Market or Adhocracy Culture? Role of Organizational Culture in Organizational Innovativeness in Retail Industry

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Abstract: - Remaining competitive in the fast-changing retail market is essential. A growing body of research emphasizes the importance of a supportive organizational culture in fostering creativity and innovation—two essential characteristics that must be "everlasting". The values an organization chooses to embrace can either encourage or restrain innovation. For a culture to support innovation, it needs to be strong yet flexible, market-oriented without being overly reactive, and structured without hindering creativity. Innovation itself is multidimensional, influencing products, processes, and organizational and strategic approaches to business. So, is there a specific type of organizational culture that best supports innovation, particularly in the retail sector? What would the ideal organizational culture look like to foster innovation in this dynamic environment? The OCAI instrument (1999) was used to assess the dominant values related to key organizational dimensions, including dominant characteristics, organization leadership, management of employees, organization glue, strategic emphasis, and criteria of success. These values were then mapped to four types of organizational culture: adhocracy, clan, market, and hierarchy. This is the first time the OCAI instrument has been used to assess the cultural profile within the retail industry in Albania. A validated instrument of innovativeness was used to measure various types of innovation, including market, product/service, process, strategic, and behavioral innovation. The results indicate that market culture is predominant in the gathered data, which leads to a focus on market and product-oriented types of innovation. Additionally, a linear regression analysis was conducted to examine the relationship between organizational culture and innovation. The findings suggest a causal connection between these two variables within the consumer electronics industry.

Key-Words: - Organizational Culture, OCAI, Innovation, Innovativeness, Retail, Consumer Electronics.

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1 Introduction

In today's rapidly changing business environment, the need to remain competitive is essential. Companies need to keep track of the dynamic changes in consumer preferences, advancing technologies, and new ways of doing business; they need to be innovative. 'Constant adaptation is particularly crucial for retail companies, as it enables them to effectively respond to evolving consumer needs. Adaptive cultures that encourage risk-taking, trust, and proactivity are associated with superior performance. Retail companies with such cultures can better anticipate and respond to environmental changes, facilitating innovation', [1]. Companies can explore greater opportunities for growth and long-term success by recognizing the important role culture plays in embedding new ideas.

Numerous studies by various authors have emphasized the significant impact of organizational culture and climate on driving innovation. A supportive organizational climate has a significant direct positive effect on employees' innovation behavior, [2]. In their work [3] have found that organizational culture significantly influences the dynamic capability of innovation. The findings of [4] suggest that organizational culture significantly impacts creativity and innovation in retail firms. Retail firms that score well on dimensions such as trust, openness, and idea support are more likely to support innovation, [4].

In addition to organizational climate and culture, other factors identified in the literature as influencing innovation include but are not limited to, business size, organizational complexity, information technologies, organizational design, strategy, leadership, human resource practices, and market orientation', [5].

Organizational culture is a combination of shared values, beliefs, and assumptions that help employees understand how the organization functions and orientates them on how to behave, [6], [7], [8].

Innovation on the other side, is defined as the adoption of a new idea or behavior within the organization. The process of innovation is considered a process that includes the generation, development, and implementation of new ideas or behaviors. Innovation encompasses various types, including new products or services, new process technologies, new organizational structures or administrative systems, as well as new plans or programs aimed at improving organizational operations, [5].

Innovative culture is a culture that supports innovation, creativity, and productivity in organizations, [9].

As mentioned, previous research has highlighted the impact of culture on innovation, [9], [10], [11], [12], [13], [14], [15], [16], [17], [18], [19], [20], [21].

However, retail innovation has traditionally received less academic focus compared to other industries, despite its critical role for retailers to adapt to a dynamic market, [4].

This research contributes to the management discipline by providing an overview of organizational culture and innovativeness constructs within a company operating in retail, specifically focusing on consumer electronics sector. A quantitative approach was used to assess the mentioned constructs.

This paper seeks to address the following research questions:
1. What type of organizational culture dominates in a company within the electronics retail industry, as measured by the OCAI instrument, and how does it compare to retail companies in the USA?
2. What are the company's most dominant types of innovation, including product, process, market, strategic, and behavioral innovation?
3. Does organizational culture impact innovation in consumer electronics companies?

The primary objective of the study was to explore which organizational culture type fosters innovation in the retail electronics industry. To achieve this, the research is structured into five sections:
Section two reviews the most relevant literature on organizational culture and innovation.
Section three outlines the methodology employed in the study.
Section four presents the results and analysis, followed by the findings related to organizational culture and innovation by exploring additionally their relation.
Section five offers conclusions and acknowledges the study's limitations.
Section six suggests the practical implications of this study and potential directions for future research.

2 Literature Review

The literature review aimed to identify support for the constructs used to measure innovation and organizational culture, based on the understanding that organizational culture plays an important role in either enhancing or hindering creativity and innovation within organizations. The following subsections define organizational culture (OC) and innovation according to various authors, highlighting the most significant research in these areas. Furthermore, the theoretical frameworks that support this study are explored.

2.1 Theoretical Framework

For the purpose of studying innovation in relation to organizational culture, the authors decided to use the Dynamic Capabilities Framework and the Resource-Based View Theory (RBV). The Competing Values Framework (CVF) was additionally found necessary to be used because it can identify which cultural archetypes (e.g., clan, adhocracy, hierarchy, and market) can influence innovation.

