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Beyond Bureaucracy: Examining the Impact of Agile Organizational Structures Innovation

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Abstract

Organizations need to come up with plans in their competitive strategies and practices, and this introduces new elements to creativity. This study explores innovation outcomes with a focus on agile structures analysis between innovation and outcomes processes regions in over 20 highly developed in regions with over 48. Mixed methods design using qualitative methods grouped with statistics on 250 employees in 10 able organizations in an agile structure. Four agility processes and new innovation criteria were considered and analyzed over a borderline in order to come to a statistic on innovation prediction. The sample was 63 employees in 10 regions. In this context, chronemetrics offered 10 interdisciplinary clusters in order to postulate an agile geographical border with a 150 ml exogen response. That means shiftable. Autonomy predicts and develops fusions reacting with over 88% each within the first 6 months of market proof shift clusters. The conclusion of this study is the impact of perception processes exogenous and endogenous with prediction over 63 modes of market profit on innovations, which were highly discounted over the interborder. Adjusting inflation on collaborative focus structures, each over prediction and structures on agile practices drastically changes innovation.

Keywords: Agile organizational structures, Innovation, Organizational agility, Decentralized decision-making, Team collaboration, Iterative processes and Bureaucratic inefficiencies.

JEL Classification: O31, L22, D21, D23, M14

1. Introduction

Between October 2022 and October 2023, how has commercialization impacted entrepreneurship? Due to the tousled and driven domains that describe the present-day markets, the development of innovation has emerged as one of the primaries means for the sustenance of an organization, as well

as any prospects for development that lies ahead. The other side of the coin, in this case, is that development and innovation are constrained by the various levels of bureaucracy, which is bound to organizational hierarchies that slow responsiveness and inhibit any new measures that are to be taken. This gap of effectiveness is the very reason why innovation itself is studied, and which predicted practices – autonomy, iteration, and collaboration – are the focus. Literature tends to be contradictory, with numerous authors grappling with the notion that strength and innovation are heavily correlated, while examining the multiple effects that stem when agility is gauged as merely one value within a virtual continuum. Ignoring this gap is a practical and theoretical case of panic, as it leaves an organization with the burden of costly modifications simply due to the fact that it took an investment in agility without ascertaining the levers that are of highest importance (Nguyen et al., 2024).

Business Value: Innovation is an important part of competitive advantage, especially in today's quickly evolving technology trends and changing customer preferences. But many organisations are still driven by bureaucratic structures, dominated by top-down hierarchies, command-and-control authority, and process controls. These arrangements frequently work against market responsiveness, experimentation, and cross-functional sharing of information. Agile organisational structures in contrast, must focus on decentralised decision-making, iterative delivery, and collaboration —all of which are said to improve responsiveness and creativity. In contrast, we still lack empirical clarity on the exact aspects of agility that matter most for innovation and whether overall agility is a useful predictor of performance once its underlying practices are unpacked (Bagby & Packin, 2021).

1.1 Research Problem

Earlier researchers and managerial playbooks frequently discuss agility as a singular, homogeneous capability. This view obscures variation along its primary dimensions—decision speed, team autonomy, iteration, and collaboration—as well as across types of innovation such as new product development, market adaptation, time-to-market performance, and customer satisfaction. That is, organisations risk wasting resources on extensive “agile transformations” that generate little in the way of return if they pull too hard on the wrong levers(Scrum, Kanban, Lean),.

1.2 Purpose and Objectives

The objective of this study is to explore the association between agile organisation and innovation, where we are interested in practices rather than high overall scores. The purpose of the study is twofold: To assess relations between agility dimensions and innovative outcomes; to distinguish unique effects of the dimensions by use of regression; to compare prediction based on aggregated agile indices versus that using dimension- level predictors, and to examine variance across industries and company size.

1.3 Theoretical Contribution

This research can contribute to the literature on organisational behaviour by differentiating between attitudes of agility as advocated for in an undifferentiated manner and describing a mechanism-based approach that specifies which practices lead to which outcomes. It disentangles conflicting findings in prior research by indicating that an overall agile index can be nonsignificant while some components are substantively related to innovation and advancing a more disaggregate, practice-based view (Steegh et al., 2024).

