

The Role of Agile Leadership in Team Motivation Within Software Development Projects: A Study Case of Multinational Companies in Morocco

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Abstract: Today's business world is increasingly competitive, especially in the software development domain. This growing pressure has led many organizations to adopt agile methodologies and cultures. They need innovations to respond quickly to the sudden changes that are most of the time not part of any leader's strategic plan. In these agile contexts, which are supposed to be built with self-managed and motivated teams, most of the time there is an absence of agile leadership that can follow and accelerate this transformation. This significantly impacts motivation and collaboration within agile teams. These reflections can be summarized in the following research topic of this article, which explores agile leadership in order to identify his contribution to the motivation of agile teams and identify its limits beyond software organizations using a qualitative approach in the data collection process and following the theoretical saturation principle. The technology industry has experienced rapid growth and change; agile methodologies have played a key role in enabling organizations to design systems that can adapt rapidly to constantly evolving market conditions. This research demonstrates that it was not enough to have agile organizations and teams; leaders had to adapt their leadership style in order to support this change and keep their team involved and motivated. Agile leadership is fundamentally rooted in a growth mindset, characterized by believing that continuous improvement is possible not only products and services to people.

Keywords: Agility, Leadership, Software Development, Motivation, Collaboration

Introduction

In 2001, a group of 17 software developers came together to draft the Agile Manifesto, which laid the foundation for numerous agile methodologies (Beck, 2001). The manifesto was designed to address two main challenges:

- Reducing the time required for users to achieve product-marker fit and avoid development dead ends
- Gathering user feedback rapidly and consistently to validate the value of new products and drive continuous improvement

The implementation of Agile methodologies within organizations affects not only the company's employees but also its management practices (Teebi, 2023). Because

in an Agile organization, self-managed teams do the work (Wiraeus and Creelman, 2019). Employees have more latitude and responsibilities; they decide together who does what when and how. In such circumstances, it is easy to understand that a traditional management method (the "top-down" type) does not promote an Agile mindset and will therefore destroy the team's organization and its motivation (Diana-Nicoleta *et al.*, 2019). In order to create an agile environment to follow the incessant changes in the market, management/leadership chooses to follow an agile method. Applying an agile method at the operational level without reviewing the leadership style impacts motivation and collaboration within teams. In this context, agile methods can have the opposite effect; instead of accelerating and improving, the team becomes demotivated and therefore less efficient. We worked on a recent study on a new agile method that aims to improve

collaboration in the team in software development projects (publication in progress). This new method, like any other agile method, has an impact on the operational level, but the leadership level must have a growth mindset that accepts agility and the level of autonomy that the team gains in agile environments. Figure 1. explains the link between the two levels that can be found in the organization.

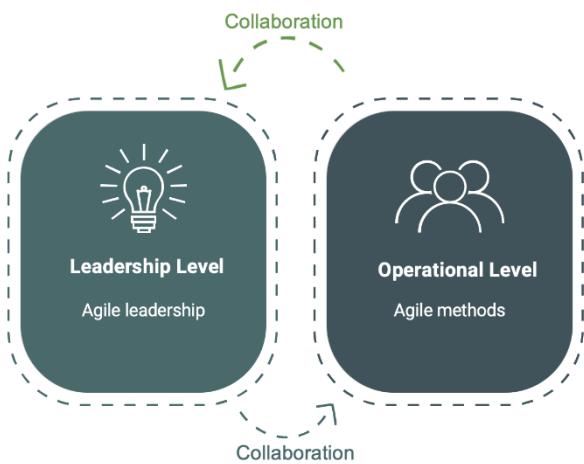


Fig. 1: Leadership and operational levels

This article focuses on the leadership adopted within agile organizations and on its impact on team motivation. To accomplish the aim of this research, the following objectives have been defined:

- Objective 1: Determine the main sources of team motivation for software development projects
- Objective 2: Analyze the role of the leader and his contribution to the motivation of his team
- Objective 3: Identify the limits of agile leadership and whether it is suitable for all organizations