2.2 Dynamic Capabilities Framework

The Dynamic Capabilities Framework focuses on an organization's ability to adapt, integrate, and reconfigure internal and external resources to respond to environmental changes, [22]. Organizational culture plays an important role in this regard, as it shapes how employees collaborate, share knowledge, and embrace change thus enabling the development of dynamic capabilities for innovation.

2.3 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, suggests that resources that are valuable, rare, inimitable, and non-substitutable can provide a competitive advantage, [23]. According to the work of the same author organizational culture is often considered a strategic resource that shapes behaviors, decision-making, and overall organizational effectiveness, contributing to sustained competitive advantage, [24]. A strong, innovation-oriented culture can foster creativity and resource utilization for innovation.

The organizational innovation literature adopts also an integrated perspective that combines both economic-based and behavioral-based theories, [25]. One such perspective is the **Cultural Perspective of Innovation**, which is grounded in the **Competing Values Framework,** [26]. According to various authors, the clan, hierarchy, market, and adhocracy cultures—each representing distinct values within an organization—can either support or impede innovation, [20], [27], [28].

2.4 Innovation

Innovation is defined by many authors as the adoption of a new idea or behavior related to a system, policy, program, device, process, product, or service within the adopting organization. [29] define innovation as the successful implementation of creative ideas within an organization.

However, there is conceptual confusion regarding the characteristics of innovation, its types, and the hierarchical locus of innovation, [30]. The following paragraphs aim to integrate these varying perspectives.

[31] was the first to write about innovation, defining it as the introduction of new products, new production methods, new sources of supply, exploration of new markets, and new ways of organizing businesses.

According to the [32] innovation can take various forms, including product innovation, process innovation, organizational innovation, and marketing innovation, [32].

[25] distinguishes between radical innovation, which brings significant changes to an organization's activities, and incremental innovation, which involves innovations with smaller degrees of novelty. According to this author, innovation can be categorized as either technical (product, service, or technology-related) or administrative (new policies, procedures, and forms of organizing). In the international research odyssey by [33], innovativeness was measured using criteria such as being the first to market, avoiding late entry and stable markets, and staying at the cutting edge of technology. Additionally, Innovativeness is defined as "an organization's overall innovative capability of introducing new products to the market or opening up new markets, through combining strategic orientation with innovative behavior and process", [34]. As it is a validated construct of five items 'product innovativeness, market innovativeness, process innovativeness, behavioral innovativeness, and strategic innovativeness' it was used by this paper's authors to measure innovation. Innovation, in turn, is influenced by various factors and determinants, which are primarily categorized into individual, organizational, and environmental factors, [5]. According to [5], organizational factors are the most dominant and influential determinants of innovation. At the same time, [35] identif several organizational determinants that influence innovation, including culture, climate, leadership, management practices, information acquisition, retrieval, and sharing, as well as organizational structures, systems, and environment, [35]. Other determinants include but are not limited to, factors such as business size, organizational complexity, information technologies, organizational design, strategy, leadership, human resource practices, market orientation, and organizational climate and culture, [5]. Table 1 (Appendix) presents the key measures, types, and characteristics of innovation.

Retail companies interpret and implement innovation in various ways, one of which involves adapting innovativeness within their internal organizational culture. The authors propose that exploring this aspect further could enhance our understanding of the role innovation plays in the retail sector. On the other hand, in retail, where constant adaptation is important to keep up with changing consumer needs, a culture that encourages change and flexibility is especially valuable. Many authors agree on the indisputable role that organizational culture plays in driving innovation, [9], [10], [11], [12], [13], [14], [15], [16], [17], [18], [19], [20], [21], [43]. The following section provides an overview of organizational culture from this perspective.

2.5 Organizational Culture

Organizational culture is defined as the shared values, beliefs, behaviors, and underlying assumptions that members of an organization hold in common. Various scholars have made significant contributions to the study of organizational culture and its dimensions, including, [6], [7], [12], [44], [45], [46] and [47].

Among the extensive literature on organizational culture (OC), the authors of this paper have focused on works that explore how OC facilitates innovation. In this regard, the contribution of [26]. Competing Values Framework is particularly notable. This framework examines the organization's focus, distinguishing between internal vs. external orientation of the organization, and stability and control vs. flexibility and responsiveness. By doing so, their theory categorizes organizational culture into four distinct types: Clan, Adhocracy, Market, and Hierarchy, [26]. Each type of culture has distinct implications for creativity and innovation. 'Adhocracy culture, which emphasizes flexibility, adaptability, and a strong focus on innovation, promotes creative thinking and the development of innovative solutions more effectively than other cultural types. Market culture, while also focused on productivity and competitiveness, recognizes that innovation must be integral to the company's strategy. Although externally oriented, market culture is rooted in stability and control', [6]

Below in Figure 1 is a schematic representation of the framework proposed by [26].

