industry

Variable	Overall Mean	SD	Technology (Mean)	Manufacturing (Mean)	Services (Mean)
Agile Management Practices	3.70	0.72	4.10	3.20	3.50
Organizational Efficiency	3.80	0.68	4.00	3.70	3.50
Employee Productivity	4.00	0.75	4.30	3.60	3.90

Note. Higher values indicate stronger adoption levels or performance perceptions. Sample: N = 200 organizations across emerging economies.

The descriptive findings indicate that respondents generally perceive agile methods as contributing positively to efficiency and productivity. These results are in line with prior studies that suggest agile adoption enhances responsiveness, workflow transparency, and team-level output in dynamic environments (Highsmith, 2002; Laanti & Salo, 2011). The notably higher performance perceptions in technology organizations can be associated with their stronger innovation orientation and greater experience with agile frameworks, which have long been integrated within digital product development paradigms (Beck et al., 2001; Morris, 2019). Conversely, manufacturing organizations display lower agile penetration, likely due to rigid workflow constraints and incremental implementation, a pattern that has been observed in previous sectoral investigations (Boehm & Turner, 2004).

Correlation Analysis

Table 2. Pearson Correlation Matrix for Study Variables

Variable	1	2	3	Mean	SD
Agile Management Practices	-			3.70	0.72
Organizational Efficiency	0.65**	-		3.80	0.68
Employee Productivity	0.59**	0.71**	-	4.00	0.75

Note. $p < 0.01$ (two-tailed). N = 200. Correlations represent moderate to strong positive associations among the three variables.

Correlation testing assessed the strength and direction of relationships among the key variables. The results show statistically significant positive associations between agile practices, organizational efficiency, and employee productivity. Specifically, agile practices correlated moderately with organizational efficiency ($r = 0.65$, $p < 0.01$) and employee productivity ($r = 0.59$, $p < 0.01$). In addition, organizational efficiency exhibited a strong positive association with employee productivity ($r = 0.71$, $p < 0.01$). These findings validate theoretical expectations that agile implementation enhances performance outcomes by enabling adaptive workflows and improving inter-team coordination (Sutherland & Schwaber, 2017; Vaidya & Deogun, 2018).

The strength of the relationship between efficiency and productivity supports the proposition that operational system improvements typically translate into employee-level output gains when agile structures are effectively adopted (Moe, Dingsøyr, & Dybå, 2010). Improved decision-making speed and greater process flexibility appear to reduce productivity barriers that traditionally arise in hierarchical environments. This is especially relevant in emerging economies where reactive decision cycles often impede operational outcomes (Binns, 2018). Thus, the correlations suggest that agile deployment not only reconfigures workflow structures but also enhances individual performance through streamlined communication and role clarity.

Regression Analysis

To test the directional influence of agile practices on performance indicators, multiple regression analysis was performed. The results show that agile practices significantly predict both organizational efficiency and employee productivity. Table 3 summarizes the regression coefficients, significance levels, and explained variance.

Table 3. Regression Results for Agile Practices Predicting Organizational Performance

Dependent Variable	β	SE	t	p	R^2
Organizational Efficiency	0.56	0.12	4.67	< 0.01	0.42
Employee Productivity	0.45	0.11	4.09	< 0.01	0.34

Note. Predictor: Agile Management Practices. Higher standardized beta values indicate stronger positive effects.

The findings indicate that agile adoption accounts for 42% of the variance in organizational efficiency and 34% of the variance in employee productivity. These results confirm that agile practices provide measurable operational and human-capital benefits in emerging economies, consistent with agile theory emphasizing adaptability, collaboration, and iterative learning as performance enablers (Denning, 2016; Highsmith, 2002). Although substantial variance remains unexplained, suggesting influence from additional strategic and environmental factors, the moderate effect sizes reinforce agile's critical role in shaping outcomes.

The stronger effect on organizational efficiency aligns with assertions that agility primarily restructures operational processes rather than directly influencing individual performance (Laanti & Salo, 2011). Employee productivity improvements may emerge later as efficiency gains diffuse through internal systems and behavioral norms. Therefore, agile implementation may trigger a sequential performance effect: systemic improvements first, followed by team-level enhancements, a progression supported by Moe et al. (2010).

Industry-Specific Differences: ANOVA

An Analysis of Variance (ANOVA) was conducted to explore industry-specific differences in the adoption of agile practices and their impact on organizational efficiency and employee productivity.

