

The Conceptual Model for the Adoption of Neuromanagement Practices and Technology by the Romanian Organizations

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Abstract

The organizational environment is constantly stimulated by the technological revolution and the dynamics of the economic trends, being permanently concerned with identifying innovative strategies to facilitate the increase of global performance. The evolution of technology stimulated the researches in neuroscience and neuromanagement, by analyzing the brain, the emotions, and mental activities that guide the decision-making processes and the direct impact on individual and global performance. This paper aims to identify the appropriate theoretical framework and the conceptual model in predicting the adoption of neuromanagement practices and neuroscience and biometric technologies by Romanian organizations. Following extensive analyzes, the conceptual model proposed is combining the Theory of planned behavior (TPB), the Technology acceptance model (TAM), and the Technology-Organization-Environment framework (TOE), as a primary model that could explain the specifics of the behavior of adopting neuromanagement and the factors that influence the adoption and use of neuroscience practices and technology. The research integrated into the same paper two studies: a qualitative study, an exploratory, descriptive research whose results were used in the construction of the quantitative study, causal research that aimed to assess the correlations and regression between the main variables used in the conceptual model. By applying this research approach, it was possible to identify the current level of perception and beliefs of Romanian organizations regarding the concept and practices of neuromanagement and also, their perceptions about neuroscience and biometric technologies, as well as the main benefits, risks, and internal and external factors that favor or limit the process of adopting neuromanagement practices.

Keywords

Neuromanagement; neuroscience and biometric technologies; theory of planned behavior (TPB); technology acceptance model (TAM); technology-organization-environment (TOE).

Introduction

The current economic reality impacts the activity of the entire organizational ecosystem and the increase of global performance has become one of the major concerns of organizations. The digital evolution, innovative organizational management, and strategies that can improve individual and global performance have

become a desideratum for modern companies. The progress of brain imaging and biometric technologies have encouraged researches in neuroscience. Applying the basic knowledge of neuroscience in the activity of an organization, in business, means real progress in improving organizational performance. By helping others to better understand what is going on in their brains, the emotions and providing them with ideas and practical approaches that can help them deal more effectively with people at all levels of an organization, neuromanagement can create lasting change at the organizational level. The use of discoveries in the field of neuromanagement is necessary for this dynamic and competitive organizational environment, given their positive influence on both individual and global organizational performance (Teacu Parincu et al., 2020). The integration of neuroscience concepts, practices, and technology in the entrepreneurial approach is a medium and long term process, therefore new strategies must be developed in correlation with the needs of the internal and external clients

Neuromanagement, like any innovative tool, generates a lot of questions about the perceptions of Romanian organizations regarding this practice. Management, leadership, and marketing research approaches continue to evolve with the evolution of technology, offering new opportunities for researchers and practitioners to gain a new perspective on how decisions are made and understanding the behavior of internal and external clients, through the convergence of brain science approaches and social science research. Modern organizations consider the innovative approach of management, leadership, and marketing processes, to strengthen their position in the market, to create a competitive advantage in the market in which they operate, to create a lasting relationship with their internal and external customers, and to generate favorable experiences in relation to them. In this sense, companies are looking to experiment with new levers that generate an increase in the individual performance of their employees and implicitly in the overall performance of companies. Therefore, it is necessary to identify the internal and external factors that determine or limit the adoption of neuroscience techniques in their activity, which represent innovative practices that can generate sustainable growth in the performance of organizations.

The context and research approach

The literature has indicated a major gap regarding the researches in the field of neuromanagement, being identified limited studies and regarding the researches carried out at the level of the Romanian entrepreneurial market, no study has been identified. Research in the area of neuroscience practices and technologies has mainly focused on isolated studies on the perception of consumers and organizations in the Romanian business environment on neuromarketing techniques. (Constantinescu, et al., 2019). Given the absence of studies to identify the perception of organizations in Romania on innovative neuroscience concepts such as neuromanagement and internal and external factors that influence the process of adoption and use of these practices, it creates the opportunity to develop research applied to the organizational, entrepreneurial environment in Romania.