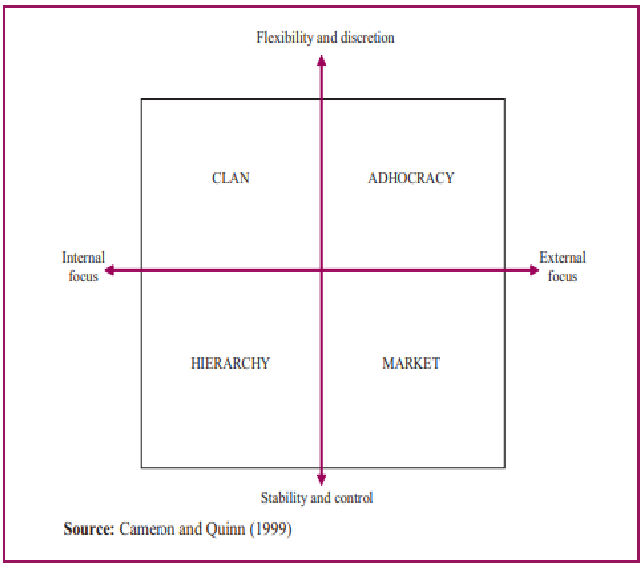


Fig. 1: Competing Values Framework, [26]

Several authors support, through empirical studies, the notion that adhocratic and market culture types are key drivers in the development of new products or services and in enhancing radical innovation, [27], [28]. 'Clan culture also emphasizes flexibility, but its focus is on the internal organization, with core values such as teamwork, employee involvement, and corporate commitment to employees'. As a result, clan culture is less oriented towards innovation. 'In contrast, hierarchy culture is control-oriented, focusing on internal organization with values such as efficiency, coordination, and strict adherence to rules and regulations', [6]. According to various studies, hierarchy culture does not support innovation; in fact, it often hinders it, [27], [28].

The authors of this paper have decided to use [26] framework for this research.

3 Methodology

3.1 The Instrument

As previously mentioned, the authors used the Organizational Culture Assessment Instrument (OCAI) developed by [26]to measure organizational culture. This model has been widely utilized in the study of organizational culture by numerous authors, and the validity and reliability of the instrument have been successfully tested in cross-cultural studies, across various industries, and in different countries, [8], [21], [28], [48], [49]. However, to the best of the authors' knowledge, and based on available research, the OCAI has not been validated or specifically applied within the retail industry, particularly in the consumer electronics sector, despite its widespread use in other industries. Several authors have validated the OCAI instrument across various mixed industries, with retail included as part of broader analyses. However, the conclusions regarding the impact of culture on innovation have been drawn from findings that span entire industries, rather than focusing specifically on the retail sector. In his study, [50] utilized the OCAI instrument across a range of industries, including retail, to examine the relationship between specific types of organizational cultures and leadership styles. In two other studies, [9], [51], which used the OCAI instrument across various industries, including retail, it was found that Organizational Learning Culture has a strong positive direct effect on innovation and a moderate positive indirect impact on innovation through an innovative culture. In the second study, it was observed that Organizational Learning Culture (OLC) not only had a positive relationship with financial performance but also influenced non-financial performance indirectly. While the study's findings are valid for the overall sample, they are not directly applicable to the retail sector alone.

This research offers an opportunity to explore the instrument's relevance and effectiveness in this context, potentially contributing new insights to the understanding of organizational culture in retail. Applied to the consumer electronics retail sector in Albania, this study is the first to be conducted based on comprehensive research from Albanian studies.

The six dimensions measured by this instrument are dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria for success, [26]. Based on the original framework, each dimension included four questions, with each question corresponding to one of the four types of culture, resulting in a total of 16 questions. Respondents were asked to allocate 100 points across the four questions within each dimension, assigning more points to those questions that most accurately represented their organizational culture. As it is known that variables related to organizational culture have different units of measurement compared to innovation factors [52], a transformation of the organizational culture variable was carried out using the following formula:

$$Likert_{scale} = 1 + \frac{(X-10)(7-1)}{100-10} \qquad (1)$$

In the above formula, X represents a variable measured on a different scale (organizational culture variable). This transformation to the Likert scale is necessary to standardize the data, ensuring all variables are in the same unit of measurement and can be accurately compared.

On the other hand, to measure the company's innovativeness, the authors chose to use the validated instrument by [34], which includes not only product and process innovation, but also market innovation, strategic innovation, and behavioral innovation. This provides a comprehensive approach to measuring a company's innovation. In contrast, other studies focus on fewer types of innovation; for example [39] consider only product and process innovation, while [41] use measures of administrative, product, and process innovation The items in the questionnaire related to innovation were measured using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The neutral point on the scale (4) was used for respondents who neither agreed nor disagreed with the statement.

It is important to acknowledge that the study depends on self-reported data, which may be subject to social desirability bias. To reduce this risk, anonymity was ensured during data collection, and validated measurement scales were utilized to help control for such biases. Table 3 provides additional insights in this regard.

3.2 Sample and Data Collection

The study was performed in the biggest consumer electronics company within the retail industry in Albania. It has more than 3000 employees and a turnover of more than 84 million Euros in the Albanian market and operates in Albania, Kosovo, North Macedonia, and recently in Bosnia and Herzegovina. The company in focus of the study has been in for more than 30 years in the market and is an undisputable market leader, that owns around 50% of market share in Albanian, North Macedonia, and Kosovo markets. The company has more than 80 stores in all markets in the consumer electronics industry and offers innovative products, novel marketing campaigns, and improved operations. This company has been selected due to its position as a leader in the industry, its operations across multiple markets, and its alignment with typical business models commonly found in retail. As a prominent player in the industry, the company reflects the strategic, organizational, and operational dynamics that are often observed in similar retail firms. By analyzing this company, we can draw meaningful insights into key industry results related to OC and innovation, making the findings applicable to a broader consumer electronics retail context. Furthermore, the company's diversity in terms of market reach and customer base enhances the relevance of the study, allowing the results to resonate with other retail organizations that share comparable structures and strategic goals.