Management and leadership within a project team are intrinsically linked to the people who constitute the organization's human resources. Accordingly, it is essential to examine the existing literature on human resource management. In the emerging knowledge-based economy, human resource management serves as the cornerstone of organizational management, as the distinctive qualities of human resources and knowledge capital have become central to organizational core competencies (Govand and Nawzad, 2021). The value of an organization's human resources is closely connected to its overall competitiveness. According to Armstrong and Mitchell (2008), human resource management (HRM) is a strategic organizational function aimed at effectively managing its most valuable assets: its people. In contrast to traditional personnel management, human resource

management has evolved in response to the international business environment, as well as the rapidly advancing technological and informational landscape (Shaima' *et al.*, 2024). This renders it more complex than the traditional functions of personnel management. Specifically, Nicolás-Agustín *et al.* (2022) argue that human resource management plays a crucial role in optimizing the management of an organization's workforce, including the development of employees' potential and capabilities, to achieve its commercial and strategic objectives (Collins, 2021).

Motivation plays a central role in comprehending human behavior as well as organizational dynamics. The application of motivation theories, encompassing content and process models, can assist organizational management in fostering workforce motivation and optimizing performance at the individual, team, and organizational levels. Moreover, different leadership styles can have varying effects on staff outcomes. Empirical studies highlight that inadequate management practices are primary driver of employee turnover. Sitthiwarongchai (2020) note that leadership styles significantly influence employee motivation. Additionally, research on motivation indicators underscores that the motivation cultivated by leadership constitutes a critical factor influencing team performance.

Defining the role of leader within an organization is essential for building high-performance teams and identifying the key drivers for team motivation. Competencies such as negotiation, effective communication, and the capacity to influence employee behavior are indispensable for successful leadership (Jerab and Mabrouk, 2023). To be an effective leader in building a successful team, several key aspects must be considered (Zen *et al.*, 2023; Carnevale and Hatak, 2020): lead by example, communicate, adopt transparency and sharing, take action (Hazy, 2019), evaluate, trust, deliver results, and reflect. Antonin (2017) defines leadership as the process through which an individual influence a group to achieve shared objectives.

And finally, if we wish to define what an agile leader specifically is, it is simply a leader with three different postures:

- A team leader posture, by taking the role of agile coach
- A product leader posture, as product manager, he plays the role of interface between the customer and the team
- A change leader posture, he participates in deploying his leadership throughout the organization by relying on an agile culture

The agile leader is the one who takes the humble responsibility of creating an environment of fulfillment

and innovation for his staff and teams. When teams do not flourish when things go wrong or when customers are not satisfied, the agile leader takes advantage of the situation to correct and adapt based on feedback from his colleagues and customers.

Methods

Aktouf (1987) defined methodology as the systematic study of the proper and effective use methods and techniques. In other words, these are the procedures and means used in a given research and which are able to account for the subject studied and to lead the researcher towards the goals he has set. Claude Lalonde (1985) had the same perception when he declared that methodology concerns the choice of means and procedures, making it possible to answer research questions.

This research article was targeted for teams from multinational agile companies in Morocco in the domain of software development based in the Casablanca-Rabat region who have adopted an agile way of working. The study employed a qualitative approach for data collection, following the principle of theoretical saturation. As described by Albarello (2003), theoretical saturation occurs when additional data no longer yield new insights, emphasizing the importance of sample diversity in fulfilling this principle in qualitative research. According to Silverman and Patterson (2021), theoretical saturation is reached when further data collection ceases to generate novel theoretical insights. The study collected data via face-to-face semi-structured interviews, averaging 30 to 60 minutes in duration, with executive employees representing various multinational companies in the Casablanca-Rabat region. This allowed us to collect different opinions and orientations concerning leadership and motivation, which we summarized in the next chapter. Semi-structured interviews also facilitate discovery, providing flexibility to explore thematic trajectories as the conversation unfolds (Magaldi and Berler, 2020). These interviews are conducted using a guide that outlines the key themes to be addressed during the discussion (Kettani and Aljandali, 2022).