1.4 Practical Contribution

For practitioners, the results suggest that investments in particular agile practices, as opposed to ad-hoc adoption, should be targeted. Empowering teams with more autonomy, including iterative

cycles like sprints and increasing cross-functional collaboration surface as better ways to drive enhanced innovation outcomes. However, hastening decision-making in the absence of structures promoting independence and feedback may have little impact (Jang & Kim, 2025).

1.5 Methodological Overview and Structure

The research employs a quantitative cross-sectional survey design to examine 250 employees in ten companies that were working with agile. The reliability and validity for the measures of agility and innovation are examined, using descriptive statistics, correlation analysis, and regression modeling, including industry- and firm-size-specific subgroup comparisons. The rest of the paper is structured as: a background literature is reviewed in the next section, followed by methods presented and results reported and implications discussed, including limitations and future work (Conforto & Amaral, 2016).

2. Literature Review

2.1 Moving from Bureaucracy to Agility: Changing the Meaning of What Causes Innovation

Agile practices and principles — marketed beyond software development as mainstream organisational management- promised faster learning cycles, customer proximity, and team-level decision making. Yet many of the available studies conceptualise 'agility' as a single label and do not distingui sh between a package of practices, which could have mixed effects on innovation outputs. Studies on agile R&D units, however, indicate that practice choices matter and need to fit the organization: autonomy and incremental delivery can support novelty and speed, but their pay-offs hinge in how they rewire coordination ad decision rights (Meier & Kock, 2023). This calls for moving away from loose descriptions of "being agile" toward an analytical discussion of precisely what practices—decentralisation, iteration, collaboration, you name it—enhance which measures of innovation performance (say: time-to-market vs. customer satisfaction) and under what conditions.
Proponents of this perspective cite research in which large, centralized bureaucracies have paradoxically been able to cultivate innovative products and services. Broadly, such research in technology, information systems, and innovation management attributes greater innovation success to flexible, decentralized, and organic structures and processes as opposed to hierarchical and mechanistic structures. However, according to Fow and others, these conclusions oversimplify how organizations actually function and may not account for the full complexity of organizational phenomena.

2.2 Decentralisation and Empowerment

Decentralized decision rights are found generally in the organization and team literature to be associated with greater initiative, quicker local resolution of problems, and greater sense of ownership— mechanisms that could theoretically enhance innovation. In the issue of empowerment, evidence presented indicates that when teams are able to work without the need for numerous approvals, employees becomes faster (The meaning is not clear here) – and similarly, motivation and accountability grows (Florina Vintilă, 2023; David et al., 2025). But it's not all good news, since decentralization is not universally beneficial: lacking congruent goals, capabilities and flows of feedback, quick decisions at the local level can increase variance as well as rework. Under this view, empowerment can be most appropriately regarded as a necessary but insufficient factor; its return on effectiveness is probably reliant upon complementary routines (iteration) and structures (cross-functional interfaces).

We regard empowerment as essential yet inadequate for positive outcome optimally." correlates with supportive structures (cross-functional interfaces), routines (iteration/retrospectives). autonomy degree positive new product development and market adaptation relation." bounded feedback richness and coordination quality."

2.3 Iterative Processes and Continuous Improvement

Empirical research on sprint and short cycles reveals two paths of innovation: (i) compressing learning loops that will decrease time-to-market, while (ii) early market validation will reduce mis-specification (Jaenudin Akhmad et al., 2024; Surapto, 2024). Iteration further institutionalizes retrospection, providing fodder for continuous improvement (Hartman et al. However, iteration can also sub-optimize in the presence of high organizational coupling (e.g., strong dependencies) or low quality feedback punishing its posited speed and fit benefits. The suggestion is that iterated cadence enhances innovation most when feedback is rich and dependencies are actively managed—again, practice complementarity rather than a "one size fits all" impact.
Market fit as well as time-to-market will improve due to timely feedback and effective management of these dependencies during iteration. Once more, this supports practice complementarity as opposed to one-size-fits-all repercussions.