Adopting an innovative concept, technology within an organization is a complex process, therefore it is extremely important to understand the theoretical framework that guides the study of the process of adopting neuromanagement practices and technologies, the factors that influence their acceptance or rejection by organizations or by users, to provide an understanding of the relationships between all relevant parameters (Glasman & Albarracin, 2006; Armitage & Conner, 2001). Following extensive analyzes, the theory of planned behavior (TPB) is proposed, combined with the technology acceptance model (TAM) and the technology-organization-environment framework (TOE), as a model in predicting the adoption of neuromanagement practices and neuroscience and biometric technologies by organizations from Romania and their behavioral intentions. (Ajzen, 1991; Davis, 1989, Tornatzky & Fleischer, 1990). By applying this research approach, it was possible to identify the current level of perception and beliefs of Romanian organizations regarding the concept and practices of neuromanagement and technology used in neuroscience studies, as well as the main internal and external factors that favor or limit the process of adopting neuromanagement practices.

The theoretical framework of the conceptual model for the adoption of Neuromanagement practices by Romanian organizations

A unique framework was developed based on the Theory of planned behavior (TPB), the Technology acceptance model (TAM), and the Technology-Organization-Environment framework (TOE) to guide research on the likelihood of adopting neuromanagement practices and technology (Gorgiev et al., 2018). The Theory of Planned Behavior (TPB), developed by Ajzen in 1991, extends the theory of rational action (TRA), developed by Fishbein and Ajzen in 1975. (Ajzen, 1991; Fishbein & Ajzen, 1975). The theory of planned behavior states that certain behavior is determined by the intention to achieve that behavior. The intention is determined by three predictors: attitude towards a specific behavior, subjective norm, and perceived behavioral control. The Technology Acceptance Model was developed to explain the adoption and use of new technologies, through a causal relationship between beliefs, perceptions, attitudes, intentions, and behavior, having two major constructs: perceived usefulness and perceived ease of use (Davis, 1989). The Technology-Organization-Environment Framework (DePietro et al., 1990; Tornatzky & Fleischer, 1990) explains the process of adopting technological innovations at the organizational level and describes the influence of the technological, organizational and environmental context on this process. The theory of planned behavior is a strong predictor of behavior, all the advantages, and limitations, providing solid evidence that support the use of this theory to predict intentions and behavior (Ajzen & Cote, 2008; Armitage & Conner, 2011). We underlie the fact that TPB does not cover a full perspective on the predictability of the level of adoption of neuromanagement practices, since neuromanagement studies also involve the use of innovative technology. Therefore, it was necessary to include in the conceptual framework also the Technology Acceptance Model (TAM), which indicated significant evidence in predicting future behaviors specifically related to the adoption of new technologies (Tung-Liang, et al., 2014). The technology acceptance model (TAM) explained the relevant factors that determine the adoption of new technologies, focusing on the nature of the characteristics of these technologies (Ashraf et al., 2014). Given that the process of adopting

neuromanagement is approached from an organizational perspective, it was necessary to use the Technology-Organization-Environment (TOE) framework which proposes three main facets for exploring the factors that affect the organization's acceptance of innovation and technology (DePietro et al., 1990; Tornatzky & Fleischer, 1990).

The theory of planned behavior (TPB), the technology acceptance model (TAM), and the technology-organization-environment framework (TOE) have demonstrated a very strong ability to predict behavior (DePietro et al., 1990; Ajzen, 1991; Gibbons & Gerrard, 1995; Venkatesh & Davis, 2000; Albarracin et al., 2001; Armitage & Conner, 2001; Legris et al., 2003; Lee et al., 2003; Glasman & Albarracin, 2006; Sun & Zhang, 2006; Sharp, 2007; Ramdani & Kawalek, 2007; Venkatesh et al., 2007; Hu & Racherla, 2008; Robin et al., 2011; Ravis et al., 2011; Lippert & Govindarajulu, 2015). Therefore, the use of a theoretical framework that incorporates these aspects of behavior was considered to have strong predictability.

