EXPANDING THE SYSTEMATIC LITERATURE REVIEW ON TEAM ISSUIES IN AGILE MEETINGS: INCORPORATING NEW PRIMARY STUDIES

Maja GABOROV

Abstract: Given that most companies today apply agile principles, a lot of attention should be paid to the problems that arise there. This paper presents an additional literature search to find issues related to meetings. A systematic review of the literature has already been done in previous research, and in this paper, we want to repeat the systematic review and determine whether there are recent studies that talk about the problems in teams during agile meetings. The results of this paper enable the validation of the previously developed theoretical model, which contributes to the further relevance of that model for contemporary challenges in agile teams. If the problems remain the same, it confirms the durability of those problems in practice. If new problems arise in recent works, this SLR allows for their systematic review and analysis, which can contribute to further developing strategies to overcome those challenges. This paper can help both researchers and practitioners in the IT industry to better understand the current challenges faced by agile teams during meetings. If there is a lack of recent work on this topic, this paper may point to a research gap, which may encourage further research in this area.

Keywords: *Expanding Systematic Literature Review, Team issues, Agile meetings*

1. INTRODUCTION

Agile meetings are a key aspect of the agile methodological approach, enabling teams to collaborate effectively. These meetings, such as daily stand-ups, sprint planning, and retrospectives, aim to improve communication and collaboration within the team [1]. A systematic literature review (SLR) is a thorough method of searching, evaluating, and synthesizing existing studies corresponding to defined research criteria. SLR is used to ensure that all relevant evidence is included, thereby reducing bias [2]. In the previous research [3] we identified team problems in agile meetings by searching the literature, after which a model was created. Given that we want to identify recent literature that talks about these problems, as well as to possibly identify problems that we did not find before, it is necessary to perform a literature review. In this systematic literature review (SLR), we collected, synthesized, and analyzed research articles on agile issues in the IT industry published from 2023 onwards. Widely used electronic databases were monitored. After carefully following the study selection process, 10 articles were selected for this SLR. This paper serves to present the latest results related to problems in teams during meetings. This paper provides new insight into current issues in agile meetings by updating a previously conducted systematic literature review, focusing on the most recent studies since 2023. This provides a better insight into whether the problems identified in previous research are still present, and whether new challenges have emerged.

The problems from the previous research are as follows: Meetings take too long, Meetings are held frequently, Some team members are given little attention during meetings, Communication issues, Negative attitude towards meetings, Losing focus, Some team members do not actively participate in the meeting, Less time spent on regular tasks, Trust between team members, Scheduling of tasks, Motivation for work, and Avoiding meetings. As part of the previously conducted research, which was based on a systematic literature review (SLR), key problems related to agile meetings were identified, which significantly affect the dynamics of teams and their productivity. Meetings often last longer than planned, leading to frustration among team members, and many employees attend long meetings just to make a good impression on the meeting leader [1]. It has also been observed that meetings are held too often, which can cause dissatisfaction among participants [3-5]. During meetings, some team members receive disproportionate attention, while others are neglected and become mere listeners [6], which can result in poorer communication and reduced motivation. In addition, poor communication can significantly affect

team dynamics, and different work schedules and physical distance further complicate the exchange of information between members. A negative attitude towards meetings often develops when team members feel that their presence does not bring value or when they feel excluded from the process, which can further reduce motivation to work and negatively affect the allocation of tasks [7]. Long meeting durations lead to a loss of focus among members [8], which affects the quality of discussions and engagement, while reduced time for regular tasks can lead to a decrease in overall efficiency. Trust among team members can weaken due to insufficient communication and unequal participation, which can lead to misunderstandings and reduced effectiveness [9]. Ultimately, all of these problems can significantly affect the motivation of team members, with meeting dissatisfaction, lack of focus, and poor communication leading to reduced engagement. The identification of these problems provides a basis for developing potential solutions that can improve the efficiency and productivity of teams during agile meetings, allowing efforts to be directed towards the implementation of technical solutions that will improve the organization of meetings and communication among team members.

