

Neuro-HRM: Examining the Influence of Cognitive Factors on Employee Behavior and Decision-Making among Professional Employees in Karnataka

Dr. R Raghuveer

Faculty, Commerce and Management, Yuvarajas College (Autonomous), University of Mysore, India

Abstract:

The integration of neuroscience with human resource management has given rise to Neuro-HRM, a contemporary approach that emphasizes the role of cognitive processes in shaping employee behavior and decision-making. This study aims to examine the influence of key cognitive factors—cognitive flexibility, emotional regulation, attention and focus, stress response, and decision-making style—on employee behavior and decision-making among professional employees in Karnataka. Adopting a quantitative research design, primary data were collected from 150 respondents using a structured questionnaire based on a five-point Likert scale. The study employed statistical tools such as reliability analysis, correlation, regression, and Structural Equation Modeling (SEM) using SPSS and AMOS.

The results indicate that the measurement scale demonstrates excellent reliability (Cronbach's $\alpha = 0.91$). Model fit indices confirm a good fit of the proposed model (CMIN/df = 2.31, CFI = 0.94, RMSEA = 0.056). Regression analysis reveals that cognitive factors significantly influence employee behavior, explaining 48.9% of the variance ($R^2 = 0.489$, $p < 0.001$). Furthermore, correlation analysis shows significant positive relationships between cognitive factors and employee outcomes such as performance, engagement, and job satisfaction.

The findings highlight that attention and focus, emotional regulation, and decision-making style are key determinants of effective workplace behavior and decision quality, while stress response shows a relatively weaker influence. The study contributes to the existing literature by providing empirical evidence from a regional context, addressing the gap in Neuro-HRM research beyond Western settings. It also offers practical insights for organizations to design cognitively informed HR strategies to enhance employee performance and decision-making.

Overall, the study underscores the importance of integrating cognitive science into HRM practices to achieve sustainable organizational effectiveness in a dynamic work environment.

Keywords: Neuro-HRM; Cognitive Factors; Employee Behavior; Decision-Making; Employee Performance.

Introduction:

In the contemporary organizational landscape, human resource management (HRM) has evolved from a traditional administrative function to a strategic driver of organizational performance and competitive

advantage. Increasingly complex business environments, digital transformation, and dynamic workforce expectations have necessitated a deeper understanding of employee behavior and decision-making processes beyond observable actions (Salehzadeh & Ziaean, 2024). While classical HRM theories have predominantly relied on behavioral, psychological, and social frameworks to explain employee performance, they often fail to capture the underlying cognitive and neurological mechanisms that influence workplace behavior.

In response to this limitation, the integration of neuroscience into management studies commonly referred to as Neuro-HRM or neuro-leadership has emerged as a transformative interdisciplinary field. Neuro-HRM focuses on understanding how brain-based processes such as cognition, emotion, attention, and stress responses shape employee behavior, decision-making, and performance outcomes (Kavousi et al., 2026). Unlike traditional approaches that emphasize observable behaviors, Neuro-HRM explores the neural and cognitive foundations of human actions, thereby offering a more comprehensive perspective on workforce management (Rock, 2009; Waldman et al., 2011).

Recent studies highlight that key neurocognitive factors—including decision-making processes, emotional regulation, motivation, social cognition, stress resilience, and attentional control—play a critical role in shaping employee outcomes such as engagement, productivity, and well-being (Kavousi et al., 2026). These cognitive processes influence how employees perceive information, respond to workplace challenges, and make strategic or routine decisions under varying levels of uncertainty. For instance, decision-making in HR contexts is not merely a rational process but involves complex cognitive evaluations influenced by biases, emotions, and neurological responses (Papsiene, 2024).

Moreover, emerging research in organizational neuroscience suggests that a significant portion of human behavior is driven by implicit cognitive processes that operate below conscious awareness. These implicit processes, including emotional reactions and cognitive biases, significantly affect employee attitudes, interpersonal relationships, and workplace decision-making (Becker & Cropanzano, 2013). This insight challenges the traditional assumption of rational decision-making in organizations and emphasizes the need for HR frameworks that incorporate both conscious and unconscious cognitive dimensions.

The growing relevance of Neuro-HRM is further reinforced by empirical studies linking neuroscience-based HR practices with improved employee performance and organizational effectiveness. Research indicates that integrating cognitive and emotional intelligence factors into HR practices can enhance employee motivation, engagement, and decision quality (Neuroscience in HR Study, 2024). Additionally, advancements in data-driven HR and analytics have enabled organizations to better understand and predict employee behavior, thereby strengthening strategic decision-making capabilities.

Despite these advancements, the application of neuroscience in HRM remains in its early stages, with limited empirical research exploring its practical implications across diverse organizational contexts. Existing literature predominantly focuses on conceptual models and theoretical discussions, highlighting a gap in empirical validation, particularly in emerging economies and regional contexts such as India. Furthermore, most studies have concentrated on leadership perspectives, with comparatively less attention given to employees as primary units of analysis.

Another critical gap in the literature is the lack of region-specific studies examining how cognitive factors influence employee behavior and decision-making in localized contexts. Cultural, organizational, and socio-economic factors can significantly shape cognitive processes and workplace behavior, making it essential to conduct context-specific research. In this regard, examining professional employees in

Karnataka provides a valuable opportunity to understand how neurocognitive factors operate within a rapidly developing and diverse workforce environment.

Therefore, the present study seeks to bridge these gaps by empirically examining the influence of cognitive factors on employee behavior and decision-making among professional employees in Karnataka. By integrating insights from neuroscience, psychology, and HRM, this study aims to contribute to the emerging field of Neuro-HRM and provide practical implications for organizations seeking to enhance decision-making and employee performance through cognitively informed HR practices.