Our sample is made up of executive employees from different international companies based in the Casablanca-Rabat region: managers and team leaders. These companies operate in the field of software development. The sampling method used is non-random sampling, which was adopted during interviews with managers and team leaders. Data collection through interviews occurred between June and September 2022, with a sample comprising twenty organizational leaders. Theoretical saturation was reached after fifteen interviews. However, in analyzing the results, we considered the responses of all twenty leaders to ensure that the statements included in the analysis were non-redundant. Due to confidentiality requirements specified

by all participants, leaders are referred to as “LEADER-” in the presentation of results. The research methodology is depicted stepwise in Fig. 2.

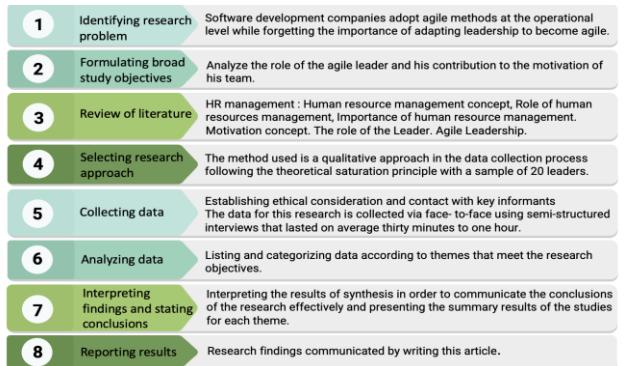


Fig. 2: The research methodology

Results

This section mainly presents the results based on the data collected. It actually consists of qualitative facts, comments, and quotes, and respectively reflects the key concepts and questions examined in this research. This chapter reports the conclusion by referring to the answers given by the leaders. We interviewed several leaders from different multinational companies in software development based in Casablanca-Rabat, which allowed us to have an analysis around leadership in software development projects and its role on team motivation. The themes that resulted from the interviews are the following.

Sources of Motivation in the Teams

“As a manager, one of your missions is to know how to motivate your team and bring out the best in them” LEADER-3. In order to mobilize each member of a team and ensure their development, the key concept to remember is: motivation. Motivation corresponds to internal energy that pushes us to action, associated with pleasure. “This practice must be constantly renewed: as soon as the batteries are flat, they must be recharged!” LEADER-8. And it is precisely the role of the leader to inspire his employees to rekindle in them the desire to commit to their company. Reviving the team’s motivation is not a choice of the leader but an obligation. This ability is one of the essential skills that a leader must have. Each leader has a toolbox that he uses, which he has developed according to his experience and his reflections. This is evidenced by the following statements:

“The motivation of my team goes through a process that I find complicated, my intuition helps me to use one tool or another natively depending on the profile of the person in front” LEADER-13.

“If my team is not motivated, I have no right to consider myself a leader; I only become a manager. In my

daily life, I utilize two key tools: empathy, which I consider a powerful tool, and transparency, which ensures a committed team. And annually, a salary increase is a must, especially when I see potential that I must retain. You have to be careful; the annual exercise of increases can ruin your work for a year and change the vision of your team of your management and your transparency" (LEADER-17).

"For me, a career plan and support are the best way" (LEADER-3).

During the various interviews with our sample of managers and team leaders in software multinational companies based in the Casablanca-Rabat region, the essential motivation tools proposed are:

The Influence of Leadership on Team Motivation

Motivation and leadership are closely interconnected and constitute essential factors in organizational performance. If staff are not motivated, performance is far from being the best possible. The manager-leader must therefore be able to motivate himself and others.

80% of those interviewed agreed that: the leader is essential to motivate and mobilize teams. Leadership brings considerable added value to an organization because the actions carried out are focused on improving the performance of the group. Indeed, leadership allows you to value and motivate team members, which will normally contribute to boosting the performance of the team and developing the potential of employees. As Alexandre Den Heijer observes, "Exceptional leaders see themselves as serving their team, whereas average leaders believe the team exists to serve them."