The paper presents a SLR that was repeated to obtain the latest relevant studies to identify whether there are new problems in teams during meetings. This will help in the enrichment of the model. SLR increases both the validity and reliability of research by relying on a comprehensive review of existing research and theories. This helps to strengthen the argumentation and grounding of the theoretical model. It will help to potentially find problems that we can take into account when enriching the model, which will represent the basis for a future technical solution that has, above all, the goal of facilitating the holding of agile meetings.

2. RELATED WORK

In a previous paper titled "Development and Validation of a Theoretical Model for Addressing Problems in Agile Meetings: A Systematic Literature Review and a Qualitative Study", a systematic literature review (SLR) was conducted to identify key issues facing IT teams during agile meetings. Based on the collected data, a theoretical model presented these problems. After that, the model was validated through a qualitative study, including interviews with IT experts. These interviews identified potential improvements and additions to the model, further improving its relevance and application in practice [3]. Building on this research,

a systematic literature review is being repeated to uncover newer sources, as well as potentially newer issues that require further consideration.

Morrison-Smith & Ruiz (2020) examine the collaboration challenges facing virtual teams and explores current strategies to address these issues. The systematic search identified relevant studies, primarily focused on computer-supported cooperative work. The challenges are categorized into five key areas: geographic distance, time distance, perceived distance, team configuration, and workforce diversity. The review discusses design implications for groupware intended to improve collaborative tasks in virtual teams, emphasizing the importance of improving communication, establishing common ground, ensuring transparency of work, and using familiar technology. These insights are essential to improving the efficiency and performance of virtual teams [10]. Stray et al. (2016) explore the effectiveness of daily stand-up meetings in agile teams, highlighting obstacles that arise during meetings, including loss of focus and problems with team member participation [11]. Perkusich (2017) presents a model for identifying problems in software development using the Scrum methodology, particularly focusing on challenges such as lack of transparency and communication problems during meetings [12]. Mortada et al. (2020) explore the reasons why software teams deviate from the Scrum methodology, including implementation challenges and problems in holding effective meetings [13]. Putrianasari et al. (2024) analyze the problems with implementing Scrum in small organizations, with special emphasis on meetings and communication challenges [14]. Some authors indicate that teams that use effective meeting management techniques record a higher level of engagement and satisfaction among members, while disorganized meetings can cause frustration and a negative attitude toward teamwork. Also, it is emphasized that it is important to ensure a balanced participation of all team members to allow everyone to contribute, which can improve team dynamics and project results [1]. Also, some authors examines team dynamics in agile environments, discussing how effective communication and collaboration impact team performance and project outcomes. The authors emphasize the importance of transparency and shared understanding during agile meetings to minimize misunderstandings and conflicts [15]. Some authors investigate the role of leadership in facilitating productive agile meetings. They provide insights into how leadership styles can influence team dynamics and meeting outcomes, suggesting that supportive leadership fosters better engagement and conflict resolution [16].

These papers clearly indicate the multiple challenges related to communication, transparency, and team dynamics in the context of agile and virtual meetings. Re-conducting the SLR enables the identification of newer sources and potentially new problems that were not recognized in the previous literature. Identified new challenges will be incorporated into the model to make it updated and more relevant in the context of modern IT teams and their needs. Newer research can confirm, extend, or challenge previous conclusions, thus ensuring that the model remains comprehensive. The identification of new problems can contribute to the development of better functionalities of the technical solution that is currently being developed.

3. METHODOLOGY

Previous study was focused on the identification of team problems in the implementation of agile meetings. This research applies the systematic literature review (SLR) methodology [2]. Moher et al. (2009) [17] and Higgins & Green (2011) [18] describe the aims and benefits of systematic reviews. The scientific field is constantly evolving, and new research can bring additional insights, changes in the understanding of problems, or new solutions. Revisiting allows for the inclusion of more recent data [18]. Therefore, this study aims to present recent research that suggests team problems, where only problems that we did not identify in the previous research, i.e. in the previous literature review [3], are of importance for enriching the model. It is necessary to review the literature again and determine whether there are any problems that were not noted in the previous literature review in order to enrich the model in the future. If these problems exist, it is necessary to present the model as precisely as possible in the future, because based on the model, a technical solution will be implemented that aims to facilitate the holding of agile meetings in the team. The scientific field is constantly evolving, and new research may provide additional insights or solutions that were not available during the previous review. If more recent research addresses issues found in previous research, this will also be shown, as it is desirable to confirm some issues based on the latest studies.