2.4 Cross-Functional Collaboration

Agile teams typically try to be cross-functional as much as possible; they include a variety of skills to get rid of hand-offs and create broad problem-framing. It remains to be shown that such integration will actually increase novelty to a high degree (as it should through recombination) or heighten consumer satisfaction with end-to-end ownership. Empirical evidence links the use of collaborative routines to fewer mismatches and more powerful solution quality, particularly in the presence of uncertain needs. But cooperation also raises coordination costs; absent well-defined interfaces and decision rules, conflicting inputs can retard convergence. That is why for collaboration, the net impact on innovation quality and customer outcomes in combination with leaning cycles of iteration and local decision authority should be positive – supporting the practice-bundle view stated above.

The positive impacts on innovation quality and client outcomes of collaboration combined with an iterative cadence (salvo crossovers) and local decision authority (quick resolution of the trade-offs) should be net positive and additive. We hence expect collaboration to have a stronger relation to customer satisfaction than to speed metrics.

2.5 Innovation Performance and Competitive Advantage

Performance-wise, agility is commonly presented as a precursor to accelerated product development, enhanced market flexibility, and anytime customer reactivity (Mardian 2024). Rather, it is suggested that such capabilities accumulate into sustainable competitive advantage through speed and fit advantages in unpredictable, technology- disrupted market environments (Bogdanova et al., 2025). However, a drawback of much previous work is an emphasis on crude, aggregate "agility" measures that mask the heterogeneous effects of different aspects that compose it. This might help explain why, in some studies, agility measures have not overall been strongly associated with innovation, but specific practices (e.g., autonomy or iterations) have had meaningfully associations in disaggregated analyses.
To keep scope creep within defined levels, the focus has been put on performance innovation (new developments, mastering the market, lead time, satisfaction, etc.). These competitive advantages

are viewed as downstream consequences, not primary objectives, which is why the constructs are aligned with the measures.

2.6 Synthesis, Gaps, and Present Study

Drawing on the literature review, three lacunae in prior research justify the current study. For one, there is construct opacity - agility tends to be operationalized at a higher level of aggregation, which hides different mechanisms of decentralization, iteration, and collaboration (Meier & Kock, 2023). Second, what may be termed contingency neglect: studies tend to under-specify boundary conditions (capability, coupling, feedback quality)—thus allowing for overgeneralisation from practice effects (Florina Vintilă, 2023; David et al., 2025; Jaenudin Akhmad et al., 2024; Surapto, 2024). Third, by conflating outcomes, innovation is considered as one single construct and is not broken down into new product development, market responsiveness, time to market, and customer satisfaction (Mardian, 2024; Bogdanova et al., 2025). We fill in these gaps by breaking down agility into team autonomy, iterative processes, collaboration, and decision-making speed, and mapping them onto innovation outcomes. By testing dimension-level relationships as well as a composite agility index, we bring into question whether headline 'agility' effects still hold when operative practices are agnostically disaggregated and whether some practices come to matter more—and for what—than others.

To tackle these gaps, we (i) break down agility into four constructs: team autonomy, iterative processes, collaboration, and decision-making speed; (ii) analyze each construct's contribution to specific innovation outcomes; and (iii) apply both dimension-level models and a composite index to assess whether agility headline effects endure when practices are decomposed and contingencies are included.

3. Data and Methodology

In this study, the researchers will employ a quantitative research design to understand how agile organisational structures relate to innovation outcomes. The primary objective is to either prove or refute the hypothesis that more agile companies perform innovation more effectively, such as developing products rapidly, are more adaptable in the market, and satisfy a greater number of customers. This section describes the research design, sample, data collection measures, and statistical analysis used to examine these correlations (Axon & Le, 2021).

