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AGILE METHODOLOGIES FOR PROJECT SUCCESS: EXPLORING THE ROLE OF INNOVATION AND MANAGEMENT SUPPORT

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ABSTRACT

This study explores the role of Agile methodologies in achieving a higher project success rate. Additionally, we sought to determine the extent to which management support influences the effectiveness of Agile techniques in project success. Moreover, our study looks into the influence of project innovation on project success and explores strategies to enhance its effect. Using a qualitative approach, data were collected from Agile administrators working in various project-based organizations. A total of 15 organizations across Pakistan participated in this study. Our research demonstrates that Agile methodologies promote innovation, which in turn enhances the success of projects. Our results revealed that the Agile methodology is a major contributor to project success and prioritizes finding early solutions to problems. We emphasize the vital importance of project innovation and management support in raising a project's overall success. The findings of this study provide valuable implications for practitioners and recommend several new insights for theory development.

Keywords: Project success, agile methodology, management support, innovation, qualitative
Paper Type: Research paper

INTRODUCTION

Organizations are adopting Agile techniques as a strategic approach to improve project success in today's dynamic and competitive business climate. Agile methods deviate from traditional, rigid approaches by prioritizing flexibility, adaptability, and response to changing requirements (Cockburn and Highsmith 2001, Gislen 2016). Agile approaches facilitate the iterative and incremental delivery of value, allowing teams to provide products or services that effectively address changing customer needs and market expectations. Agile approaches not only enable efficient project execution but also cultivate a culture of creativity within enterprises. In Agile, innovation encompasses not only technological developments but also new management

techniques and operational approaches that have a substantial impact on project outcomes (Bindrees et al., 2014). Agile frameworks foster a mentality of experimentation, swift validation of concepts, and rapid adjustment to market realities, so bolstering an organization's capacity to remain competitive and fulfil customer expectations.

A key factor in effectively implementing Agile techniques is strong managerial support. Leadership is crucial in establishing a climate conducive to the successful implementation of Agile concepts. Efficient managerial assistance guarantees that teams are given authority, communication channels are kept accessible, and stakeholders are actively involved in decision-making procedures (Highsmith and Cockburn 2001).This conducive atmosphere ensures that project objectives are in line with the overall goals of the firm, making it easier to implement and maintain Agile processes. This study article seeks to investigate the interconnections of Agile techniques, innovation, and managerial support to enhance project success. This study aims to discover the crucial success elements and best practices linked to Agile project management by analysing case studies and empirical research. This research provides useful insights to both theory and practice by analysing how firms utilize Agile frameworks to improve innovation capabilities and create exceptional project results.

Agile methodologies have become prominent because they are capable of providing concrete advantages in project management. Agile approaches, in contrast to traditional waterfall methods, advocate for an iterative and collaborative approach to project execution rather than a linear and sequential one (Mahnic & Drnovscek 2005). Agile approaches, such as Scrum and Kanban, prioritize ongoing improvement, collaborative cooperation, and customer involvement across the whole project lifecycle. An essential benefit of Agile techniques is their capacity to effectively adapt to change. Agile teams are more capable of adapting and adjusting their approach in real-time in the current unpredictable business climate, where market conditions and client preferences can change rapidly (Serrador & Pinto 2015). This adaptability not only mitigates potential project hazards but also improves the overall excellence of outcomes by enabling teams to integrate feedback and make necessary adjustments.