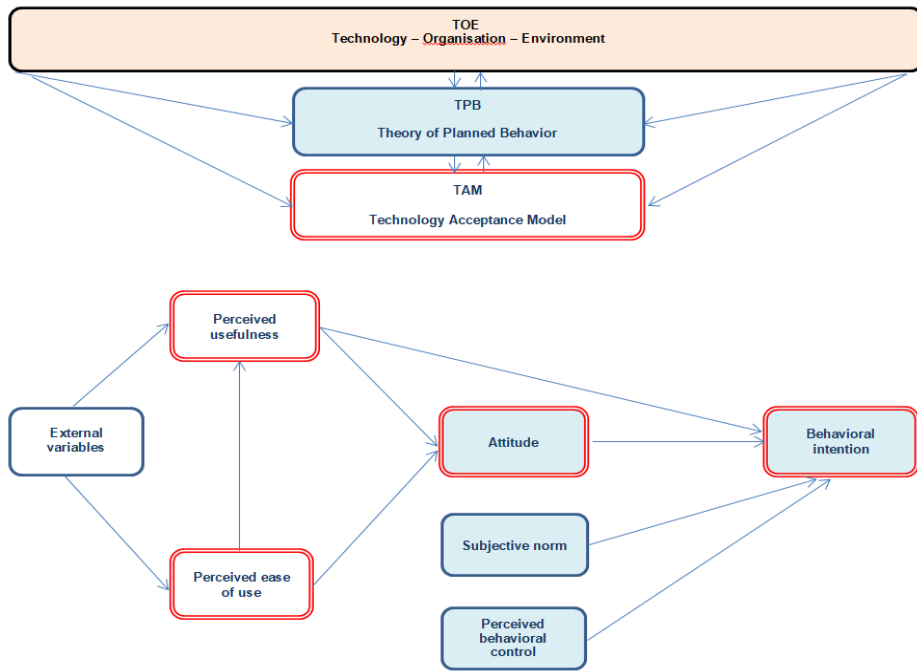


Figure 1. The theoretical framework of the conceptual model for the adoption of Neuromanagement practices (Personal contribution)

The purpose and objectives of the research

The limitations of the studies that identify the perception of organizations in Romania towards innovative neuroscience concepts such as neuromanagement, provide the opportunity for a new research study, a series of questions that need to be answered. The main purpose of this paper is to develop a conceptual model that facilitates and explain the adoption of neuromanagement practices and technology for the Romanian

organizations and to gather solid evidence to show that by adopting neuromanagement practices, Romanian organizations have access to a new lever that can support sustainable development and increase the overall performance. Therefore, we aimed to identify the openness and intention of organizations to adopt innovative neuromanagement practice, to identify factors that enhance or limit adoption, and to highlight the main benefits and risks in entrepreneurship in Romania, with a direct impact on the growth of organizational performance.

Several objectives have been formulated, as follows: *Objective 1*-Development of a conceptual model that facilitates the adoption of neuromanagement practices and technology within Romanian organizations; *Objective 2* - Identifying the benefits and risks involved in adopting neuromanagement practices and technology; *Objective 3* - Identify the major internal and external factors that determine or limit the adoption and use of neuromanagement practices and technology; *Objective 4* - Identify the level of knowledge and the degree of familiarity regarding neuroscience practices - Neuromanagement, Neuroleadership and Neuromarketing, and technology; *Objective 5*- Covering the gaps in the literature for understanding the concept of neuromanagement and the process of adoption and implementation of neuroscience practices and technology within organizations in Romania.