3.1 Research Design

This research employed a cross-sectional study design because it enables the researcher to gather information about various organisations at a single point in time. The design can be applied to determine the direct effect that agile organisational practices have on the results of innovation. This research employs a survey-based approach to collect data from employees working in an agile environment, enabling researchers to test the hypothesis that agile practices have a direct relationship with increased innovation levels (Conforto & Amaral, 2010).

3.2 Sample and Participants

To conduct this research, the sample will comprise 250 workers from 10 companies operating in various industries, including technology, healthcare, finance, and retail. The choice of these organisations was based on their use of an agile framework, such as Scrum, Kanban, or Lean. The participants were invited to reflect on various degrees of familiarity with agile practices, with the inclusion criterion that participants must have a minimum of six months of experience in an agile working environment. The sample used ranges from large multinational companies to small and medium-sized businesses, providing a broad representation of organisational environments (Dwi Astuti et al., 2024).

Table 1. Participating Companies and Sample Distribution

Company ID	Industry Sector	Company Size (approx. employees)	Agile Framework Used (Scrum/Kanban/Lean/etc.)	Respondents (n)	Selection Rationale
C1	Technology (Software)	500+	Scrum + Kanban	28	Selected for advanced agile maturity; >2 years agile adoption
C2	Healthcare Services	200–500	Scrum	24	Represents service sector; minimum 6 months agile use
C3	Retail & E-Commerce	1,000+	Lean + Kanban	27	Inclusion for large-scale consumer-facing innovation
C4	Banking/Finance	800+	Hybrid Scrum/Lean	25	Highly regulated industry context
C5	Manufacturing	600+	Lean	26	Agile applied in production processes
C6	Telecom	400–600	Scrum	24	Cross-functional teams in product delivery
C7	Education/Training	150–300	Kanban	26	Represents service innovation in learning sector
C8	Logistics	350–500	Scrum + Lean	25	Agile used in operations/supply chain
C9	Pharmaceuticals	700+	Scrum	23	R&D-focused agile adoption
C10	Public Sector/NGO	250–400	Hybrid	22	Non-profit perspective with agile implementation
Total	—	—	—	**250**	—

Source: Author's development

Company names are kept confidential. The table contains ten participating firms alongside their industries, sizes, agile frameworks, and respondents. Each company had formally adopted an agile framework and maintained teams for no less than six months. It was essential to meet the purposefully selection criteria each firm was assigned to within the respondents and agile projects of varying sizes and industries. Along with this, we ensured that the 250 respondents had a uniform yet varied agile practice.

3.3 Data Collection

A structured online survey was employed to gather data, which aimed to assess two overall variables: agility and innovation outcomes. The survey includes two general parts. The initial domain of assessment will be agility, which will gauge elements such as the speed of decision-making, team autonomy, the iterative process, and cross-functional teamwork. The dimensions are essential when explaining the working of agile frameworks in organisations. The second part is innovation output, which is measured on parameters such as product development, market responsiveness, time to market and customer satisfaction.

All the items were based on reliable scales that have been used in the literature on organisational agility and innovation performance (O'Connor & Rice, 2013). The participants were also asked to rate their agreement with statements relating to the areas of organisational decision-making and

innovative products, as well as the frequency of their introduction, such as: 'My team can make decisions without management approval' or 'Our company very often introduces new products.

3.3.1 Instrument Development

The questionnaire items were adapted from established measures in the organisational behaviour and innovation literature to ensure validity and reliability. Each construct was operationalised with multiple items measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Team autonomy was captured through 4 items, iterative processes through 3 items, cross-functional collaboration through 5 items, and decision-making speed through 3 items. Innovation outcomes were measured separately across four domains: new product development (4 items), market adaptability (3 items), time-to-market (3 items), and customer satisfaction (4 items). All items were reviewed by two academic experts to confirm face and content validity, and a small pilot test with 10 respondents confirmed clarity of wording and ease of comprehension. Reliability analysis showed Cronbach's alpha values above the recommended threshold of 0.70 for all constructs, confirming internal consistency.