10% of respondents stated that do not need a leader to motivate them, but rather to help them remain motivated on a daily basis. Motivation is a team choice that depends on several criteria, not only on the existence of a leader; on the other hand, a leader is essential to defend the interests of the team towards the organization, and therefore, if the team is motivated, we need a leader to recharge the batteries when needed; and if the team is not motivated, the presence of a leader will not resolve the situation. Let us quote for instance.

"Creating a motivated team does not depend on the presence of a leader; if the team is not convinced of its environment, whatever I do, I will not be able to motivate it" (LEADER-9).

"Keeping my team motivated requires a lot of effort to keep it up" (LEADER-11).

And 10% think that every team member is the masters of his motivation, if the employee decides to be motivated and has the factors to ensure that he will be motivated without a leader. One of them clearly states.

"My team is made of developers and business analysts with at least 10 years of experience in multinational contexts; I am not their source of motivation; they have enough perspective to manage their emotions and

motivation. My role is rather operational; I act on this aspect because I am convinced that each member is motivated or not according to the criteria they define" (LEADER-2).

These sources of motivation are mentioned in Table 1.

Table 1: Sources of motivation

Tool	Details
Emotionally intelligent leader	Creating a climate of trust and authenticity in Emotionally relationships with the team and within the team and will help to encourage constructive feedback in order to improve everyone.
Salary and salary increase	Encourage taking initiative.
Career prospects	Take an interest in each member of your team as a person.
Create links	Most employees are not satisfied with their salary, but paying work is not enough to motivate a team within a company, so the leader must find the right balance.
Recognition	Allow everyone to project themselves into the team's project and the organization. For some projects, we specifically cite the transition to agility, which has somewhat disrupted the career vision of the team members, so we will have to support them and help them find their perspectives in the new agile organization.
Support in times of crisis	Creating a feeling of belonging and a good between the atmosphere in the office is a key motivating factor for teams.
	As a leader, know how to promote the skills of your teams and support everyone to give their best and to acquire new skills: "When there is no consequence for poor work ethics and no reward for good work ethics, there is no motivation." JD Roberts
	The leader must reconcile the interests of the company and those of his colleagues. And have a sense of sharing so that your colleagues can understand the reality within the company, particularly in crisis situations. Transparency is a pillar for maintaining the trust of your team.

The Management Style in a VUCA World

Agility is a posture adopted by the organization and the manager. The agile manager adopts the fundamentals of agility, namely, continuous improvement, adaptation, and flexibility, puts them in place, and then disseminates them within his team. Not only, the emotional intelligence and emotional agility are also part of agile manager's capabilities (Wilson, 2020). He adopts these principles and promotes their adoption by his team. In recent years, working in project mode has largely taken over the old silo organizations. The project mode allows the implementation of agility by managers by creating collaboration with the different teams in the company (Almeida and Simões, 2021). They work together, and more separately, in the interest of the client and the

company. Agile management requires a lot of autonomy from the team and can take time to set up correctly. The answers to this theme were as follows: 70% of people interviewed found that Agile leadership is an obligation that every manager must adopt with all the change we are experiencing and with digitalization. This point is illustrated by the following example statements.

“We live in a VUCA world; everything changes except change. If we are not agile as leaders, how can we support these sudden changes that concern not only the team but also the internal and external environment, customer requirements, and the competition?” (LEADER-15).

“Before becoming a manager, I started my career as a developer. The transformation into agility started as an obligation of top management, and I wondered why they weren't changing too. Today, as a manager, I believe in the power of agility not only on the team but also on management; I am the agile example for my team” (LEADER-5).

20% specified that: If the team is agile and completely autonomous, there is no need to adopt agile leadership.