Research design

Technological evolution facilitated the discovery of important aspects related to the decision-making processes and increased the interest in neuroscience research. Even though the interest in neuroscience and its insights evolved, the organizational environment is still reluctant in adopting and implementing in their activities the results of previous researches, which limits the development of disciplines like neuromanagement. A predictor of a certain behavior is the intention to perform that behavior (Myers, 2010), therefore, we need to investigate the behavioral intentions of organizations in Romania to engage in the behavior of adopting neuromanagement practices and technology. In this context, the research is built and analyzes two studies, which contribute to the construction of the conceptual model for adopting neuromanagement practices and neuroscience technologies in the activity of Romanian organizations, to configure a sustainable lever that generates global performance for companies.

Study I is a qualitative study, using the focus group method, that generated the main benefits, risks, and internal and external factors that can influence the process of adoption and acceptance of neuromanagement practices and neuroscience and biometric technology, elements that formed the construction of variables and items in the questionnaire related to the quantitative research of study II.

Study II is quantitative research, which investigates the behavioral intentions regarding the adoption of neuromanagement and technologies, using the theory of planned behavior (TPB), the technology acceptance model (TAM), and the technology-organization-environment framework (TOE).

This research aims to explore the intentions in adopting the neuromanagement practices and techniques by the Romanian companies, which, like any innovative concept face many barriers, both internal and external, such as lack of awareness of benefits, technology development, costs, the validity of results, the existence of multidisciplinary teams, the reputation and image of discipline and ethical and legal issues (Pop, et al., 2014; Spence, 2016; Crespo Pereira, et al., 2020).

Study I: Qualitative research

After conducting the literature review that highlights the main internal and external factors that could impact the adoption of neuromanagement practices and technology in Romanian companies, we tried to highlight empirically the perception of Romanian organizations on the main factors that potentiate or inhibit the adoption process. This study aims to identify the main benefits and risks of neuromanagement practices and technology, as well as the main factors that have an impact on their adoption in organizations in Romania. The research generated the main benefits, risks, and factors that influence the adoption process highlighted by the Romanian organizations, elements that were used in the construction of study II of this paper.

Methodology

Study I is a research-based on a qualitative method, focus group. The research was made on a number of 14 focus groups, conducted between June 2018 - December 2019, each focus group having 12 participants, managers of organizations in Romania, who participated in the mentioned period on 14 training sessions in Bucharest, with the main theme Neuroscience - Practices and Technology. The companies that participated in the training sessions showed interest in getting acquainted with the innovative concepts of neuromanagement, neuroleadership, and neuromarketing, and interacted during the training with the technology used in neuroscience studies: EEG (Electroencephalography), GSR (Galvanic skin response), and ET (Eye Tracking). The main instrument in gathering the information was a questionnaire structured on the following dimensions: The main benefits or advantages of neuroscience practices (neuromanagement) and technology for organizations in Romania; The main risks or disadvantages of neuroscience practices (neuromanagement) and neuroscience technology for organizations in Romania; The main factors that favor or limit the process of adopting neuromanagement practices within Romanian organizations. The questionnaire identifies the profile of the respondents through three elements: (1) the respondents own a company or are part of the management team (2) work in an active company in Romania, (3) are familiar with the concepts of neuroscience and practices of neuromarketing, neuromanagement, and neuroleadership, as well as with neuroscience and biometric technology.

Sample. Data collection and analysis.

The study was applied to a sample of 168 organizations in Romania, through their representatives, managers, and decision-makers within these companies, who participated in the period 2018-2019, in 14 training sessions, grouped in a series of 12 participants. The training sessions lasted 2 days. The collection of information was

performed on the second day of training, at the end of the training session. The response rate was 100%.

The first objective of the study I was to identify the main benefits or advantages that the company in which each participant operates may have, following the process of adopting neuroscience practices and technology. The responses provided by respondents were grouped into broader response classes. After completing the questionnaire, all respondents were asked to assess the importance of the 19 benefits identified, resulting from the centralization of all responses. Each benefit identified was rated on a scale of 1 to 5, where 1 was "of low importance" and 5 was "of high importance". Subsequently, the individual responses were aggregated to obtain an average rating for each benefit.

