CULTURAL FACTORS INFLUENCING CAREER GROWTH IN AGILE TEAMS

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ABSTRACT

Organizational culture and team environment play crucial roles in sculpting career growth opportunities within Agile environments. This research investigates the interplay between these cultural dimensions to understand their combined influence on career advancement paths. Through a synthesis of literature and empirical findings, the study identifies key elements of organizational culture such as values, standards, and leadership styles and culture such as collaboration, decision-making and communication processes that significantly impact career trajectories in Agile teams. Insights from this research offer practical guidance for organizations seeking to optimize career growth strategies within Agile frameworks by nurturing supportive cultural environments conducive to professional growth.

1. INTRODUCTION

The evolution of Agile methodologies has revolutionized how teams approach business development and project management, emphasizing flexibility, malleability, and iterative processes. Within Agile environments, career growth opportunities are not solely determined by technical competencies but are deeply influenced by the organizational culture and team environment that shape everyday exchanges and decision-making.

Organizational culture encompasses the shared values, beliefs, and behavioural norms that define an organization's identity and guide its members' actions. In Agile settings, organizational culture influences career growth through its effect on leadership styles, communication practices, reward systems, and the overall support for employee development initiatives. Simultaneously, team culture within Agile teams plays a important role in shaping career trajectories. Team culture encompasses how team members collaborate, communicate, and make decisions together. It influences psychological safety, trust, and the opportunities available for skill development and career advancement within the team context.

This paper aims to investigate how organizational culture and team culture within Agile environments interact to impact career growth opportunities. By synthesizing existing research and conducting empirical analysis, this study seeks to uncover the specific cultural factors that facilitate or hinder professional development paths within Agile frameworks. The findings aim to provide actionable insights for organizations to cultivate supportive cultural environments that enhance career growth and foster high-performing Agile teams in today's dynamic and competitive business landscape.

2. LITERATURE REVIEW

Ajayi & Udeh (2024) through literature review and content analysis, studied the role of Human Resources (HR) in nurturing agile work cultures in the Information Technology (IT) sector, with a effort on enhancing the innovation supply chain. This study tries to find out how the human resources practices can help adherence to the Agile methodologies and thus bringing about the flexibility, innovation and competitive advantage in the organisation.

Akkaya B, Panait, et.al, (2022) researched the interconnection between agile leadership and career development of the healthcare workforce in health industry in Turkey. The study showed a positive relationship between Agile leadership behaviours and career development

Altuwaijri and Ferrario (2022) studied the factor affecting Agile adoption in Saudi Software industry.Since adoption of Agile is low in countries like Saudi Arabia, hence this study looks into the factors influencing the adoption of Agile practices in small and medium enterprises in Saudia. As per the research analysis, human factors like customer engagement, Team skills, culture of the company and culture of the nation plays a far bigger role in adoption of the agile practices than the technical factors.

Matthew, B. Kirwin and Tanner, C. Maureen (2022) studied the effect of national culture on Agile methods within the South African software development industry. The research is explanatory and was performed by means of a qualitative, semi- structured interview research strategy focused on Agile practitioners in South African software development companies. The data analysis suggested that different national culture factors impacts the decision-making procedure, the amount of sprint interferences, contribution in Agile events, observance to policies and agreed Agile principles.

Peeters, Tina, et.al (2022) studies the connection between the Team's productivity and engagement and Agile ways of working.This study aims to examine the relationship between the agile way of working and team performance and engagement. Furthermore, psychological safety climate was investigated as a mediator of this relationship. As organizations are increasingly adopting the agile way of working method beyond the information technology (IT) setting, the authors researched its effects in teams across a variety of functional domains.

Radu (2023) studied the reflective effect of a constructive workplace culture on the performance and flexibility of and organisation. It explores the various factors of positive psychology, culture of the organisation and their interconnection in fostering a growing work environment

3. OBJECTIVE OF STUDY

To Investigate how organizational culture and team culture within Agile environments impact career growth opportunities

4. RESEARCH METHODOLOGY

Methodology is a technique adopted for an orderly arrangement of facts and principles. The success of any research depends largely on the suitability of method, the tools and techniques used for the collection of data. Thus, research method consists of all general and specific activities of research. The study will be descriptive in nature through survey and interview method will be used for the study. The research methodology will include interviews, survey and data analysis through the statistic tools

5. DATA ANALYSIS AND INTERPRETATION

21 Senior industry leaders in the industry, with different roles and experiences in Agile Framework, were interviewed on a well-structured questionnaire. The interview results showed that while all the leaders agreed that there is a considerable skill and career improvement through that Agile methodology, there are multiple factors that have contributed to the career growth opportunities in IT-BPS industry.