The study included participants from all managerial levels within the company: operational managers (shop managers), middle-level managers (division managers), and top-level managers (senior managers).

The data for the study was collected from March to July 2024 using an online questionnaire administered via Google Forms. The authors chose this online tool for its convenience, though they remained present at the company offices throughout the data collection process. Prior to conducting the study, approval was obtained from the company's management. Demographic data of the sample is presented in Table 2.

The questionnaire was first translated into the native language and then pre-tested with five managers to ensure its validity and reliability. It was subsequently distributed to 57 managers across the company, offering a 70% response rate with 40 valid completed questionnaires.

Table 2. Demographic data

Gender	Female	14
	Male	26
Age	20-30	12
	31-40	19
	40-55	9
Division	Retail	15
	Headquarters	25
Education	High School	1
	Undergraduate	20
	Graduate	19
Position	Shop Managers	15
	Category Managers	11
	Marketing Managers	3
	Wholesale Managers	6
	Senior Top Managers	3
	Other Managers	2
Years of experience in the role	1-3 years	16
	4-5 years	6
	6-9 years	10
	More than 10 years	8

3.3 Statistical Analyses

SPSS software was utilized to process and analyze the statistical data. To assess the reliability of the items within the innovativeness construct, the authors applied Cronbach's Alpha. All items, except one, demonstrated very good reliability (above 0.8). The item used to measure strategic innovation, which scored around 0.7, was the only exception. Despite this, the authors chose to retain it, as it represents an unexplored variable and is crucial for the overall assessment of the innovativeness construct. According to [53] a reliability score above 0.7 is considered acceptable. The results are presented in Table 3. Reliability analysis was not conducted for the organizational culture construct, as the items (adhocracy, clan, market, and hierarchy) are not correlated, but rather are competitive with one another. For dimensions that are not correlated, traditional methods of assessing reliability and validity have been criticized as inappropriate, [54].

To check whether there were significant statistical differences between the retail and headquarters management respondents, a One-way ANOVA test was performed.

A Test of Homogeneity of Variances was conducted to determine if the sample was homogeneous. The Levene test showed non-significant results for all five items (p-values were above 0.05 for all), indicating that we can assume homogeneity of variances. This prerequisite allows for the appropriate application of the ANOVA test for the two samples, [55]. Results of Levene test are presented in Table 4.

Table 3. Reliability analysis for the innovativeness construct

Items	No of Items	No of Scales	Cronbach Alpha Values	Cronbach's Alpha Based on Standardized Items
Market Innovation	5	1-7'	0.776	0.816
Product Innovation	3	1-7'	0.908	0.914
Process Innovation	4	1-7'	0.832	0.844
Strategic Innovation	5	1-7'	0.696	0.703
Behavior Innovation	4	1-7'	0.925	0.927

Table 4. Levene test

Items	Levene Statistic	df1	df2	Sig.
Market Innovation	0.32	1	38	0.576
Product Innovation	1.42	1	38	0.240
Process innovation	0.21	1	38	0.653
Strategic innovation	0.00	1	38	0.961
Behavior Innovation	2.21	1	38	0.145

The One-way ANOVA analysis concluded that there are no significant differences between the retail and headquarters groups regarding all five items of the innovativeness construct (p-values > 0.001). Detailed information from the ANOVA test is provided in Table 5.

Table 5.
One-Way Anova

Items	Sum of Squares	Mean Square	F	Sig
Market Innovation	0.002	0.002	0.003	0.959
Product Innovation	0.049	0.049	0.056	0.814
Process innovation	0.905	0.905	1.075	0.306
Strategic innovation	0.167	0.167	0.161	0.690
Behavior Innovation	2.905	2.905	3.874	0.056

In other words, the results for all five types of innovation do not reveal meaningful differences in their mean values, suggesting that the responses from managers at retail shops are comparable to those from managers at headquarters. To explore the causal relationship between organizational culture and innovativeness, the authors used a linear regression model. The regression model required identifying the key components for each set of variables related to organizational culture and innovation.

To achieve this, the authors employed Principal Component Analysis (PCA), a statistical technique used to reduce dimensions and detect the internal structure of the data, [56]. PCA helped determine the number of components necessary to explain the overall variation in the culture and innovativeness factors. The results of the analysis are summarized in Table 6 (Appendix).

4 Results and Findings

In this section, the authors present the results related to the organizational culture measures and the innovativeness construct measures, along with their relationship to one another.

4.1 Relationship of Organizational Culture and Innovativeness

Once the factors for Organizational Culture and Innovativeness have been identified, a logical next step is to explore the relationship between these two constructs. One effective method for this analysis is regression analysis, which allows us to quantify the impact of Organizational Culture (the independent variable) on Innovativeness (the dependent variable). A linear regression model is commonly used to assess how variations in organizational culture influence innovation outcomes, providing insights into the strength and direction of this relationship. By employing a simple linear regression, we can evaluate whether changes in organizational culture are associated with measurable changes in innovation levels, [57]. The regression used to analyze the causal link between variables has the general form:

$$Innovativeness_i = \beta_0 + \beta_1 OC + ui \qquad (2)$$

where:
Innovativeness is the dependent variable.
β0 is the intercept,
β1 is the coefficient that shows the strength and the direction of the link between organizational culture and innovativeness, ui is the random error.