And 10% testified that: Agile leadership is more of a fad; several organizations migrating towards agility did not even need to be agile, and it was not adapted to their businesses; and so even in a VUCA world we don't need to adopt agile leadership; we just need to be a leader and maintain control over the teams. This is reflected in the following comments:

“Several multinationals have adopted a certain agile method only to follow the fashion without asking the question if it matches their needs, and therefore the same for agile leadership we impose on managers to become agile while it is not an obligation to lead to the work of the team or to motivate them” (LEADER-14).

“I admit that before or after agility I did not change my management style; I kept my leadership that I developed during my experience” (LEADER-1).

“We are flexible by nature; we don't need a method that will frame our meetings and our way of working. And if we are leaders, we will be in an agile environment or not. My organization is not agile today, but if it decides to transform, I do not need to adopt my leadership” (LEADER-12).

The relationship between leader presence, motivation, and the external business environment is examined in Fig. 3, with the application of agile leadership in a VUCA world further explored in Fig. 4, and its connection to organizational context detailed in Fig. 5.

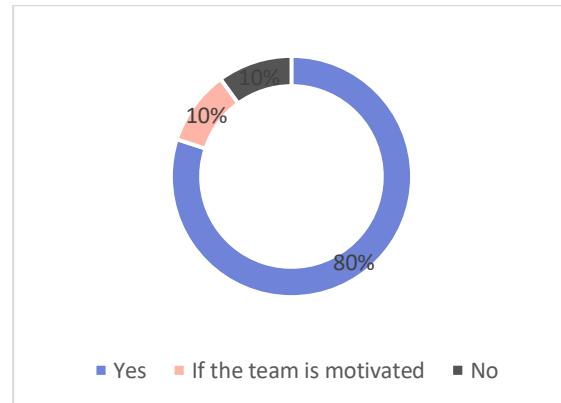


Fig. 3: Leader presence and motivation

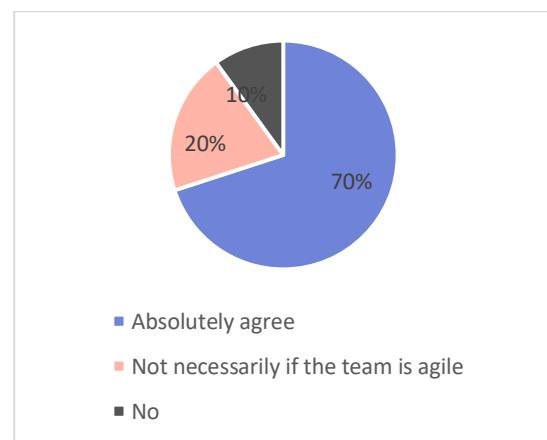


Fig. 4: Agile leadership in a VUCA world

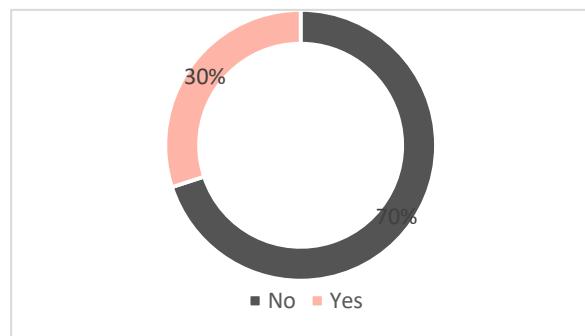


Fig. 5: Agile leadership and the type of the company

The Compatibility of Agile Leadership

Agile leadership is a managerial approach that applies the principles of agile software development to team management. In contrast to traditional command-and-control methods, agile leadership emphasizes decentralized decision-making and encourages employees to assume greater responsibility. The responses to this question were as follows:

Most find that agile leadership is more suited to digital businesses. A clear example can be drawn from the lockdown period, during which both employees and managers transitioned to remote work. Nevertheless, organizations in all sectors were compelled to sustain their activities and devise innovative strategies to overcome their operational and business challenges. And this period has therefore shown that agile leadership has borne fruit in digital companies and digitalized companies (which have succeeded in computerizing their work processes), unlike industrial companies. Many CIOs have asserted that agile management is well suited to the new normal of work, leading them to adopt leadership approaches that support this transformation.