3.1 Search strategy

A search strategy specifies the data sources from which studies are to be extracted and defines the set of keywords to act as the search string. To meet the research objective, it was necessary to identify papers that documented team issues in agile meetings. To identify appropriate papers, we employed a literature search strategy centered around specific keywords to guide our search process. The same keywords as in the previous research were used [3]. Search strategies [7] use alternative words and synonyms in each search string. The search string is based on keywords and logical connectors and addresses the following search string:

{agile meetings} AND {team collaboration OR team communication or team dynamics} AND {problems or obstacles OR challenges}

This combination was designed to capture a broad range of studies related to team issues in agile meetings, ensuring comprehensive coverage of the relevant literature. The following libraries were used for the literature review: IEEEXPlore, Science Direct, Springer, and MDPI. After that, a review of the literature was also carried out in Google Scholar to increase the number of scientific papers. The aim was to review the most recent publications starting from 2023, with a focus on conferences and journals in which the peer-reviewed papers were published.

3.2 Performing review

Papers were first selected by keyword criteria. Then, in the second selection process, papers were selected after reading the title, and the authors considered whether it suggested to them that the issues would be presented in the study. After that, in the next process of paper selection, the abstract was analyzed according to the same objectives, where a certain number of papers were selected. Papers that were not selected in the selection process in the previous research were selected. The authors read the introduction, body, and conclusion and considered whether the case studies were appropriately considering issues in agile meetings. The author used the following procedure to identify the most relevant studies:

1. Choosing the keyword for research

2. Looking in the digital library, trying to research keywords based on inclusion and exclusion criteria.

3. Analyzing each paper through title and abstract. Checking whether the found paper has already been used in previous research.

4. Downloading papers covering search criteria. Reviewing introduction and conclusions conscientiously, and taking a fast view of the rest of the sections in a paper.

This process was applied to each electronic library.

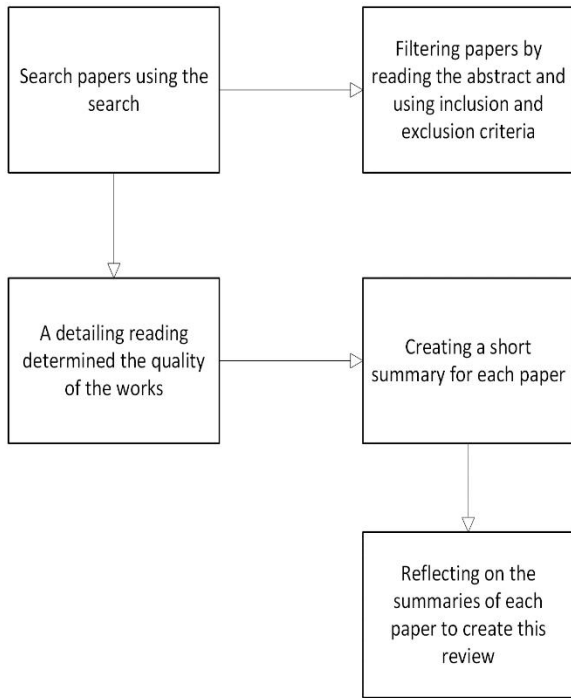Figure 1 shows the phases that were involved in the searching process.

Figure 1. Systematic search process

3.3 Defining inclusion and exclusion criteria

To ensure that the primary studies are relevant to the objective of this review, the inclusion, exclusion criteria and quality assessment list are as follows:

Inclusion criteria

(1) the papers were published in the period starting from 2023; (2) papers written in English; (3) papers that were published in reviewed journals and conference proceedings; (4) papers related to the IT and software industry; (5) papers that talk about agile meeting problems; (6) include only papers not included in earlier research [3].

Exclusion criteria

(1) papers that are duplicates of papers that were already included; (2) papers not related to agile meeting problems; (3) unavailable PDF files; (4) exclude papers included in earlier research [3].