Moreover, Agile approaches facilitate openness and clarity throughout projects. Agile teams establish effective communication channels and keep all stakeholders informed about project progress and difficulties through activities including daily stand-up meetings, sprint reviews, and retrospectives (Heimicke et al., 2019). Transparency promotes trust and collaboration within teams, allowing them to work together harmoniously towards shared project objectives. In Agile techniques, innovation plays a fundamental role by fostering ongoing improvement and the generation of value. Agile frameworks promote the exploration of novel ideas, technologies, and processes in order to discover inventive solutions that fulfil client requirements (Serrador & Pinto, 2015). Agile enables teams to foster innovation by granting them the autonomy to swiftly explore and execute ideas, in contrast to conventional approaches that may hinder creativity with inflexible procedures and extensive paperwork. Furthermore, Agile techniques promote a culture of acquiring knowledge and adjusting accordingly. Agile teams, by accepting change as an inherent aspect of the development process, are more likely to actively pursue creative solutions and adopt new technologies that can improve project results

(Sharma et al., 2012). By adopting a proactive approach to innovation, firms may maintain a competitive edge and take advantage of emerging market opportunities.

Effective management support is crucial for the successful integration and execution of Agile techniques within enterprises. Leaders have a vital responsibility in establishing a setting that is conducive to the growth of Agile principles. This involves nurturing a culture that promotes cooperation, trust, and ongoing enhancement (Kuchel et al., 2022). Management support guarantees that Agile teams have the necessary resources, advice, and authority to continually provide value to stakeholders. Furthermore, the backing of management aids in the synchronization of project goals with the objectives of the business. Leaders facilitate Agile teams' ability to concentrate on delivering outputs that contribute to the overall performance of the firm by establishing distinct priorities and offering strategic guidance (Pichler 2006). This alignment guarantees that Agile projects are in sync with the business plan and actively contribute to the organization's long-term growth and sustainability.

Agile methodologies, innovation, and management support are essential elements for achieving project success in the current competitive corporate landscape. By adopting Agile principles, organizations can improve their capacity to adapt to change, cultivate a culture of creativity, and efficiently provide value to consumers. Efficient managerial assistance is crucial for establishing a conducive atmosphere that fosters the successful implementation of Agile methodologies, guaranteeing that teams are empowered and in sync with the objectives of the firm.

Organizations can achieve sustainable success and competitive advantage in the marketplace by comprehending the interaction between Agile techniques, innovation, and management support. Agile project management has had fast growth in popularity within the software industry in the last twenty years (Begel & Nagappan, 2007; Dingsøyr et al., 2012; Moe et al., 2010). Originally introduced as a substitute for conventional, specification-based approaches like waterfall, agile techniques - which encompass the fundamental ideals and concepts of agile software development - have quickly gained widespread acceptance in software businesses globally (Stavru, 2014). Their widespread adoption is often credited to their capacity to adapt to quickly evolving corporate needs, technologies, and market circumstances (Augustine et al., 2005).

Agile methodologies prioritize the significance of a cooperative and human-centered approach to software development (Fowler & Highsmith, 2000). As a result, agile methodologies brought about various modifications in the roles and practices of traditional software development. The primary responsibility of the manager or scrum master in agile projects is to exhibit adaptable leadership (Augustine, 2005), support the process, eliminate obstacles, and inspire their teams (Chau & Maurer, 2003). This contrasts with the conventional function of a manager, which involves adopting a command-and-control style of management (Nerur et al., 2005).

The rest of the sections of the article are arranged as; section two covers relevant literature review, sections three illustrates research procedure, section four covers interviews and results, section five explain the discussion and section 6 concludes the article.

LITERATURE REVIEW

Agile methodologies and project success

Various parameters are used to evaluate the efficacy of information technology (IT) initiatives (Jennex 2006). Nevertheless, the challenges of achieving satisfactory success rates for these programs persist. It has been noted that thirty years of research on software-related projects have elapsed; however, the agile software progress procedure has emerged as a central, decisive, and leading procedure that is currently in use and has demonstrated its effectiveness in achieving project excellence. The software development industry is regarded as a critical component in achieving the project's objectives due to the influence of the agile approach. In the current dynamic business environment, it is becoming increasingly apparent to numerous organizations that the traditional methods are not as effective in ensuring that customers receive what customers desire. The majority of initiatives fail to achieve their intended level of success due to the fact that the final product is not as appealing as anticipated (Vijayasarathy & Turk 2012). Consequently, the relationship between the company and the consumer does not flourish; rather, it deteriorates. This scenario is not conducive to the success of any progressive organization, as customer satisfaction is the primary means of increasing productivity in the business sector (Conforto et al., 2014).