If the β_1 coefficient of the regression model is statistically significant, we can conclude that there is a meaningful relationship between organizational culture and innovativeness. To test the significance of this coefficient, we rely on the p-value derived from the student's t-statistic. If the p-value is less than the chosen significance level (typically 5%), we can conclude that the relationship between the variables is statistically significant, [52]. The results of the assessed model are presented in Table 7 (Appendix), along with the relevant statistical outcomes.

The p-value for the model coefficient is less than the specified significance level (0.05), indicating that the coefficient is statistically significant. Therefore, we can conclude that the relationship between organizational culture and innovation is meaningful, suggesting a causal link between these two variables, [52].

However, it is important to note that the model explains only 36% of the variation in innovation, meaning that organizational culture accounts for this proportion of innovation's variability. While this may seem limited, it is not unexpected, as innovation can be influenced by a variety of external factors beyond organizational culture as mentioned above. In conclusion, although the relationship between organizational culture and innovation is statistically significant, it is important to recognize that other variables may also play a significant role in shaping innovation outcomes, [5].

4.2 Organizational Culture (OCAI) Results

Figure 2 presents a visual comparison of our company's culture (at the top) and the average culture profile of companies in the U.S. retail industry (at the bottom), as proposed by [6].

Table 8 (Appendix) provides insights into our company's culture type, as measured using the Organizational Culture Assessment Instrument (OCAI) developed by [26].

The results presented indicate that managers perceive their company's culture as primarily Market culture and Adhocracy culture. Since both of these cultural types have a stronger external focus, we can conclude that the company's culture is oriented toward fostering innovation. This conclusion is supported by empirical studies from other authors, which demonstrate that Adhocracy culture and Market culture positively influence innovation, [28], [58], [59].

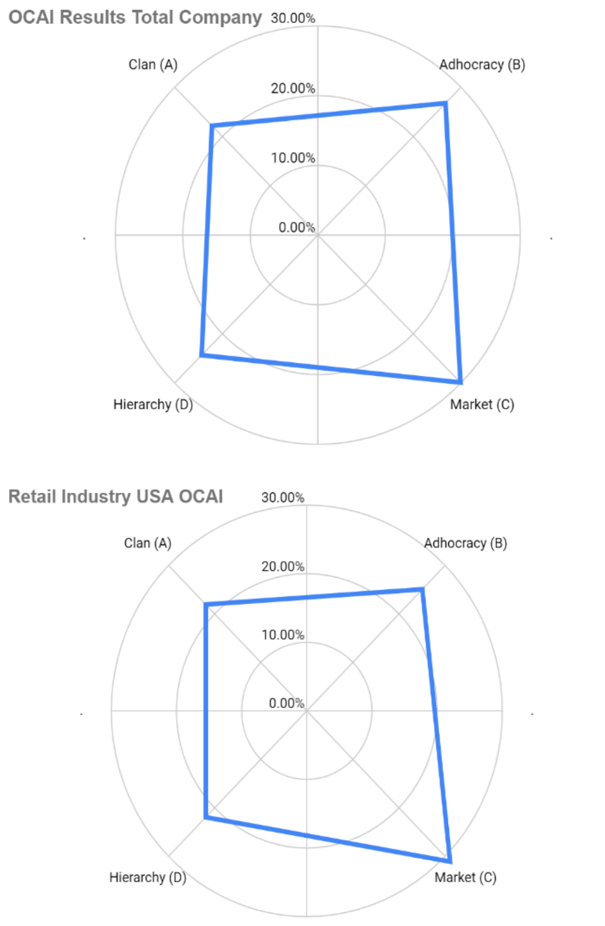
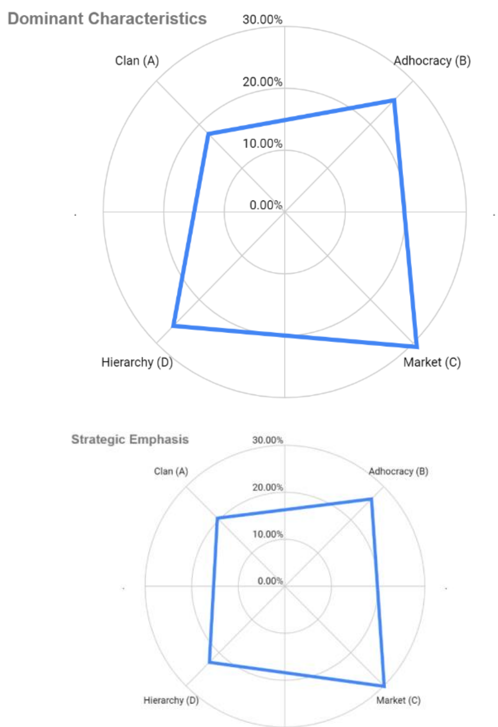


Fig. 2: OCAI Results for sample company in Albania (top) and Culture Profile in Retail Industry USA (bottom)

Source: Authors data and [6]

As shown in Figure 2, the results are comparable: respondents identified Market culture as the most prominent cultural type within the company, followed by Adhocracy culture as the second most dominant type. These findings suggest that companies in the retail industry are innovative to some extent, but their primary focus remains on stability, a characteristic typical of Market culture. On the other hand, the most innovative companies tend to align more closely with the Adhocracy culture profile, where flexibility is the core value. Although Market cultures have an external focus (primarily on market demands), they lack the flexibility required to adapt to new trends and dynamic environments, which is essential for fostering greater innovation. These results align with findings from [4], which state that "retail companies are innovative to an extent, but they struggle to incorporate innovation on a strategic level."