Papers were selected if they met the inclusion criteria. After the inclusion of papers according to the criteria, the other parts of the paper were reviewed again, starting with the introduction and the conclusion sections. If the authors felt that the papers were relevant to this research, they selected those papers. The papers were selected by the authors, taking care as to whether the text of the paper had indications of problems from agile meetings that are exclusively related to problems in the team. This process was applied to each electronic library. The following section provides an overview of the selected studies.

3.4 Overview of selected studies

Table 1 summarizes the activities undertaken for the literature search. Initially, 19 papers were identified across various scientific research libraries based on the formulated keyword search strategy. A review of the titles reduced this number to 17 relevant studies. Following this, the abstracts of the selected papers were analyzed, narrowing the selection to 10 papers. After applying specific inclusion and exclusion criteria, the number of relevant papers was 10. A comprehensive review of the introduction, body, and conclusion of each of the 10 papers was conducted, all 10 scientific papers explicitly addressed team questions in agile meetings. To ensure accuracy, a manual review was performed to verify that no duplicate entries were included in the final selection. Numbered lists can be added as follows:

Table 1. Selected studies

Database	Searching Based on Keywords	Reviewing Title	Reviewing Abstract	Inclusion/Exclusion	Detailed Reading
IEEE Xplore	2	2	1	1	1
Science Direct	5	4	2	2	2
Springer	4	3	1	1	1
MDPI	2	2	1	1	1
Google Scholar	6	6	5	5	5
Total	19	17	10	10	10

Table 2 presents the primary studies that passed the selection process presented in Table 1.

Table 2. Primary studies

Primary Studies (PS)	References
PS1	Reunamäki, R., & Fey, C. F. (2023). Remote agile: Problems, solutions, and pitfalls to avoid. *Business Horizons*, *66*(4), 505-516. [19]

PS2	Haryono, K., Sujarwo, A., Pattiasina, M. A. B., & Hidayatullah, F. R. (2023). Agile adoption challenges in Scrum event using TRIZ approach. In *AIP Conference Proceedings* (Vol. 2508, No. 1). AIP Publishing. [20]
PS3	Dingsøyr, T., Schneider, P., Bergersen, GR, & Lindsjørn, Y. (2024). Challenges in Understanding the Relationship between Teamwork Quality and Project Success in Large-Scale Agile Projects. In *Proceedings of the 2024 IEEE/ACM 17th International Conference on Cooperative and Human Aspects of Software Engineering* (pp. 51-56). [21]
PS4	Almashhadani, M., Mishra, A., Yazici, A., & Younas, M. (2023). Challenges in agile software maintenance for local and global development: an empirical assessment. *Information* , *14* (5), 261. [22]
PS5	Binboga, B., & Gumussoy, CA (2024). Factors affecting agile software project success. *IEEE Access.* [23]
PS6	Saeeda, H., Ahmad, MO, & Gustavsson, T. (2023). Challenges in large-scale agile software development projects. In *Proceedings of the 38th ACM/SIGAPP Symposium on Applied Computing* (pp. 1030-1037). [24]
PS7	Kadenic, MD, Koumaditis, K., & Junker-Jensen, L. (2023). Mastering scrum with a focus on team maturity and key components of scrum. *Information and Software Technology* , *153* , 107079. [25]
PS8	Berntzen, M., Stray, V., Moe, N. B., & Hoda, R. (2023). Responding to change over time: A longitudinal case study on changes in coordination mechanisms in large-scale agile. *Empirical Software Engineering, 28*(5), 114. [26]
PS9	Renault, M. A., & Tarakci, M. (2023). Affective leadership in agile teams. *California Management Review, 65*(4), 137-157. [27]
PS 10	Klotins, E., & Talbert-Goldstein, E. (2023). Organizational Conflicts in the Adoption of Continuous Software Engineering. In *International Conference on Agile Software Development* (pp. 149-164). Cham: Springer Nature Switzerland. [28]

4. DISCUSSION OF FINDINGS

Based on the literature review, the conceptual model with relationships between the mentioned problems was created and described.