The agile approach is straightforward to implement, as it necessitates that the organization establish a work environment in which employees perceive their responsibility to become productive. There is a spotless environment in which to work and contribute ideas to the ongoing endeavor. Agile also allows the organization to engage in regular, face-to-face interactions with clients to ascertain their expectations regarding the project. The organization then endeavors to meet those expectations through regular iterations and working within the project's scope (Hoda et al., 2012).

Project innovation and project success

The conventional project management methodologies are insufficiently modernized to accommodate the reduced product life cycles and the continuous, rapid changes in requirements. The Agile project management approach, which is iterative and adoptive, is employed to resolve these changes. As the market for creativity continues to evolve in tandem with the accelerated advancement of technology, Agile is most frequently implemented in software enhancement businesses (Chin et al., 2012).

The Agile methodology employs innovative engineering techniques that prioritize software design from a human perspective. Agile aims to provide high-quality products at a rapid pace and to create satisfied consumers. For the past thirty years, the primary focus of research has been on the identification of software development variables that influence the project's objectives. In the realm of software development, the agile methodology has recently gained significant traction in its own research field (Alam et al., 2016).

An accelerated demand for the adaptability and use of agile methodologies has resulted from the dynamic developments in the information technology industry. In these environments and trends, organizations that implement agile procedures tend to enhance the objectivity of their initiatives (Rasnacis & Berzisa 2017).

Role of project innovation in agile project management

The software design industry has undergone a fundamental reevaluation of its strategies for improving its competitive edge. Organizations can engage with their consumers continuously to enhance their products and processes through the implementation of an agile approach (Waja et al., 2021). The agile project management method is a novel procedure, and a more effective solution is being devised using a creative, modern approach. The 21st-century project administration methodology known as Agile is frequently advocated. Employees are more adept at executing intricate tasks over brief periods than over extended periods (Rahul et al. 2023). By establishing a consistent pattern and repeating these brief intervals, the effectiveness is further enhanced. It is challenging to monitor progress or respond to changes over extended periods of time, as traditional project management operates in phases that last for several weeks or months. In addition, it necessitates time to accumulate new information and respond promptly to mitigate scheduling complications (Omonije, 2024). A change in the context in which software projects are managed to accomplish creative solutions is referred to as project progress. Project innovation is the process of fostering creativity within the project and also identifying the advancements for a new project based on previous experience (Sandstø & Reme-Ness, 2021).

Role of Management Support

Management support is a key factor that substantially impacts project outcomes in the context of agile project management. An analysis carried out among IT specialists in Pakistan highlights the crucial part that management support plays in the successful implementation of agile concepts and the ensuing success of projects. In the context of agile project management, the degree of assistance offered by management plays a major role in a project's success (Conforto and Amaral 2016). In a recent investigation, the majority of the contributors reported that their management teams provided significant encouragement for them to implement and support agile methodologies. Frequently, this assistance was provided through recurrent training sessions and seminars, which fostered a more adaptable environment and increased the level of innovation among employees. However, the survey also identified numerous issues with the assistance provided by management. These challenges encompassed the necessity of reporting frequently, the challenge of adjusting project costs and personnel, the inability of managers to comprehend the application of new techniques, and the necessity of monitoring multiple systems for changes. The study discovered that more productive efforts were the result of higher-quality commodities and more support from management, despite these restrictions. According to participants, administrators who implement agile methodologies significantly enhance project outcomes. The study also emphasized the importance of enhanced

communication and information sharing among project teams, co-managers, and administrators to expedite the development of new software. Completion of projects may be significantly more successful and creative when agile methodologies are implemented in conjunction with strong management support (Dorairaj et al., 2013).