Discussion

This section focuses on exploring the patterns of similarities as well as the discrepancies between literature review results and research results. The objective is essentially to identify the common patterns and connections and also the perspectives that ultimately led to a relevant materialization of the object of this research.

After a critical review and analysis of the research results, the leadership style must depend on the team and several criteria within this team (Modi and Strode, 2020). Indeed, being the leader of an agile team, we find ourselves obliged to change towards the agile mindset and therefore adopt agile leadership. As highlighted in McKinsey and Company (2018), the new paradigm of agile organizations necessitates a fundamentally different style of leadership. Contemporary studies reinforce this view, demonstrating that leadership and its impact on organizational culture constitute the primary obstacles as well as the key drivers of effective agile transformations. These results are consistent with those of Attar and Abdul-Kareem (2020) in the context of our study, who argued that it is increasingly difficult for organizations to anticipate potential future opportunities and threats. Consequently, they are compelled to fully adopt and implement agility within their operations. For organizations to develop a substantial level of agility suited to today's uncertain and volatile environment, it is essential to place strong emphasis on agile leadership. These findings support the argument of Spiegler *et al.* (2021), who assert that leadership acts as an enabler, transforming followers into leaders as the team matures. Accordingly, organizations must extend and transcend the skills that have traditionally defined successful leadership. In the context of agile transformation, leaders are required to cultivate three sets of new capabilities. First, they must transform themselves by adopting new mindsets and behaviors. Second, they must enable their teams to operate in innovative and collaborative ways. Third, they need to develop the competencies required to

transform the organization as a whole, embedding agility into its structure, design, and culture. At the core of every agile organization lies agile leadership, leadership that removes barriers to success while fostering autonomy, trust, and accountability. A stable organizational foundation provides teams with a sense of continuity amid rapid change. By ensuring psychological safety and stability, leaders help employees remain focused, think rationally, and adapt swiftly. Moreover, leaders must consistently demonstrate agile discipline by setting clear priorities and communicating them transparently and frequently. Employees who trust their leaders and possess a clear awareness of organizational objectives tend to exchange ideas more openly and engage in more effective collaboration. In line with this, Quill *et al.* (2025) contend that transformational and transactional leadership styles significantly shape team members' perceptions of shared leadership.

Agile managers actively listen to their team members and monitor potential obstacles such as technological failures or communication breakdowns that may impede project progress. When such issues arise, they are required to implement prompt and effective solutions to minimize disruption and maintain workflow continuity. As a result, an agile team cannot function without an agile leader. Agile leadership is certainly a source of motivation for the team, but it remains one reason among others. Organizations are faced daily with the need to motivate their staff so that they perform as well as possible. However, each organization identifies in its own way the sources of motivation of its staff based on their expectations. The expectations of an organization's employees are of two types: firstly, external expectations such as salary, promotion, and quality of the working environment. Internal expectations, for their part, are linked to the attitudes and skills that we wish to develop through our work and to the feelings of pride, satisfaction, and progression that result from the effort made to get there. The role of the Agile Leader for his team is found at the level of external expectations, because it is up to him to promote a positive environment and mutually defend the interests of the team and the organization so that they are in harmony. And we find it at the level of internal expectations, because he must listen to his team, recognizing and promoting everyone's learning. The agile leader is above all a servant leader for the benefit of the organization and the team; his presence motivates the team if the other sources of motivation are at least partially satisfied. And therefore, teams are more motivated in the presence of an agile leader if the other conditions explained in the paragraph above are satisfied.