Based on the conceptual model, issues can be discussed during meetings that are key to issues such as on-time delivery, code integration, and requirements creation and clarification. It can be concluded that meetings can take up employees' time and that this can affect on-time delivery, therefore solving problems where the code needs to be integrated with the rest. If not enough information is conveyed at meetings, there may be problems in solving user requests, as well as delays in product delivery.

Great attention should be paid to the quality and length of meetings. Employees should spend a lot of time dealing with customer requests. The client must not wait, and the product should be what he asked for according to the requirements even if he can change the requirements during the project. In order to resolve all requests in a good way, it is necessary to listen during the meeting so that no important information is overlooked. Table 3 presents the identified problems in recent primary studies. Problems not identified in earlier research are Lack of Clear Roles, Lack of engagement, and Insufficient preparation for meetings. These problems are investigated to identify challenges that can be solved by implementing a technical solution that is currently in the implementation phase.

Table 3. Problems in recently primary studies.

Problems	Primary Studies (PS)
Meetings take too long	PS2, PS5, PS7
Meetings are held frequently	PS2, PS5, PS7
Some team members are given little attention during meetings	PS2, PS7
Communication issues	PS1, PS2, PS3, PS4, PS5, PS 7, PS9, PS10
Negative attitude towards meetings	PS5
Losing focus	PS7
Some team members do not actively participate in the meeting	PS5, PS6, PS7
Trust between team members	PS10
Motivation for work	PS3, PS6, PS7, PS8
Avoiding meetings	PS5
Lack of Clear Roles	PS1
Lack of engagement	PS2, PS5
Insufficient preparation for meetings	PS5, PS7

The results of this extended systematic literature point to key issues facing teams in agile meetings. Analysis of primary studies showed that the most common problems are too long and frequent meetings, lack of active participation of all team members, poor communication, and a lack of clear roles and preparation for meetings. These findings confirm and deepen previous conclusions about challenges in agile meetings while identifying new issues such as lack of engagement and clear responsibilities, which were not previously recognized as key factors.

A lack of clear roles can confuse team members, leading to inefficiency and conflict. In agile methodologies, where collaboration and team dynamics are key, vaguely defined roles can result in overlapping tasks or missing important responsibilities. When team members are unsure of their responsibilities, it can negatively affect their motivation and engagement [29]. A lack of clear responsibilities can lead to inefficiency, confusion, and conflict within teams, ultimately affecting motivation and engagement. One study by Trzeciak & Banasik (2022) on motivators in agile teams highlights that role clarity is crucial for employee effectiveness and commitment in agile settings [30] . A lack of engagement during meetings can result in team members being passive, which hinders creativity and innovation. In virtual environments, where physical interactions are limited, the challenge is to maintain a high level of engagement. Passive team members can become demotivated, which further worsens team dynamics and can lead to conflict among active members. Incomplete preparation for meetings can significantly reduce their effectiveness. When team members don't get relevant information or don't understand the goals of the meeting, time is often wasted on basic topics instead of focusing on key challenges and solutions. This situation can lead to frustration among members who have adequately prepared and reduce trust in the team.

No studies were found in large numbers, which indicates a lack of research in that area. Grant & Booth (2009) provide practical advice for several primary studies within different types of literature reviews, which shows that this research has a small number of primary studies [31]. Multiple studies were found in the previous research. This systematic literature review was not very helpful in finding new primary studies, although studies were found that address issues that can be considered when developing a technical solution.

4.1   Research implications

This systematic literature review can be used by industry professionals. Although this literature review only covers issues that arise in agile meetings, it can help practitioners understand the importance of well-organized meetings and see how problems can potentially be solved, keeping in mind that teams need to feel motivated to work and that clients feel satisfied with the product.

Practitioners may realize that it is desirable to automate the meeting process, which would make it easier for employees not to spend a lot of time in meetings but on solving their tasks. It would be desirable to create software that, instead of holding meetings, would allow each of the employees to write their impressions and thus reduce the time spent in meetings, but this software could enable all employees to see the impressions of others. The manager should define the clarity of roles before the meeting, periodically refreshing this information. Also, using visual tools (eg diagrams or tables) to represent the roles of team members. It is also necessary to regularly ask for feedback from team members about meetings and their structure. The manager should make mandatory preparations before the meetings, such as preparation materials and defined objectives for each meeting.