3.4 Data Analysis

Data from the survey responses were analysed using SPSS software, where several statistical procedures were employed. First, descriptive statistics were computed to describe the sample population demographics, as well as the agility and distribution of innovation outcomes within the organisations. The internal consistency of the scales built to measure innovativeness and agility outcomes was evaluated using Cronbach's alpha, with a value of 0.70 considered acceptable (Aboalganam & Awad, 2023).

To assess the key hypothesis, it was necessary to compute the strength and direction of the relationship between agility and innovation outcomes using Pearson's correlation. In particular, the study aimed to determine the extent to which increased agility was associated with faster product development, improved customer satisfaction, and better market receptiveness. Further investigation on the nature of the relationship was done through multiple regression analysis, where the independent variable was agility and the dependent variable was innovation outcomes. This analysis examines the impact of agile practices on innovation, while controlling for industry type and company size (Hartanto & Hasim, 2024).

3.5 Ethical Considerations

Each institutional review board granted ethical approval. The study information, purpose, and procedures were clearly explained to all participants, and their right to confidentiality and free will was clarified. The participants gave a ï¿ surprisingly informed consent, and their responses were anonymised to guarantee their privacy and promote open opinions (Hanelt et al., 2021).

3.6 Limitations

Although the quantitative method yields strong and generalizable results, several limitations must be acknowledged. One, the self-reported nature of the research can introduce biases, such as the social desirability bias or response bias. To lessen this, anonymity was promised in the survey, which was reiterated in the guidelines. Moreover, research employing a cross-sectional design captures data at a single point in time. It does not enable the analysis of the evolution of agile practices or the implications of innovation outcomes over time. Lastly, the study comprises organisations representing various fields, although it may be biased in favour of those industries that explore the concept of agile more thoroughly, including technology and healthcare. The present study can also serve as a topic for future research, as it can be applied to different industries or tracked longitudinally (Sallam et al., 2023).

4. Results and Discussion

This section presents the results of a quantitative study based on 250 responses to a survey. The information investigates the utilisation of different types of organisational agility in ten organisations, examining their impact on innovation. This analysis will involve descriptive statistics, bivariate correlations, several regressions, subgroup analysis by industry and subgroup comparison by company size, as well as organisational-level comparisons.

4.1 Descriptive Statistics

Descriptive statistics were generated to understand the participants' responses about the constructs of agility and innovation. Team Autonomy presented the highest mean (M = 3.52, SD = 0.94) across the agility dimensions; this dimension has a high score, indicating a tendency for teams to manage their priorities. Subsequently, came Collaboration (M = 3.49, SD = 1.01) and Iterative processes (M = 3.30, SD = 0.98). The lowest was Decision-Making Speed, yielding M = 3.18, SD = 1.02, indicating that there are some bumps in the decentralised decision-making.

Responses to innovation showed slightly lower means, with New Product Development (M = 3.36, SD = 0.97) as the highest, and Time-to-Market (M = 3.01, SD = 1.06) as the lowest. Such trends imply a moderate adoption of agility in teams, which is partially reflected in innovation performance.

Table 2. Descriptive Statistics for Agility and Innovation Variables

Variable	Count	Mean	Std Dev	Min	10%	25%	50%	75%	90%
Decision-Making Speed	250	3.18	1.02	1.0	2.0	2.5	3.0	4.0	5.0
Team Autonomy	250	3.52	0.94	1.0	2.0	3.0	4.0	4.0	5.0
Iterative Processes	250	3.30	0.98	1.0	2.0	2.5	3.0	4.0	5.0
Collaboration	250	3.49	1.01	1.0	2.0	3.0	4.0	4.0	5.0
New Product Development	250	3.36	0.97	1.0	2.0	3.0	3.0	4.0	5.0
Market Adaptability	250	3.12	0.99	1.0	2.0	2.5	3.0	4.0	5.0
Time-to-Market	250	3.01	1.06	1.0	2.0	2.0	3.0	4.0	5.0
Customer Satisfaction	250	3.17	1.00	1.0	2.0	2.5	3.0	4.0	5.0
Variable	Count	Mean	Std Dev	Min	10%	25%	50%	75%	90%