Strong management support combined with agile approaches may lead to more creativity and project success (Conforto, Amaral et al. 2016). The results of this research indicate that senior management support is essential for cultivating a positive and innovative culture, which improves project success. Stated differently, it is imperative. The research suggests that enhancing team member and management communication might aid in closing the knowledge gap. Regular scheduling of meetings, training sessions, and workshops is necessary to ensure that all participants are informed on the latest agile practices and project developments. More creative and successful project outputs result from enhanced team dynamics and individual abilities in a dynamic learning environment.

To fully realise the potential of agile project management, it is necessary to establish a robust management team and enhance communication. A company's project success rate may increase because of an actively engaged management team and a concentration on open communication (Crowder and Friess 2015). The creative and growth-oriented initiatives of this partnership are rewarded with improved project outcomes and long-term organisational success. Additionally, it facilitates the efficient implementation of agile concepts. Management support is essential for the regulation of agile project management. The successful implementation of agile concepts necessitates the unwavering support of senior management. Innovation and excellence are promoted by the active participation and complete support of management in the agile process (Siakas and Siakas 2007).

In a supportive environment, the utilisation of agile methodologies is enhanced, leading to increased productivity and creativity among teams. Lastly, initiatives that are supported by a strong management team are more likely to be successful and completed to a high standard. Project management initiatives that receive the full support of senior management are more likely to establish a long-term environment that is conducive to innovation and development (Turner & Müller 2005). Figure 1 presents the flow chart of the study.

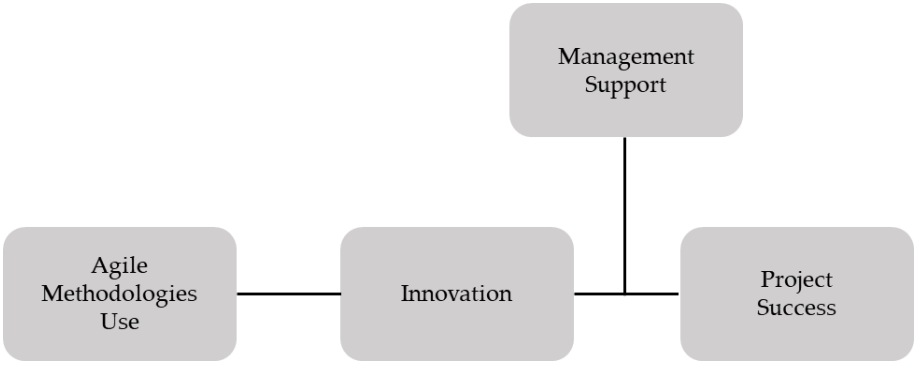

Figure 1: Study Flow Chart

METHODS

Scientific perspective and approach

The theoretical perspective of this paper is centered on positivism. Positivism is the dominant research paradigm in IB (Bonache & Festing 2020). Positivism posits that phenomena are understood through models, which constitute true explanations that are independent of the observer. Models include variables connected by generalizable causal mechanisms that can be measured empirically (Edmondson & McManus 2007).

Moreover, this paper employs a deductive approach, which entails the development of a theory and the development of a plan to evaluate the theory. The entire investigation is centered on theory in accordance with this methodology. The objective is to identify the prevalent PM practices in Pakistan. The objective is to evaluate the validity of contemporary agile management theory and to evaluate its practical application.

Research method

This research employs a qualitative research design, aiming to explore personal experiences and case studies to derive in-depth insights into the research problem. The study was conducted across various settings pertinent to the participants' experiences, incorporating individuals from diverse backgrounds. Participants were selected using purposive sampling to ensure a comprehensive range of perspectives. Data collection was executed through open-ended questionnaires, meticulously designed to elicit detailed responses and capture the subtleties of participants' experiences. These questionnaires were disseminated both in-person and electronically, with participants allotted sufficient time to respond. Follow-up questions were posed when clarification was required. Ethical considerations were rigorously observed, including obtaining informed consent from all participants and ensuring the confidentiality of their responses throughout the research process.