Table 4. ANOVA Results: Industry Differences in Agile Adoption and Performance

Outcome Variable	Industry with Highest Mean	Industry with Lowest Mean	p-value	Significance
Agile Practices	Technology	Manufacturing	< 0.001	***
Organizational Efficiency	Technology	Services	< 0.01	**
Employee Productivity	Technology	Manufacturing	< 0.001	***

Note. *p < 0.001, p < 0.01. Significant differences indicate sectoral variations in agile outcomes.

Table 4 displays the one-way ANOVA results, confirming significant sectoral differences in agile adoption and resulting performance outcomes. Technology firms outperform both manufacturing and service organizations in agile implementation ($p < 0.001$), positioning them at an advantageous starting point for performance enhancement. This is expected given technology sector familiarity with agile methodologies and work environments characterized by digital iteration and high uncertainty (Beck et al., 2001). Differences in organizational efficiency are also significant ($p < 0.01$), with technology organizations again leading and service organizations reporting the lowest efficiency levels. Such differences may reflect variability in how agile principles translate into operational optimization within services that are heavily dependent on interpersonal interaction and inconsistent demand patterns (Patel & Chawla, 2016). Meanwhile, employee productivity results further emphasize the relative gap between sectors, where manufacturing organizations despite process-discipline strengths report the lowest productivity under agile adoption ($p < 0.001$). This finding supports earlier conclusions that production-oriented environments require hybrid models and gradual cultural transition rather than full agile conversion to achieve optimum outcomes (Poppendieck & Poppendieck, 2003).

Collectively, these interpretations show that agile practices contribute positively to organizational and employee-level performance in emerging economies, yet their success is sensitive to contextual readiness and industry characteristics. Technology sectors enjoy the greatest advantages because agility aligns naturally with innovation-driven operational structures. Service sectors benefit moderately, suggesting potential for more structured adaptive mechanisms. Manufacturing sectors remain challenged by entrenched rigidity, but performance gains are still visible, indicating room for agile-lean synergy approaches. The strength of associations found between efficiency and productivity reinforces that improvements in internal systems serve as precursors to sustained human-resource performance gains. Therefore, while agile adoption is empirically validated as a performance driver, its organizational impact is contingent upon sectoral alignment, change management capacity, and the extent of cultural transformation accompanying the adoption process.

This research aimed at investigating how agile management practices can improve organizational efficiency and productivity of employees in technology, manufacturing, and service industries in emerging market economies. The findings indicate that both outcomes have a positive correlation with agile adoption, although the magnitude of the difference is significantly lower depending on industry. This part explains the findings on theoretical perspectives, pre-set empirical claims and contextual features peculiar to the emerging economies. It also gives managerial implications, sector considerations, research limitations and research opportunities of this work.

The fact that the agile practices have a strong positive influence on the efficiency reflects the main assumption of the agility theory: the organizations can attain high performance levels through enhancing flexibility and reducing the decision time, as well as through continuously enhancing the operational processes (Rigby, Sutherland, and Takeuchi, 2016; Highsmith, 2002). It is however the nature of this effect which implies that agility is not just a collection of project tools, but it is rather a structural capacity which restructures the sense of uncertainty that organizations make. Agile approaches promote decentralized control, the inclusion of feedback, and iteration, which are direct countermeasures against the bureaucratic sluggishness and slowness to respond that are typical of new market conditions (Binns, 2018). Efficiency gains in this paper, therefore, affirm propositions in the dynamic capability framework that agile behaviours reinforce the strength of an organization to align resources to the volatility of the environment (Denning, 2016).

Although the concept of efficiency improvement seems to be intuitively clear, the relation between agility and the productivity of employees needs to be more thoroughly deciphered. The Agile concepts presuppose that once the teams are provided with freedom of decision-making, task openness, and a chance to keep improving, their intrinsic motivation and creative input will increase (Moe, Dingsoeyr, and Dybab, 2010). The findings of productivity in this study point out that employees are enjoying such empowerment- however the medium effect size implies that the productivity gains are realized once systemic improvements are realised. This confirms theoretical arguments of a two-stage performance channel: agility streamlines systems and eradicates process obstacles; and individuals work more efficiently in those rearranged systems (Laanti & Salo, 2011). This kind of sequenced result is especially applicable in situations when the employees are used to a hierarchical management structure and need time to adapt to the new model of team and iterative decision making.

One of the major themes which arise out of the results is sectoral variability. The technology companies have the best performance benefits due to their track record of using agile and a high level of innovation orientation. This can be justified by

decades of research saying that software and digital environments are best fitted to agile models because they have an intangible production process, customer-driven development, and fast product cycles (Beck et al., 2001; West, 2010). Within this type of environment, agility is not viewed as a disruptive change but as a natural operating logic.