Source: Author's development

4.2 Correlation Analysis

There were several positive Pearson correlation coefficients between the variables of agility and innovation. It was verified that Team Autonomy was significantly correlated with New Product Development ($r = 0.21$, $p < 0.01$) and Market Adaptability ($r = 0.24$, $p < 0.01$), indicating that empowerment contributes to innovation. Agile work cycles were demonstrated to have a small but positive correlation with Customer Satisfaction ($r = .19$, $p < .05$) and with Time-to-Market ($r = .18$, $p < .05$), indicating that this approach can expedite delivery.

There was no substantial correlation between Decision-Making Speed and the results of innovation, which indicates the need to study structural barriers in greater detail.

4.3 Regression: Agility Score and Innovation Score

A basic linear regression was performed, with the Agility Score serving as the predictor variable for the Innovation Score. The outcome was not significant at the p-level (beta = -0.077, R-squared = 0.005), which demonstrates that overall agility, as a single and composite measure, is not important when applied to innovation outcomes in the examined sample.

Multiple regression analysis

To determine how each of the factors specified in the study relates to the different outcomes of innovations, multiple regression models were built, wherein the dimensions of agility became predictors of each of the innovation outcomes.

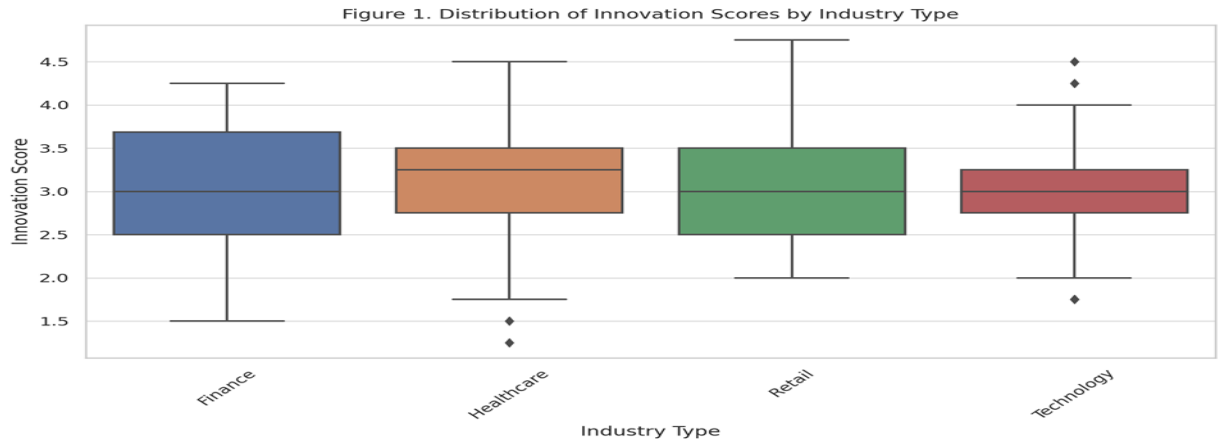
Important findings are:

1. Team Autonomy played a significant role in predicting New Product Development (0.197) and Market Adaptability (0.228).
2. The most significant predictor of Time-to-Market was Iterative Processes (0.165).
3. Collaboration appeared as one of the main predictors of Customer Satisfaction (0.144).
4. The R^2 values of the model ranged from 0.07 to 0.10, indicating moderate explanatory ability.

These findings support the observation that individual elements of agility, rather than the combined total, determine particular innovation results.