Figure 3 presents an evaluation of our company's six Organizational Culture (OC) profiles, as assessed using the OCAI instrument [26], focusing on areas such as 'dominant characteristics,'' strategic emphasis,' 'organizational leadership,' 'management of employees,' 'organizational glue,' and 'criteria for success.' As expected, the results primarily reflect values associated with Market culture, except the organizational glue item, which aligns more with Adhocracy culture values.



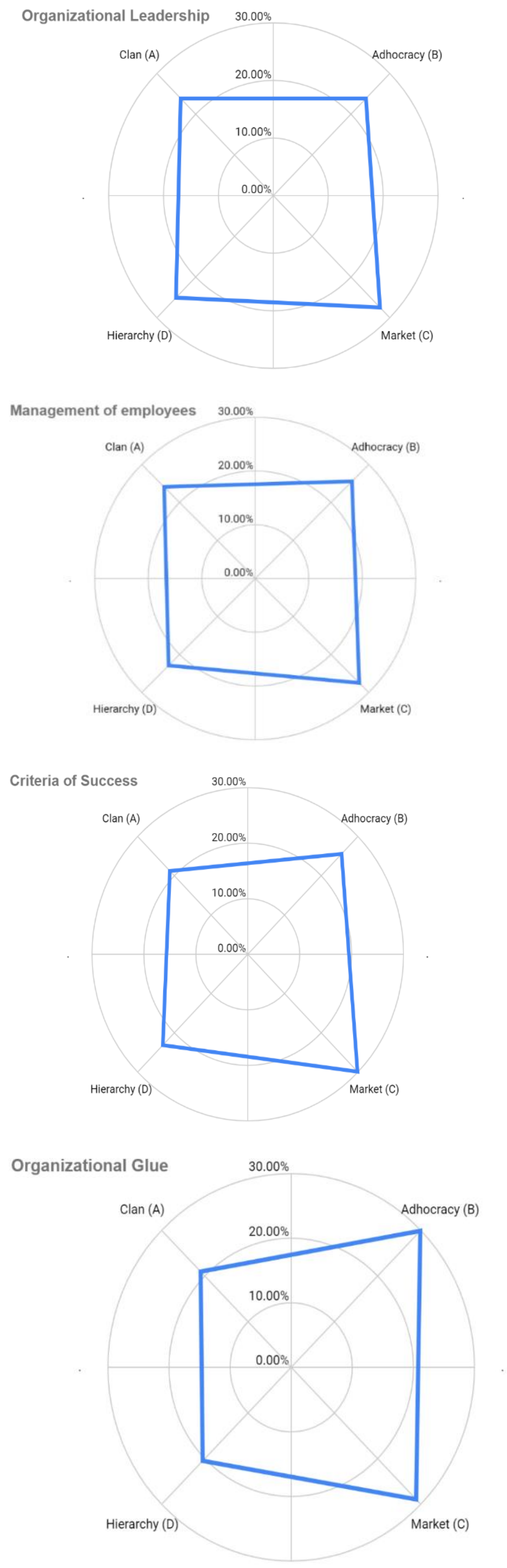


Fig. 3: Culture profiles for measured items

4.3 Innovativeness Construct Results

In Table 9 (Appendix), we present the results related to the innovativeness construct in the consumer electronics industry in Albania. The findings reveal that managers strongly believe market innovation is the primary focus of the company, with a mean score of 6.15. This is followed by product and service innovation, with a mean score of 5.93. Other types of innovation also received favorable scores, with means ranging from 5.37 for strategic innovation to 5.71 for behavioral and process innovation. These results contribute to the existing literature, reinforcing the idea that strategic innovation in retail tends to be less prioritized compared to incremental innovations, as noted in [4] study.

Within the market innovation item, the highest-rated statement was: "In new product and service introductions, our company is often at the cutting edge of technology."

For product and process innovation, the statement receiving the highest mean score (6.30) was: "Our company has introduced more innovative products and services during the past five years." These self-reported evaluations align with the company’s position as a market leader in introducing cutting-edge technological products and services.

Regarding process innovation, the highest-rated response (5.85) indicated that managers believe "The company has developed many new management approaches." This suggests a strong commitment to operational improvements, further reinforcing the company's innovative positioning in the industry.

Regarding strategic innovation, the company demonstrates strong capabilities in finding novel solutions to problems, with a mean score of 5.78. However, the availability of adequate quantity and quality of product development resources to support new product and service development received a significantly lower mean score of 4.7—the lowest among all measured items. This suggests a potential gap in resource allocation, highlighting the need for greater investment in research and development (R&D) to enhance product innovation and market competitiveness.

Within the behavioral innovation category, the highest-rated statement (mean score is 5.80) emphasized the company's focus on new ways of doing things and seeking novel solutions. This indicates a strong culture of adaptability and creative problem-solving, reinforcing the company's ability to embrace change and drive continuous innovation.

Overall, the mean score of 5.78 for the innovativeness construct reflects a strong innovation capability within the company. This result indicates that, within the consumer electronics industry in Albania, the company demonstrates a high level of innovation across various dimensions, reinforcing its position as a market leader. The consistently high scores suggest a well-established culture of innovation, enabling the company to introduce new products, improve processes, and adapt to market trends effectively.