The second objective of the study I was to identify the main risks or disadvantages that may have the company in which each participant operates, following the process of adopting neuroscientific practices and technologies. The answers provided by the respondents were grouped into broader classes of answers. After completing the questionnaire, all respondents were asked to assess the importance of the 15 identified risks or disadvantages, resulting from the centralization of all responses. Each disadvantage identified was assessed on a scale of 1 to 5, where 1 was of little importance and 5 was of great importance. Subsequently, the individual responses were aggregated to obtain an average rating for each position.

The third objective of the study I was to identify the main internal and external factors that could enhance or limit the adoption of neuromanagement, neuroleadership, and neuromarketing practices and technology (EEG, GSR, ET, FC) by organizations from Romania. After centralizing participants' responses, they were asked to assess the importance of the 22 factors that may impact the level of adoption of neuroscience practices in their companies, factors resulting from centralizing all their responses and reviewing the literature, noting that the factors identified following the literature review were identified among those mentioned by the participants. Each factor was evaluated on a scale of 1 to 5, where 1 was "of low importance" and 5 was "of high importance". Individual responses were aggregated to obtain an average rating for each factor.

Given that the benefits identified by the respondent outweighed the risks identified, we can conclude that respondents' perceptions of neuroscience practices and technologies are positive. The benefits, risks, and internal and external factors identified by the respondents, who obtained the highest scores, were included in the conceptual model that was developed in study II.

Table 1. Factors, benefits, and risks from study I

Factors	Benefits	Risks
Perceived trust	Increasing financial performance	High costs
The level of knowledge and the degree of familiarity with the concept	Increasing the overall performance of the company	Fear of losing privacy and confidentiality
External support: training and consulting	Possibility to make better-informed decisions	The risk of not having control over the decision-making process
Perceived results	Explaining and improving decision-making processes	Uncomfortable technology for participants
Attitude towards technology	Increasing the performance of employees in the company	Costs higher than benefits
The pressure of competition	Cost efficiency	Fear of manipulation
The costs	Company development opportunities	Lack of confidence in research results, the validity of results
Interest and participation	Streamlining the activity	Long time analysis of research results
Top management support	Neuroscientific practices offer	Invasive technology
Innovation-oriented organizational culture		
Perceived risks		

Personal contribution

This study provides the framework that supports the construction of the conceptual model for the adoption of neuroscience practices – neuromanagement and the technology, by the Romanian organizations. The review of the existing literature suggests that organizations are not open to implementing neuroscience techniques due to the impact of internal and external factors. This research aimed to identify the main benefits, risks, and factors that influence the rate of neuromanagement adoption in these companies.

Study II: Quantitative research on the intention to adopt neuromanagement practices and technology

Study I provided an insight into the beliefs that organizations have about neuromanagement. Study II is a continuation of this exploration, aiming to quantitatively measure these beliefs to predict the adoption of neuromanagement. Specifically, the questions of the questionnaire, used to measure all variables, were adapted from previous studies (Eser, et al., 2011; Venkatesh, et al., 2003; Rosen, et al., 2013; Bakardjieva & Kimmel, 2017) and adapted with the elements identified following study I. Study II was designed to measure the predictive skills of the theory of planned behavior, the technology acceptance model, and the technology-organization-environment framework, in terms of the adoption and use of neuromanagement. The first section of Study II was designed to discover the level of knowledge and familiarity with the concept of neuroscience practices - neuromanagement, neuroleadership, neuromarketing, and technology. The second section of study II provides the analysis of each variable, the correlations between the variables, and the extent to which they are influenced by each other. The conceptual model developed following the revision of the specialized literature and the adaptation by the author is the following:

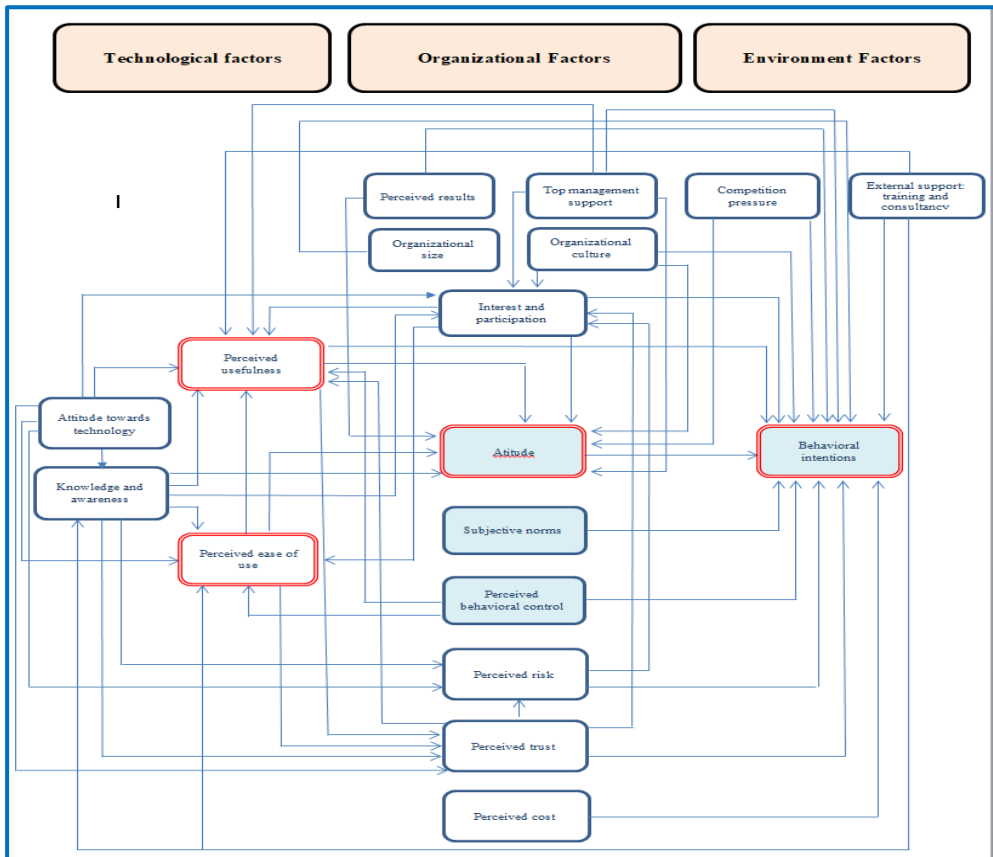


Figure 2. The conceptual model for the adoption of Neuromanagement practices and technology
(Personal contribution)

Methodology

The objectives of this study are to identify the level of knowledge and the degree of familiarity with the concept of neuromanagement and technology of the Romanian organizations and to highlight the internal and external factors that influence the rate of adoption of neuromanagement by Romanian companies.

The process of identifying and selecting the sample for this study took into account two criteria: participants must own an active company in Romania or be part of top management in an organization and be anchored in entrepreneurial endeavors and permanently informed regarding new innovative practices, respectively to be part of the biggest community of the Romanian Entrepreneurs Group, the most important entrepreneurial community in Romania, which has 129,000 members on Facebook. The selection process took into account the fact that organizations that have permanent access to new, innovative information, practices, show a higher degree of

openness in adopting and using innovative practices such as neuromanagement in their activity.

The companies were invited to participate in this research, by completing a structured online questionnaire, posted in the Romanian Entrepreneurs Group. 324 companies responded within 3 days. If we refer to the number of members in this group, the response rate is very low, but it is sufficiently balanced in terms of segmentation criteria to be edifying for our study.