Table 3. Multiple Regression Models: Agility Predicting Innovation Outcomes

Innovation Outcome	R-squared	Intercept	β_Decision-Making	β_Team Autonomy	β_Iterative Processes	β_Collaboration
New Product Development	0.094	2.668	0.073	0.197	0.104	0.121
Market Adaptability	0.104	2.481	0.030	0.228	0.098	0.153
Time-to-Market	0.091	2.422	0.042	0.125	0.165	0.114
Customer Satisfaction	0.092	2.533	0.022	0.111	0.123	0.144



Source: Author's development

Figure 1. Distribution of Innovation Scores By Industry Type

4.4 Insights at the Organization Level

Means of agility and innovation were calculated on an organisation-wide basis. In some companies (e.g. Organisation 3 and 8), the patterns showed that high levels of agility and innovation scores were observed, which indicates a successful agile. Others (e.g., Organisations 4 and 9) had inferior innovation results with moderate agility, which is possibly because of the contextual influences or due to cultural influences.

Source: Author's development

Figure 2. Scatterplot of Agility vs Innovation Scores by Company Size

Self-reported perceptions usually lessen the statistical relationships, which makes the functioning of the regression coefficients and explain variances the way they are, unsurprising. Also, the limited variance in agility and innovation scores across the sample weakens most observable correlations. It is feasible that context-specific moderators, for example, industry regulation, team development age, and the quality of feedback, influence the impact of different agile practices, suggesting that the unconditional main effects are weakened. Finally, it should be pointed out that in organizational

contexts, small coefficients in autonomy, iteration, or collaboration may result in substantial performance differences when scaled across team and projects (Arrieta et al., 2020).

5. Conclusion

The purpose of the study was to investigate how different industries are served by agile organisational structures and their impact on innovative outcomes. Based on the answers of 250 professionals working in ten organizations, the results present strong evidence that certain agile practices, as opposed to widespread agility, are the primary drivers of innovation.

One of the key findings of this work is about the varying influence of the elements of agility. Notably, Team Autonomy was the strongest and most consistent predictor of all the innovation indicators. Experienced higher autonomy also rated higher in terms of the measurements ofnew product development and market adaptability. It substantiates an emerging literature that empowers, decentralises, and, in large part, focuses on ownership as key to creativity and responsiveness, which are integral to teams. The aspect of autonomy enables teams not only to react to changes more quickly but also to self-initiate their inquiry process, thereby seeking out opportunities without relying solely on top-level direction (Ikiomoworio Nicholas Dienagha, 2022).

Collaboration has become a significant predictor of Customer Satisfaction, highlighting the importance of sharing knowledge, alignment, and group problem-solving. Multifunctional teams that comprise cross-functional company staff and diverse viewpoints can be well-positioned to address the needs of complex customers (Alamri et al., 2024).

Surprisingly, the insignificant contribution of Decision-Making Speed to predict any outcome of innovation was obtained. Although agile literature may emphasize the importance of a fast decision cycle as a competitive edge, the evidence indicates that the fast pace does not make a difference to innovation unless it is supported by structure, independence, and feedback loops. The possible meaning is that quick decisions, when not anchored in empowered and competent teams, can only lead to maladjustment or cosmetic alterations that do not materialize into quantifiable innovation (Onesi-Ozigagun et al., 2024).

Notably, the basic linear regression model used to determine whether the composite Agility Score could predict the composite Innovation Score was insignificant. It implies that an integrative or averaged perspective of agility conceals the more layered and discriminating effects of particular agile practices. The other side of the picture was represented by the multiple regression models, which showed much more precise patterns of influence, with various agile variables able to predict various innovation outcomes. This is not only of theoretical importance but also a matter of management: agile transformation should be applied selectively, strategically and based on needs, depending on the outcome (“Agile Methodologies in Procurement Solution Design Best Practices,” 2024).

Additionally, visualisation of the agility innovation connection through the lens of a specific industry and company size will provide a framework through which organisational context influences the agility innovation connection. Agility was shown to have the most significant impact on smaller companies, as there was a closer correlation between scores of agility and high innovation. This could indicate their flexible structure, less bureaucracy and short feedback loop. Bigger companies, in turn, exhibited a greater spread —probably thanks to complexity, hierarchical decision-making, and a diversity of agile adoption across different units (Kohli & Jaworski, 2020 ;(Warner & Wäger, 2019).

Conflict of Interest

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