On the contrary, the relatively poor performance in manufacturing organisations can be explained by structural and cultural limitations. In manufacturing, the traditional relied on standardisation and precision sequencing and long-horizon planning -all traits that are inherently inconsistent with the agile approach that embraces experimentation and adaptation (Boehm and Turner, 2004). Employees can also have cognitive resistance in the shift to command driven operations to empowered collaborative systems thus slacking the actualisation of productivity gains. These findings thus support the literature argument in support of hybrid operating models in manufacturing, i.e. combining lean efficiency discipline and agile flexibility, so that change can be accomplished without jeopardizing production stability (Poppendieck and Poppendiek, 2003).

Service organisations are in a halfway position as they gain agility but to a lower degree compared to technology companies. This can be explained by heterogeneous nature of service work, which can be high dynamism and creative services, and standardised transactional services. In high customer involvement, agile approaches can enhance service co-creation and responsiveness, yet in cases where roles are strictly defined, productivity gains will be minimal (Patel and Chawla, 2016). This implies that agility will be performed in service environments and its success will be determined by the magnitude of intensive knowledge, collaboration, and fluctuation within customer expectations.

The stronger theoretical input that this research provides is that of illustrating the applicability of agility outside of a developed economy. The existing literature has focused mainly on the agile results in an environment that is typified by well-developed digital infrastructure, stable organisations, and consistent operational standards (Chow and Cao, 2008). The high performance outcomes herein reported are pointers to the fact that agility is a useful organisational strategy even when operating in the environment of resource scarcity, market turbulence and cultural rigidity as is the case with emerging economies. This observation confirms the hypothesis that agility cannot be context-specific because it is a universal enabling process that helps organisations to adapt to uncertainty. However, the intensity of unexplained variance noticed in the regression models indicate that contextual barriers, including leader conservatism, deficit of training and inadequate technological preparedness determine agile performance and would be critical limitations that were subject to higher research (Cao et al., 2011).

The findings have a number of actionable insights as far as the managerial aspect is concerned. First, the organisations in the emerging economies must not consider agility as a toolkit, but a strategy that requires an investment in culture, leadership commitment, and capability building. Agile-reactively embracing the elements without structural or behavioural process alignment will open the risk of shallow implementation to little performance benefits. Second, it is crucial that it will be sector specific. Technology companies can aim to greater agile maturity by extending agile methods throughout business operations, but manufacturing companies ought to assume agility gradually across pilot initiatives, mixed-lean initiatives, and parallel systems until culture is suitably aligned. Agile practices that are designed by service organisations should be based on the type of service logic: the more collaborative and unpredictable the workflow, the higher the potential agility payoff.

The implications created by the findings are also significant to human resource strategies. People readiness, team interaction and psychological empowerment are key determinants of Agile success. To ensure that the employees are able to operate in more autonomous teams, organisational skills should be invested in, roles redesigned and collaborative decision support systems installed. Under agile work formations, a transformation of supervisor-based evaluation to uninterrupted performance coaching could be a requirement to maintaining productivity.

The differences in the sectors also indicate that the contribution of agility is also not fixed but it varies as the organisation advances through various levels of maturity. This could be done longitudinally in future studies that examine the behavior of efficiency and productivity curves with increasing depth of agile adoption. Manufacturing and service organisations that have adjusted and reinforced team empowerment mechanisms to cultural adjustment possibilities are potential sources of ultimate productivity that may yield comparable output to that of technology firms.

Although it contributed to it, there are limitations to this study. The outcomes are based on self-perceived perceptions, thus have the possibility of creating bias in responses and there is less focus on objective performance measures. These findings might be confirmed in future studies with the help of financial indicators, output indicators, or productivity analytics in the long run. Also, the cross-sectional design limits the causal inference; the effects of agile transformation on performance usually do not manifest themselves immediately, which is better assessed with longitudinal approaches (Morris, 2019). Lastly, the cultural difference in the emerging economies, including the different models of governance, digital preparedness as well as managerial culture was not examined on a detailed scale. Such contextual differences could be moderating the connection between agility and performance and could offer a new direction of more detailed research.

CONCLUSION

This study confirms that agile management practices positively impact both organizational efficiency and employee productivity in emerging economies. The study also highlights the importance of industry context in shaping the outcomes of agile adoption, with technology companies experiencing the most significant benefits. For managers in emerging economies, this research offers valuable insights into the potential of agile practices to improve organizational performance, particularly when tailored to the specific needs of their industry.

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