Research design

The structure of the respondents was outlined taking into account the following segmentation criteria: *Field of activity* - using the classification of activities in the national economy, *Turnover* - less than or equal to EUR 2 million, EUR 2–10 million, EUR 10–50 million, over EUR 50 million - according to the classification of SMEs and large companies, *Form of capital* - domestic, mixed or foreign capital, *Business experience* - <1 year, 1-5 years, 6-10 years, 11-25 years,> 25 years, *Number of employees* - less than 9, 10–49, 50–249, 250 and more, according to the classification of SMEs and large companies, *Experience within the company* - <1 year, 1-5 years, 6-10 years, 11-25 years,> 25 years; *Education* - doctoral studies, master studies, high school studies, gymnasium studies; *Age* - 18-30, 31-40, 41-50, 51-60, more than 60; *Sex* - female, male.

The questionnaire was built on the Google Form platform, and the respondents received a link, whose access allowed the completion of the survey. Subsequently, the answers were automatically sent to the collected database, the analysis of the information being performed through SPSS Statistics 25. The questionnaire was a complex one, structured in two sections, with a total of 73 questions and nine criteria for segmentation of the respondents. The first section of the questionnaire had 5 questions, and the second section had 68 items. The study is based on the 324 responses collected in September 2021 and the responses were measured by a 5-step Likert scale.

The conceptual model illustrated in Figure 2, in an integrated model that combines three theories of adoption: the theory of planned behavior (TPB), the model of technology adoption (TAM), and the technology-organization-environment framework (TOE). There were identified 47 relationships between the variables, being formulated 47 hypotheses. The key concepts used in this study, extracted following the review of the literature and the results of study I, represented the framework of the developed questionnaire.

The variables and items used in the construction of the questionnaire were adapted following an extensive study of the literature of theories and models for adopting technology and innovations, but also integrated original elements, resulting from study 1, which delivered the main benefits and risks that may be generated by the adoption of neuromanagement, but also the main internal and external factors that facilitate or inhibit their adoption process in Romanian organizations, making an important contribution to this study.

Questionnaire structure

In the questionnaire used, we allocated a special section for defining the concepts of neuromanagement, neuroleadership, and neuromarketing and for each of the three most used technologies used in these studies: ET, EEG, and GSR, given that this study was conducted on the Romanian market, which has a gap in terms of openness to the adoption of innovative concepts compared to mature entrepreneurial markets, therefore, we appreciate that it is important to take into account this gap when analyzing the responses of organizations on to these types of innovative practices. The respondents must have an optimal, adequate level of understanding of the concepts and technologies they evaluate.

The design of the first section of the questionnaire aimed to obtain information on the history and experience in using neuroscience practices and technology in Romanian companies and to identify the level of familiarity and knowledge of the respondents, towards the neuroscience practices - neuromanagement, neuroleadership, neuromarketing, as well as on the neuroscience and biometric technology used in these studies. A total of 324 questionnaire responses were validated, each answer representing a different company. More than 74% of the companies stated that they did not use or are using such practices in the activity, 3% of the companies mentioned that they are not sure about this aspect, and 18% of the companies mentioned that they have used or are using, while 5% of companies have mentioned very clearly that they have used or are using exclusively neuromarketing studies. The majority of respondents, the companies that have not used or do not use neuroscience studies, indicate a relatively low degree of familiarity and level of knowledge about these practices, or even a reluctance to use them in activities carried out by organizations in Romania.

Also in this section, we aimed to identify the degree of familiarity and the level of knowledge related to the concept of neuromanagement, neuroleadership, neuromarketing, and neuroscience and biometric technology of the organizations in Romania. The construction of this section was based on the consideration that it is very unlikely that Romanian organizations will start investing in the implementation and adoption of neuroscience studies and technology and encourage participation in such studies, without having, first of all, a real picture of the general level of knowledge and the degree of familiarity related to this subject (Constantinescu et al, 2019).

All the participants had to rate the level of familiarity and knowledge with the concepts of neuromanagement, neuroleadership and neuromarketing, and neuroscience technology, using a scale from 1 to 10. On this scale, 1 is the lowest level and 10 is the highest level.