The qualitative data obtained from the questionnaires were subjected to thematic analysis, facilitating the identification of common themes, patterns, and insights from the participants' responses. NVivo software was employed to assist in the organization and coding of qualitative data, enhancing the efficiency and accuracy of the analysis process. To ensure the validity and reliability of the findings, data triangulation was utilized, and multiple coders were engaged to cross-verify the identified themes. Acknowledging potential limitations, the subjective nature of qualitative data may introduce bias. However, the implementation of rigorous data triangulation and the use of multiple coders were strategies employed to mitigate these limitations. In conclusion, the qualitative approach adopted in this study provides a robust framework for exploring personal experiences and case studies, ensuring that the findings are rich, detailed, and insightful.

Sampling and data collection

Sampling is a method that entails the selection of a restricted number of suitable candidates from a population cohort (Rahi 2017). The selection population consists of all organizations in Pakistan's IT sector that implement agile project management. All of the principal employees and administrators of these organizations are included in the community. These contacts are actively pursued and identified through personal and professional relationships. The candidates who were selected for the position were expected to have a plethora of experience in the field of information technology. Consequently, their viewpoint will be more relevant to our subject matter.

As the IT sector is characterized by limited resources, data was collected from 15 software companies in Pakistan to attain this objective. These organizations have been operating in this sector for an extended period and are exclusively software-based. Negotiations were conducted with individuals holding managerial positions in their respective departments. Each respondent cooperated to the extent that agreed to respond to the inquiries in writing, as they are currently experiencing a challenging situation and have a full schedule. Initially, outreach was made to 15 companies in Islamabad and Rawalpindi to gather a comprehensive amount of data to achieve more precise results. However, only ten organizations responded to the inquiries. The selection of these modest to medium-sized firms in Punjab, Pakistan, was influenced by personal and professional networks. Qualitative data was collected using one-on-one semi-structured interviews. A thorough evaluation of the transcriptions was conducted with the interviewees to minimize the probability of translation errors. Verified accord with the transcripts, thereby guaranteeing the precision of the findings

Scientific Credibility

A criterion known as validity evaluates whether the questions are aligned with objectives of the study. The degree to which a test regularly yields similar findings when administered under controlled circumstances is known as reliability, whereas the relevance and appropriateness of the testing are the focus of validity. A rigorous strategy was put into place to guarantee the quality and dependability of the interview. We followed the requirements, which required an introduction focused on research to be included at the beginning of the survey. It was acceptable for respondents to say no to participation. The person asking the questions uses an agile approach to project management.

RESULTS

Fifteen executives who are employed by IT companies in Pakistan were interviewed. Certain project administrators possessed a fundamental and comprehensive understanding of the project's proper execution. Initially, the audience was asked about their demographic origins and personal details. Inquiries about the participants' age, gender, income, education, job position, phone number, and email address were made. Our initial inquiry was regarding the

implementation of agile methodologies within organizations. When asked about using agile methods in organizations, thirteen out of fifteen said yes.

Subsequently, participants were questioned regarding the challenges confronted during the transition from conventional methodologies to agile methodologies. The objective was to ascertain the obstacles that impede organizations from incorporating agile methodologies into their projects, as well as to gain a deeper understanding of Pakistan's business trends and market conditions. The transition from traditional to agile approach was not particularly challenging, according to the majority of respondents, as the objective of excellence outweighed any minor obstacles. Nevertheless, a few participants noted that organizational culture and staff mindset posed obstacles to complete integration of agile practices by management. Noting that personnel accustomed to conventional procedures needed additional time and effort to adapt to changes in the process. Consequently, participants were questioned regarding the challenges encountered when employing or implementing agile methodologies. Additionally, the objective of this investigation was to align with current business trends in Pakistan.

The following issues have been noted by respondents. Both the management and the employee need to put in more time and effort.