5 Conclusions

This study explored the relationship between organizational culture and innovativeness in the consumer electronics retail industry in Albania. By utilizing the Organizational Culture Assessment Instrument (OCAI) and the innovation measurement framework developed by[34] the study provided insights into how organizational culture influences innovation.

The main findings indicate that the company’s culture is primarily characterized by Market and Adhocracy cultures, both of which emphasize external focus and competitiveness. These cultural traits have been empirically linked to fostering innovation, aligning with findings from previous research. However, the study also highlighted that Market culture, while promoting innovation, tends to focus more on stability, which may limit adaptability to dynamic market changes.

The regression analysis confirmed a statistically significant relationship between organizational culture and innovativeness, though organizational culture alone explained only 36% of the variance in innovation. This suggests that while culture plays an important role, other external factors also contribute significantly to innovation performance.

The innovativeness construct results demonstrated that market innovation is the primary focus of the company, followed by product and service innovation. While the company is perceived as a leader in introducing new technological products and services, strategic innovation was found to be relatively lower. The study suggests that the company could enhance its investment in research and development to improve long-term innovation capabilities. Even though retail companies are considered to be not very innovative, especially from a strategic point of view, results from this company highlighted innovativeness in terms of product/service; market and process, behavior prone to innovation development.

To the best of the authors' knowledge, this is the first research conducted in Albania that examines the relationship between organizational culture and innovativeness using the OCAI instrument. This study makes a significant contribution to the existing literature on organizational culture and innovation, particularly in the Balkan region. Moreover, it provides valuable insights into the underexplored context of the retail industry, offering a deeper understanding of how organizational culture influences innovation in this sector.

Despite the authors' best efforts, they acknowledge certain limitations in this study. The research provides only a snapshot of a single retail company within the consumer electronics sector, which may limit the generalizability of the findings and may not fully represent the entire retail industry. While the company is a market leader, the findings may not be fully generalizable to other firms, industries, or countries with different organizational cultures or other market conditions.

Although all managerial levels within the company were approached, the final sample consisted of only 40 valid responses, representing 70% of the targeted participants. While this response rate is acceptable, a larger sample could have enhanced the robustness of the results. Additionally, while the company operates in four Balkan countries, the study focused solely on its operations in Albania. A comparative analysis across all four markets would provide a broader perspective on how organizational culture and innovation vary in different regional contexts.

The study is based on survey responses from managers, which may be subject to social desirability bias or personal perceptions. Despite efforts to ensure anonymity, respondents might have provided answers that reflect what they believe is expected rather than the actual organizational culture and innovation practices.

6 Recommendations

This study provides some insights for practitioners and academics in the related fields of study. This research contributes to the broader literature on organizational culture and innovation, particularly in the consumer electronics retail industry in the Balkan region.

To the authors' knowledge, this is the first study in Albania to apply the Organizational Culture Assessment Instrument (OCAI) to measure organizational culture and its impact on innovation. This extends the applicability of the OCAI framework to underexplored retail contexts. While most studies on organizational culture and innovation focus on manufacturing or technology-driven industries, this research highlights the need for sector-specific innovation models in retail.

Since the study found that Market and Adhocracy cultures positively influence innovation, companies should foster a culture that balances market-driven competitiveness with flexibility and risk-taking. This can be achieved by encouraging experimentation, rewarding innovative ideas, and investing in continuous learning. While incremental innovation is strong in the company studied, strategic innovation was relatively lower. Firms should allocate more resources to research and development (R&D) and create dedicated innovation teams to explore long-term, disruptive innovation opportunities.

As the company operates in four Balkan countries but the study focused only on Albania, expanding this research across all markets could provide insights into regional differences in culture and innovation. The latter can be achieved by doing cross-country comparisons to deepen the understanding of cultural and market-driven influences on innovation within the retail industry. This would help the companies tailor their strategies to different national cultures.

Future research should examine multiple companies across different retail sectors—such as fashion, furniture, supermarkets, food, banking sector, etc. to determine whether similar relationships between organizational culture and innovation exist across diverse retail subsectors. This would enhance the external validity of the study and help identify industry-specific cultural traits that influence innovation.

Another potential for future research could involve a more in-depth analysis of the relationship between organizational culture and innovation by adding potential moderating variables. Factors such as creativity, innovative culture, or national culture could significantly influence this relationship, providing a more detailed understanding of how organizational culture impacts innovation outcomes.

Other future research could investigate the specific cultural traits and leadership practices that most effectively drive innovation in the retail sector. This study could explore which organizational values, norms, and behaviors foster a culture of creativity, as well as the leadership styles that best support these dynamics. For example, the research could examine whether Adhocracy culture, with its emphasis on flexibility, adaptability, and risk-taking, is more conducive to innovation than Market culture, which prioritizes competition and performance.

A strong organizational culture that fosters innovation is a key driver of long-term competitiveness in the retail industry. By continuously investing in innovation, companies can strengthen their market position and drive sustainable success in an ever-changing business environment.

Declaration of Generative AI and AI-assisted Technologies in the Writing Process

The authors) wrote, reviewed and edited the content as needed and they have not utilized artificial intelligence (AI) tools. The authors take full responsibility for the content of the publication.