Sr.No	Years of Experience in IT-BPS Industry:	Current Position:	Is your organization currently using Agile methodologies?	What is your role in Agile teams	Have you experienced enhanced career growth opportunities in Agile teams compared to traditional work settings?	What factors do you believe influence career growth opportunities in Agile teams?	Which skills do you think are most emphasized in Agile work environments?
1	20	Director	Yes	Practitioner	Agree	*Mastering diverse skills *Demonstrating adaptability to change *Effective collaboration *Continuous learning *Taking on leadership responsibilities	Communication
2	9	Senior Manager	Yes	Practitioner	Agree	Collabration	Adaptability
3	16	Associate director	Yes	Scrum Master	Neutral	*Being a good practitioner of Hybrid agile	Adaptability
4	18	Associate Director	Yes	Practitioner	Strongly Agree	*Communication *Collaboration	Communication
5	22	AGM	Yes	Practitioner	Agree	*Governance and adherence to the requirements	All of the above
6	20	Associate Partner	Yes	Product Owner	Strongly Agree	*Adaptability *Change management	Collaboration
7	22	Manager	Yes	Practitioner	Strongly Agree	*Minimum Viable Product solutions drive faster product delivery	Collaboration
8	15	General Manager	Yes	Product Owner	Neutral	*Feasibility *Adaption	Communication
9	15	Deputy General Manager	Yes	Product Owner	Agree	*Adaptability to change	Collaboration
0	15	Senior Manager	Yes	Scrum Master	Strongly Agree	*Approach to deal with anything	Communication
11	25	Sales leader for BPS	Yes	Practitioner	Strongly Agree	*Agile framework *Problem Solving ability	Problem Solving
12	18	Associate Director	Yes	Scrum Master	Agree	*Learning on the job according to the situation *Flexibility and adaptabity to cope up with new challenges.	Collaboration
13	20	Admin incharge	Yes	Scrum Master	Neutral	*Adaptability	Adaptability
14	14	Assistant Manager	Yes	Practitioner	Strongly Agree	*Team coordination *Effective tracking of deliverables	Collaboration
15	19	Associate Director	Yes	End User	Strongly Agree	*Increased adoption and the need for speed in execution	Problem Solving
16	14	Manager	Yes	Practitioner	Strongly Agree	*Development of team culture *Embracing agile mindset	Collaboration
17	20	Sr Business Architect	Yes	Scrum Master	Agree	* Progressive Mindset	Collaboration
18	22	Sr. Director	Yes	Product Owner	Agree	*Collaboration *Communication *Problem solving	Communication
19	14	Manager	Yes	Scrum Master	Strongly Agree	*Acceptance to change *Getting work break down	Collaboration
20	14	Manager	Yes	Practitioner	Neutral	*It make life easy	Problem Solving
21	15	Associate Director	Yes	Product Owner	Neutral	*Ability to connect business need to technology solutioning	Problem Solving

Majority of the leaders in the Practiconers role agreed that major factors influencing career development are:

- **Collaboration** – there has bene a better Team collaboration observed in the Agile framework which leads to better exchange of ideas, best practices and continuous learning
- **Communication** – effective and continuous communication has let led to better understanding of the goal, tasks and an individual's role in the entire process. There has been a better feedback loop which in turn, improves any learning gaps and enables ownership amongst individuals
- **Problem solving ability** – Agile focus on solving any challenges or problem at each stage of the process. This approach forces the individuals to imbibe the problem-solving mind set and thus sharpening their problem-solving ability
- **Embracing Agile mindset –** Agility is the key to development of any process or an individual. Since changes are only constant, the ability to embrace changes and adapt to them works as a driving force for career development

6. CONCLUSION

This research has delved into the intricate relationship between organizational culture, team culture, and career growth opportunities within Agile environments. Through a comprehensive review of literature and empirical findings, several key insights have emerged: Firstly, organizational culture significantly shapes career trajectories in Agile teams by influencing leadership styles, communication norms, decision-making processes, and support for professional development initiatives. Organizations that foster cultures aligned with Agile values of transparency, collaboration, and continuous learning tend to provide more robust career growth opportunities for their employees. Secondly, team culture within Agile teams plays a crucial role in career advancement. Cohesive teams that prioritize open communication, trust, and collective problem-solving create environments where team members can thrive professionally. Such cultures not only enhance individual job satisfaction but also contribute to team effectiveness and overall organizational success. Thirdly, the interaction between organizational culture and team dynamics is pivotal. Organizations that cultivate a culture of empowerment and innovation at the organizational level, while nurturing collaborative and supportive team cultures, tend to create environments where career growth flourishes naturally. To optimize career growth opportunities within Agile frameworks, organizations should focus on fostering cultures that support autonomy, continuous feedback, learning agility, and cross-functional collaboration. This involves aligning organizational values with Agile principles, investing in leadership development that promotes servant leadership and coaching, and creating structures that encourage knowledge sharing and skill development across teams. Future research could explore longitudinal studies to further understand how cultural factors evolve over time within Agile environments and their sustained impact on career trajectories. Additionally, comparative studies across different industries and regions could provide valuable insights into cultural variations and their implications for career growth in Agile teams. In conclusion, the findings underscore the importance of organizational and team cultures in shaping career growth opportunities within Agile environments. By leveraging cultural strengths and addressing cultural barriers, organizations can create environments where individuals thrive, teams excel, and Agile principles drive sustained success in today's dynamic business landscape.

7. REFRENCES

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