- Agile planning altered the planning process by requiring iteration at every step of development.
- Managing time effectively is important to achieve deadlines.
- Specialized training is necessary for both management and staff.
- Another problem is ignorance.
- Workers were reluctant to stand every day during progress sessions.
- Constant scope changes can result in cost overruns.

If using agile methodologies contributed to the success of their company's project, the respondents were questioned about it. Evaluating the effects of applying agile methods in their projects was the aim. Surprisingly, nine out of ten respondents said that introducing agile into their company enhanced project success and enhanced product quality. One person did, however, offer a balanced perspective, acknowledging both advantages and disadvantages. Agile performed better in some situations than others, even if it was beneficial in some.

To comprehend the trend of management proposing changes to products in organizations, participants were questioned about how frequently innovation occurs in their projects. A significant majority of respondents stated that their organization regularly engages in innovative activities. Every job undertaken presents new specifications or market trends, necessitating creative thinking and new ideas to keep up with shifting market conditions.

Afterwards, participants were asked regarding how new techniques and products affected tasks within their organizations. Nearly all interviewees emphasized the importance of making significant changes to processes and products to achieve previously unattainable success. This transformative approach, alongside increased profitability, also led to higher customer satisfaction. Some respondents highlighted the need for caution, emphasizing the thorough evaluation of every change before company-wide implementation. If deemed beneficial, changes are then implemented across the organization.

The degree of management support that the participants received for putting actual agile approaches into practice was questioned. The objective was to evaluate the project management organization's mindset and degree of adaptability while adhering to authentic agile methodologies. The majority of respondents indicated that management strongly encourages the adoption and observance of agile methods. The respondents highlighted management's proactive approach in fostering an agile work environment through regular organization of training sessions and seminars aimed at enhancing productivity among employees.

Participants were asked about the challenges encountered when collaborating with their supervisors to implement agile practices. The aim of the study was to identify the challenges that workers have when trying to implement agile methodologies as advised by their managers. Time commitments, a lack of familiarity with new techniques or features, the requirement for daily reporting, managing several vendors and systems for a single change, abrupt modifications to the project's scope, reassessing modifications to current systems, assessing the effects of changes on ongoing work, and modifying project expenses and efforts were among the primary concerns mentioned by the respondents. These challenges draw attention to the various obstacles that staff members face while trying to use agile methodologies successfully.

Lastly, interviewers were questioned to compare the agile project management approach's effectiveness to that of the conventional project management methodology. The responses from every participant were remarkably consistent, expressing a shared conviction that utilizing agile methodology outperforms the traditional approach in numerous aspects. While some stated that it decreased the chance of a project failing, others asserted that agile is better at achieving predetermined objectives. The emphasis among the respondents was on effective planning, carrying out, and implementing processes, which made each one easy to manage. Increased customer satisfaction shortened product release cycles, flexibility, transparent communication, and an emphasis on producing the right product were some of the advantages of agile project management that were highlighted. From a collective standpoint, it is evident, in conclusion, that agile processes are far more successful than conventional project management techniques.

Overall, the results indicate that project teams, co-managers, and supervisors need to communicate and share knowledge on software innovation more effectively. Moreover, the research argues that agile methodologies combined with managerial assistance can enhance project creativity, so making a major contribution to the project's overall success.

DISCUSSION

Our study provides significant insights into how agile approaches affect the success of projects, with a specific focus on project creativity and management support. The results of extensive study and analysis demonstrate that the use of agile approaches greatly improves project performance by promoting proactive problem-solving, continuous improvement, and increased customer satisfaction (Islam & Storer, 2020). The agile framework, known for its adaptability and iterative approach, fosters an atmosphere conducive to experimentation and creativity (Sandstø and Reme-Ness, 2021). Teams can respond quickly to changes and new challenges due

to their adaptability, which enables proactive problem-solving. Continuous improvement, a fundamental tenet of agile techniques, guarantees the ongoing development and enhancement of projects, resulting in improved performance outcomes (Al-Saqqa et al., 2020).