Researchers can take lessons from this work on how to conduct a literature review process on specific problems. By reading this literature review, researchers can see some of the problems in organizing meetings and expand the research with more problems that can potentially arise. Each identified problem can be the basis for the functionalities that the technical solution should offer. For example: A technical solution may include options to encourage interactivity during meetings, such as polls or idea-sharing tools. A function can be developed to clearly assign and review responsibilities for each meeting. The system can remind participants to prepare or automatically distribute agendas and relevant information before the meeting. Also, this literature review can serve as a starting point for a more detailed examination of problems in organizing meetings.

4.2   Validity of the research

Although the above implications indicate several strengths of this work, the author is aware of certain limitations to the validity of the research. Therefore, the reliability of research findings can be increased by considering the limitations that affect the validity of the study (Kitchenhan et al, 2015) [2], which includes considering internal and external validity.

Internal validity refers to all activities performed during research that lead to the construction of research findings. When selecting studies, the author followed guidelines for conducting systematic literature reviews and clearly described the entire process. Author applied inclusion/exclusion criteria and quality assessment criteria to minimize this type of threat in order to select the most relevant literature. It is possible that the author missed some case studies

that were published in digital libraries that were not searched. However, goal was to search the most influential libraries where papers are published after a rigorous review. Extracting data from the available papers was difficult because many studies did not explicitly mention and explain each of the problems the author observed, requiring interpretation of the data, which includes personal bias. This threat was minimized by having some of the issues appear in multiple papers (by different authors). Also, studies from 2023 and newer were searched, which is automatic and there was a high probability that a large number of studies would not be found. No great attention was paid to the number of studies, but the goal was to find out whether new studies had new team problems, or new studies that confirmed problems found in previous research, all in order to enrich the model created in previous research.

External validity refers to the generalizability of the findings presented in this study. The findings relate to problems in meetings that apply Agile methodologies, so the applicability to projects that apply other methodologies is questionable. However, most recent projects and research in the IT industry are based on Agile methodologies, which increases the generalizability of this review. In addition, the detailed description of the literature review leading to the defined problems can be used to develop an even larger literature review which further increases the usability and generalizability of the presented study and findings.

5. CONCLUSION AND FUTURE WORK

This paper discusses the importance of problems in agile meetings. The author conducted a re-review of the literature in the hope of finding problems that the author may not have noticed in previous research. Only large databases with a limited time frame were searched, so new studies from 2023 were considered. The author discovered several new problems that arise during the implementation of agile meetings in teams but also confirmed the existing problems from previous research. Employees should work efficiently to achieve project goals so that clients are satisfied with the outcome, and for this reason, great attention should be paid to the satisfaction of the team. Given that meetings are a daily activity, it is necessary to pay attention to team dynamics at meetings. The advantage of this review is that project managers and other employees can see specific problems that arise in IT companies, such as problems related to meetings and their relationships. In this way, they can more

easily recognize which of these problems are potentially occurring in their companies. Some potential solutions can be of importance in solving the problem. Additional problems not observed in earlier research: Lack of clear roles, Lack of engagement, and Insufficient preparation for meetings. It is necessary to think about these problems, whether they are part of the model, that is, whether they can be taken into account when creating a technical solution that aims to facilitate the holding of meetings. Problems identified in previous research also appear in more recent studies, confirming that these problems indeed require attention. In the future, software based on the model will be developed to solve certain problems related to meetings, which would make meetings easier to hold and reduce employee dissatisfaction. Therefore, key issues have been identified that can be focused on during the implementation of a future technical solution. The research results highlight the need to mitigate or prevent problems in practice.

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Contact information:

Maja GABOROV, Teaching Assistant (Corresponding author)
University of Novi Sad Technical Faculty "Mihajlo Pupin",
Zrenjanin
23000
Mail: maja.gaborov@uns.ac.rs
https://orcid.org/0000-0002-3810-6156