Main findings – at a glance

Regarding the level of knowledge and the degree of familiarity with the concept of neuromanagement, the average score was 4.14, for neuroleadership was 4.23, for neuromarketing was 4.87 and for the technology (EEG, GSR, ET) was 4.04. The

aggregated scores indicate a low level of familiarity with the concepts and technology, which suggests efforts and need for intense and detailed communication about neuroscience concepts and technology for organizations and business environment in Romania so that they can understand the benefits, usefulness, and impact it can have on the performance of organizations.

These results indicate that the market is relatively homogeneous in terms of the level of knowledge and familiarity with the concepts of neuroscience practices and technology, but the level is very low. What is very encouraging is the fact that over 60.49%, respectively 196 out of 324 respondents expressed their intention to implement and use neuromanagement studies in the activity carried out, and only 19 respondents, respectively 5.86%, expressed disagreement to do so. The difference of 33.65% had a neutral position, but explicable considering the low level of knowledge regarding this type of study. These elements indicate a high level of openness and acceptance of these types of practices by organizations in Romania. The research shows that 64.81% of respondents would participate in neuromanagement studies in the future and only 25 of respondents, respectively 7.71% disagreed in this regard. These elements reconfirm a high level of acceptance.

The second part of the questionnaire includes 17 variables and 68 items, designed based on study I and the literature review, to measure, through a 5-step Likert scale, the dimensions of the conceptual model designed by integrating TPB-TAM-TOE in the same model. The 47 relationships between variables, identified in the conceptual model in Figure 2, were formulated in 47 hypotheses in the study, of which 46 were validated and one was invalidated.

Conclusions

The research integrated into the same paper two studies: a qualitative study, an exploratory, descriptive research that revealed the perception of Romanian organizations regarding the main benefits and risks, but also the main factors that influence the adoption of neuromanagement practices and technology, whose results were used in the construction of study II - a quantitative study, causal research that aimed to assess the correlations and regression between the main internal and external factors influencing the adoption of neuromanagement practices and technology.

The results of this research suggest that neuromanagement and other neuroscience techniques are not widely used in Romanian organizations and that the level of knowledge on this topic is not very high. Companies with mixed or foreign capital, or companies with Romanian capital that have more innovative approaches to management, leadership, or marketing processes, seem to show a more important openness in adopting and implementing neuroscience techniques in their work. Obviously, Romanian organizations face barriers in familiarizing and adopting neuromanagement as a practice in their work, but the views of respondents on openness to use and desire to participate in such studies in the future, suggest that the reputation of neuroscience practices and technologies among Romanian organizations do not fall within the perception identified in the literature. The information collected

in the survey suggests that some factors have a significant impact on the rate of adoption of neuromanagement, and others influence to a much lesser extent the appetite for the adoption of neuroscience practices.

Regarding Romanian organizations, future research must identify which are the most appropriate neuroscience practices that the business environment can adopt to increase individual and global performance, as well as the technologies to be used to deliver and collect the most adequate data to support managerial, leadership, and marketing efforts, to encourage participation in such research, to identify optimal strategies for action and communication, and finally to find the best approach for a sustainable business model. Applying the basic knowledge of neuroscience in the activity of an organization, in business, means real progress in improving organizational performance, therefore neuromanagement consulting services can mark a positive change, lasting at the organizational level, which opens new perspectives and facilitates the testing and validation of good management practices.

Research in neuromanagement is not robust enough, and this situation can be caused by all the uncertainties associated with the concept of neuromanagement, such as the effectiveness of neuroscience measurement techniques, ethical concerns, and the practical usefulness of such techniques. The research topic of this paper is relatively new, insufficiently explored by Romanian researchers, therefore the results of this research will most likely contribute to raising the level of academic understanding of concepts and their practical applicability, the factors that determine or limit the adoption of neuroscience practices and technologies to increase the performance of Romanian organizations.

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