Our world is constantly changing; agile leadership is certainly a better response to change. But it is not suitable for all companies, especially the example of industrial companies, which require a certain proximity of the team,

making remote management almost impossible, which requires a macro-allocation of tasks, thus limiting the self-management and self-management of teams, which require regular monitoring, thus limiting trust and delegation within the team. These results are in line with those of Alghamdi (2025) who stated that Self-organized teams are not suited for all organizations. Despite what we know about the effectiveness of Agile, we often find teams that admit after testing “Agile? It doesn’t work for us”. Agility therefore remains a catalyst for innovative projects that are difficult to implement in an environment where the need is known in advance, where we know how to do the work, and we almost often do it in the same way, which is the case in industrial. However, this does not exclude the fact that agility, as its name indicates, is flexible; if we manage to adapt it, we can very well implement it for industrial companies. In an industrial environment, we will have to believe more in hybrid project management, mixing agility and traditional management instead of adopting an agile method only, to instill just the right amount of agility into an industry that does not necessarily lend itself to it. Basically, we keep the big milestones, and between these dates we are really agile. Hybrid management also means differentiating the management of upstream phases, inserting feedback, and reducing time to market. Finally, within technical teams, it isn’t absolutely necessary to use agile leadership. In addition, we can integrate Agility into industrial companies, and this involves, in particular, mixed project management. There are pitfalls, but the result is there if we focus on the important points.

Recommendations and Good Practices

Having examined the concepts and mindsets that agile organizations must adopt to facilitate a successful transition to an agile work environment, the question arises: how can we effectively develop agile leaders? While popular agile methodologies offer valuable frameworks for fostering organizational agility, they are not the sole means of building agile teams. Implementing an agile method does not automatically confer agility; in fact, rigid adherence to a particular framework can produce inflexible systems that undermine adaptability. A core principle of Agile emphasizes prioritizing individuals and interactions over processes and tools. Therefore, it is essential to consider how these tools are applied within an organization. Although they are highly effective in project management and product development contexts, they may not always be suitable for routine operational functions or directly applicable to customer service teams. Consequently, while any team can enhance its agility, there is not always a need to rely on a specific methodology to coach individuals and leaders in developing agile capabilities.

Agile leadership involves removing obstacles to

success while fostering employee autonomy, confidence, and accountability. Agile is most effective when embraced as a cultural approach rather than a strictly prescriptive methodology. To enhance organizational agility, leaders must identify and eliminate performance barriers, promote collaboration among employees, and cultivate psychological safety that allows for learning from failure. More specifically, an agile leader who prioritizes motivation and team interactions must develop a set of essential skills and capabilities.

Clear Communication

Agile leaders must exercise discipline in establishing priorities and communicating them clearly and consistently. When employees trust their leaders and have a clear understanding of organizational goals, they are more likely to share ideas openly and collaborate effectively (David, 2022). Agile managers actively listen to their team members and monitor potential obstacles, such as technological failures or communication errors, that may impede project progress. When such issues arise, they implement prompt solutions to minimize disruption and maintain workflow continuity.

Stability to Encourage Agility

When considering the factors that motivate teams, organizational stability emerges as the most important, followed by appropriately sized teams. A stable organizational foundation provides teams with a sense of continuity amid rapid change (Aghina *et al.*, 2015). By fostering a sense of security, employees are better able to remain focused on their tasks, make rational decisions, and adapt quickly to evolving circumstances.

Foster Constructive Conflict

In an agile environment, conflict should neither be feared nor avoided. Team members should feel encouraged to engage in honest and respectful discussions about differing approaches. The goal of these discussions is to reach consensus on the strategies that will yield the best possible outcomes. Facilitating productive dialogue during conflicts requires practiced leadership skills, and employees must feel psychologically safe to express their opinions (Badriyah *et al.*, 2024).

Cultivate Learning Through Failure

Agile leaders foster an environment in which failure becomes an opportunity for growth. As teams innovate and adapt to new challenges or undertake new projects, obstacles are inevitable. Rather than assigning blame, agile leaders encourage reflection and learning from these experiences to drive improvement (Keith *et al.*, 2022). A core value of Agile emphasizes responding to change over rigidly adhering to the original plan. By creating a safe space where team members can experiment with new

approaches without fear of failure, leaders promote creativity and innovation.