Innovation is recognized as a vital component in attaining exceptional project results. Projects that integrate pioneering methodologies are more prone to achieve success, as these methodologies foster original ideas and imaginative troubleshooting (Gumiński et al., 2023). The agile methodology's focus on iteration and feedback loops offers abundant chances for teams to test new ideas and improve their approaches based on immediate feedback (Yermolaieva, 2020). The iterative method described not only improves the quality of the products, but also increases team morale and client satisfaction (Lee & Xia, 2010). For instance, in the software development sector, the implementation of agile principles has demonstrated a decrease in development cycles and an enhancement in product quality through the facilitation of regular testing and modification (Wilson, 2020).

Additionally, the study emphasizes the significance of robust managerial backing for the effective application of agile practices. Projects that have strong support from management tend to have greater success rates because of their effective communication, efficient allocation of resources, and a supportive organizational culture (Miller, 2019). Management support is crucial in enabling the adoption of agile approaches by providing teams with the essential resources and direction needed to overcome the problems associated with this change (Baxter et al., 2022). Companies that have effectively implemented agile practices frequently attribute their success to robust leadership and precise communication (Nguyen & Hu, 2019).

Nevertheless, the shift from conventional procedures to agile approaches presents obstacles such as staff opposition and the requirement for further training and exertion (Villamizar et al., 2020). Staff resistance may arise because to a reluctance to modify current procedures or a lack of comprehension of agile principles. In order to surmount these challenges, firms need to allocate resources towards extensive training initiatives and foster a culture that actively embraces change and ongoing learning (Butler et al., 2020). Notwithstanding these difficulties, our research emphasizes the profound influence of agile approaches on project management. Organizations can get optimal outcomes and improve their overall project success rates by promoting innovation and ensuring robust managerial backing (Marek et al., 2021). The findings highlight the crucial significance of establishing a suitable environment for experimentation, innovation, and proactive problem-solving, all of which are fundamental elements of the agile framework. This change entails not just altering processes but also adopting a mindset that embraces flexibility and collaboration (Gunasekaran et al., 2019).

CONCLUSION

This study investigated the effectiveness of Agile techniques, specifically their capacity to resolve problems during initial consultations and project initiation. The Agile methodology has proven to be a highly effective approach due to its flexibility, iterative nature, and focus on stakeholder collaboration. The findings of this study emphasize the significance of project

innovation as a key mechanism in understanding the relationship between project performance and the implementation of Agile methodology. Agile approaches boost the innovative capacities of project teams by creating an environment that encourages experimentation and continuous development, resulting in better solutions. Moreover, this study found that managerial support is vital in improving the overall effectiveness of Agile methods and enhancing project performance. Efficient managerial assistance, encompassing transparent communication, allocation of resources, and the cultivation of a supportive culture, is imperative for the successful execution of Agile methodologies.

This work significantly enhances existing knowledge by contributing to the understanding of Agile techniques, which has been a neglected area until now. Prior studies have not extensively investigated the practical implementation of Agile techniques, particularly in the context of developing nations such as Pakistan. Thus, this research contributes substantially to existing knowledge by presenting empirical evidence on the significance of Agile methodologies in project-based enterprises in Pakistan.

The study has a few limitations. Time and resource constraints were significant obstacles in this research. Most data were collected from project establishments primarily in urban areas, which may limit the validity of the conclusions due to the absence of representation from other important cities across Pakistan. Future research should address this limitation by expanding the geographical scope to include a more diverse range of cities across Pakistan, ensuring a more representative sample.

The present study employs a qualitative approach, which, while valuable, has its limitations in terms of generalizability and statistical validation. Therefore, future studies should validate these findings using a quantitative approach to enhance the robustness and applicability of the results. Employing mixed-method approaches, such as combining quantitative surveys with qualitative case studies, could provide a more comprehensive understanding of the phenomena under study.

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