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APPENDIX

Table 1. Innovation types/Measures/Characteristics

Contributing Authors	Innovation
[36]	Innovation Intention, innovation infrastructure, innovation influence, innovation implementation
[34]	Product innovativeness, market innovativeness, process innovativeness, behavioral innovativeness, strategic innovativeness
[37]	Ambidextrous organizational culture (organizational diversity and shared vision), contextual ambidexterity (Competence exploration, competence exploitation), new product innovation outcomes (radical product innovation, incremental product innovation, speed to market)
[33]	Being the first to market, avoiding late entry and stable markets, staying at the cutting edge of technology
[38]	Product innovation is incremental, synthetic (a combination of both) and discontinues (radical)
[39]	Product and Process Innovation
[5]	Technical, product, process, radical, incremental, administrative
[40]	Ambidexterity; exploration; and exploitation innovation
[41]	Administrative innovations; technological product innovations and technological process innovations
[42]	Innovativeness and the capacity to innovate

Table 6. Principal component analysis (PCA)

The Factor	Proportion of Variance	Selected components	Total Variance (%)
Dominant characteristics	PC1 0.428 PC2 0.352 PC3 0.219 PC4 0.000	PC1, PC2	78%
Organizational leadership	PC1 0.363 PC2 0.346 PC3 0.290 PC4 0.000	PC1, PC2	71%
Management of employees	PC1 0.764 PC2 0.104 PC3 0.089 PC4 0.041	PC1	76%
Organizational glue	PC1 0.890 PC2 0.052 PC3 0.041 PC4 0.016	PC1	89%
Strategic emphasis	PC1 0.458 PC2 0.351 PC3 0.190 PC4 0.000	PC1, PC2	81%
Criteria for success	PC1 0.418 PC2 0.400 PC3 0.180 PC4 0.000	PC1, PC2	82%
Organizational Culture	PC1 0.240 PC2 0.210 PC3 0.180 PC4 0.160 PC5 0.120 PC6 0.060	PC1, PC2, PC3	64%
Innovativeness	PC1 0.703 PC2 0.104 PC3 0.090 PC4 0.070 PC5 0.020	PC1	70%

Table 7. Results from the model assessment

Dep. variable Innovativeness	Estimate	Std. Error	t value	Pr(>|t|)
(Intercept)	0.05506	0.00497	11.078	0.000
Organizational Culture	0.18035	0.03870	4.660	0.000
Multiple R-squared:	0.3635,	Adjusted R-squared: 0.3238		
F-statistic: 21.7 on 1 and 5 DF,		p-value: 0.000		

Table 8. OCAI measurement results

Items measured	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy culture
*Dominant Characteristics	17.75%	25.50%	30.75%	26.00%
*Organizational Leadership	23.75%	23.75%	27.50%	25.00%
*Management of Employees	24.00%	25.50%	27.50%	23.00%
*Organization Glue	21.00%	30.00%	29.00%	20.50%
*Strategic Emphasis	20.50%	26.25%	30.25%	23.00%
*Criteria of Success	21.25%	25.50%	30.00%	23.25%
Average	**21.38%**	**26.00%**	**29.17%**	**23.46%**

**Items from [26], 1999*

Table 9. Innovativeness Construct Results for a Consumer Electronics Company in Albania

Items	Questions	Mean	Std. Deviation
Market Innovation	1. New products and services in our company often take us up against new competitors*	6.18	.874
	1. In comparison with our competitors, our products most recent marketing campaign is revolutionary in the market *	6.13	1.042
	1. In new product and service introductions, our company is often at the cutting edge of technology *	6.23	.974
	1. In comparison with our competitors, our company is faster in bringing new products or services into the market *	6.08	1.248
Market Innovation		**6.15**	**1.035**
Product/Service Innovation	2. In new product and service introductions, our company is often first-to-market *	6.15	1.122
	2. Our new products and services are often perceived as very novel by customers *	6.00	.987
	2. In comparison with our competitors, our company has introduced more innovative products and services during the past five years *	6.30	.883
	2. In comparison with our competitors, our company has a higher success rate in new products and service launches *	5.28	2.264
Product/Service Innovation		**5.93**	**1.314**
Process Innovation	3. We are constantly improving our business processes *	5.75	1.171
	3. Our company changes production methods at a great speed in comparison with our competitors *	5.73	1.109
	3. During the past five years, our company has developed many new management approaches *	5.85	.949
	3. When we cannot solve a problem using conventional methods, we improvise on new methods *	5.53	1.219
Process Innovation		**5.71**	**1.112**
Strategic Innovation	4. Our firm's R&D or product development resources are adequate to handle the development need of new products and services *	4.70	1.870
	4. Key executives of the firm are willing to take risks to seize and explore "chancy" growth opportunities *	5.55	1.061
	4. Senior executives constantly seek unusual, novel solutions to problems via the use of "idea men" *	5.78	1.097
	4. When we see new ways of doing things, we are the first to adopt them*	4.98	2.118
	4. Management actively responds to the adoption of "new ways of doing things" by main competitors *	5.85	1.272
Strategic Innovation		**5.37**	**1.484**
Behavior Innovation	5. We get a lot of support from managers if we want to try new ways of doing things *	5.73	.877
	5. In our company, we tolerate individuals who do things differently *	5.63	1.086
	5. We are willing to try new ways of doing things and seek unusual, novel solutions*	5.80	1.018
	5. We encourage people to think and behave in original and novel ways *	5.73	1.086
Behavior Innovation	** Items operationalized from [34]*	**5.72**	**0.990**

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