Strategically Manage Resources

Agile leaders prioritize strategic and inclusive allocation of resources across their teams, taking into account how each team member will be involved in operational changes and how resources can be used most efficiently (Kusnaya *et al.*, 2022). Time is a particularly valuable resource that agile leaders manage with careful consideration.

Embracing Continuous Learning

Agile leaders excel at navigating uncertain and complex environments. They adopt a growth mindset, which involves the belief that there are always opportunities to improve products, services, and, importantly, themselves (Ahsan, 2025). Agile principles encourage teams to continuously reflect on performance and adapt their behaviors to enhance outcomes.

Human resources are central to enhancing organizational agility. Any leader can apply the core values of agility to improve team performance. Even before agility became a widely discussed concept, the fundamental characteristics of an agile leader were well understood. Effective leaders prioritize their people and interactions over tools or processes (Beck, 2001). Building strong relationships and fostering trust consistently enhance innovation and motivation, thereby boosting productivity. Agile leaders focus on achieving meaningful results rather than accumulating documents; minimizing bureaucracy and paperwork conserves time and energy that can be redirected toward improving processes and generating creative solutions. Effective leaders recognize that successful outcomes stem from collaborative engagement with customers rather than solely from contract negotiations (Beck, 2001). In today's increasingly uncertain and rapidly changing economic environment, agile leaders understand that adapting to new circumstances is a more effective strategy than rigidly adhering to established plans. Ultimately, agile leadership entails placing the team at the center, balancing their needs with organizational objectives, and maintaining motivation to achieve sustained performance.

Conclusion

The primary aim of this study was twofold: to examine the management styles adopted by agile organizations and to investigate the impact of these leadership styles on team motivation, collaboration, and job satisfaction. This research contributes to the literature by addressing a notable gap concerning agile leadership in the Moroccan context. Although agile

leadership has emerged in Morocco in recent years and its adoption was accelerated during the COVID-19 pandemic, empirical studies examining leadership practices remain scarce. Moreover, this study seeks to highlight the significance of a value-oriented leadership approach, which is frequently overlooked despite its potential to generate substantial organizational benefits. It is important for organizational leaders to realize the essential place that the human aspect occupies in the functioning of organizations and in increasing employee motivation and satisfaction. Thus, the following observations emerge from this study: Leadership style depends on the organization. So being part of an organization that adopts one or other agile method is not enough to be agile, but it will be necessary to adopt the agile mindset at all levels: employees and leadership. Therefore, agile leadership, if adopted correctly, has a positive and direct impact on the motivation and involvement of teams. The results of the study provide evidence of a significant association between the leadership style employed and levels of employee motivation and job satisfaction.

In all cases, this study has limitations that call for greater caution, the most important of which concerns the sample. We therefore recommend that studies be undertaken using a probability sampling process, which would lead to a selection of representatives of employees of companies from different sectors, as well as to extend the interview to different employees to have a more global vision instead of limiting it to leaders. Regarding the results of the present study, it would be interesting to supplement them with a performance study that would confirm or refute the observed relationships. We would have liked to know more about the real influence of leadership style and not limited to agile leadership on motivation and satisfaction in companies, but the limits of this research did not allow this aspect to be explored. For the practical usefulness of our research, we believe that the results obtained, if used by company managers, can help improve their abilities to manage employees, particularly in an agile environment.

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Author's Contributions

Maha Makkass: Conducted data preparation, analysis, and interpretation; drafted and edited the manuscript.

Youness Laghouaouta: Suggested and implemented revisions to the manuscript.

Adil Anwar: Reviewed and revised the manuscript.

Ethics

The authors confirm that this work accurately and comprehensively represents their research and analysis. All contributions from co-authors and collaborators have been appropriately acknowledged. The findings are contextualized within the existing body of research, and all sources and related works have been properly cited.

Conflict of Interest

The authors declare that they have no financial or non-financial conflicts of interest related to the subject matter or materials discussed in this manuscript, and that they have conducted this work independently of any organization or entity with potential interests.

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