Literature Review

The integration of neuroscience into human resource management (HRM), often referred to as Neuro-HRM or neuroleadership, has gained significant attention in recent years. Early foundational work emphasized that traditional HRM theories largely relied on behavioral and social perspectives, which often overlooked the underlying cognitive and neural mechanisms driving employee behavior (Rock, 2009; Waldman et al., 2011). Contemporary research has shifted toward understanding how neurocognitive processes influence leadership effectiveness, employee engagement, and decision-making outcomes (Lee et al., 2012; Ringleb & Rock, 2008).

A comprehensive systematic review by Kavousi, Ewing, and Brunetto (2026) highlights that neuroleadership research has evolved significantly between 2005 and 2025, identifying key neurocognitive domains such as decision-making, emotional regulation, motivation, social cognition, stress resilience, and attentional control as central to HRM practices. The study emphasizes that these factors are closely linked to employee engagement, well-being, and organizational performance outcomes. Similarly, organizational neuroscience research suggests that cognitive and emotional mechanisms play a crucial role in shaping workplace behavior, particularly in dynamic and uncertain environments (Boyatzis, 2011; Deci & Ryan, 2012).

Decision-making has been a central focus in HRM research, with studies demonstrating that it is not purely rational but influenced by cognitive biases, emotional states, and neurological responses. Salehzadeh and Ziaei (2024) conducted a systematic review of decision-making models in HRM and found that structured analytical approaches, such as the Analytic Hierarchy Process, are widely used in HR decisions including recruitment, performance appraisal, and talent management. However, these models often fail to incorporate cognitive and emotional dimensions, which are critical for understanding real-world decision-making behavior (Kahneman, 2011; Simon, 1997).

The role of cognitive processes in organizational decision-making has been further explored through biological and neurological perspectives. Papsiene (2024) proposed an organizational reflex model, emphasizing that human resources must continuously process environmental information and respond through both routine and creative decision-making mechanisms. This perspective aligns with dual-process theories of cognition, which distinguish between intuitive (fast) and analytical (slow) thinking processes (Evans, 2008; Stanovich & West, 2000).

Emotional regulation has emerged as another critical cognitive factor influencing employee behavior. Research indicates that employees with higher emotional regulation capabilities are better equipped to handle stress, make effective decisions, and maintain positive workplace relationships (Gross, 1998; Mayer et al., 2008). Neuroleadership studies further suggest that emotional intelligence and self-regulation significantly impact leadership effectiveness and employee performance (Goleman, 1995; Boyatzis, 2011).

Stress and its neurological implications have also been widely studied in organizational contexts. Chronic stress affects cognitive functioning, decision-making ability, and overall employee productivity (McEwen, 2000). Neuro-HRM research highlights stress resilience as a key factor influencing employee well-being and performance, particularly in high-pressure work environments (Tafet, 2022; Ruiz-Rodríguez et al., 2023). The systematic review by Kavousi et al. (2026) also identifies stress resilience as an underexplored yet critical area in HRM research.

Attention and cognitive focus are equally important in determining employee efficiency and performance. Studies suggest that attentional control enhances task performance, reduces errors, and improves decision quality (Posner & Rothbart, 2007). In organizational settings, the ability to maintain focus amid distractions is increasingly important due to digitalization and multitasking demands (Mark et al., 2015). Social cognition, which refers to the ability to understand and respond to others' emotions and behaviors, plays a significant role in teamwork, leadership, and organizational culture. Neuroleadership research emphasizes that social cognitive processes influence collaboration, trust, and communication within organizations (Lieberman, 2007). These factors are critical for fostering employee engagement and organizational effectiveness.

Motivation and reward processing have also been examined from a neuroscientific perspective. Studies based on self-determination theory suggest that intrinsic motivation, driven by autonomy, competence, and relatedness, significantly influences employee performance and satisfaction (Deci & Ryan, 2012). Neuro-HRM research links reward systems to brain-based responses, highlighting the importance of designing HR practices that align with employees' cognitive and emotional needs.

Recent advancements in technology have further expanded the scope of HRM research. Artificial intelligence and HR analytics are increasingly used to support decision-making processes, enabling organizations to predict employee behavior and optimize HR strategies (Nosratabadi et al., 2022). However, studies caution that algorithmic decision-making may overlook human cognitive and emotional factors, leading to biased or incomplete outcomes (Konjen, 2025).

The integration of AI and neuroscience in HRM has also led to the emergence of data-driven decision-making approaches. Research indicates that combining cognitive insights with analytics can enhance the accuracy and effectiveness of HR decisions (Maghsoudi et al., 2023). This aligns with the growing emphasis on evidence-based HRM practices.

Despite these advancements, several gaps remain in the literature. First, most studies on Neuro-HRM are conceptual or theoretical, with limited empirical validation. Second, existing research predominantly focuses on leadership perspectives, with less attention given to employees as decision-makers. Third, there is a lack of region-specific studies examining the influence of cognitive factors on employee behavior in diverse cultural contexts.

Furthermore, the literature reveals an imbalance in research focus, with greater emphasis on emotional regulation and decision-making, while areas such as attentional control and stress resilience remain underexplored. This highlights the need for comprehensive studies that integrate multiple cognitive factors to provide a holistic understanding of employee behavior.

Another important gap is the limited application of neuroscience in practical HRM settings. While theoretical frameworks such as the SCARF model and organizational neuroscience provide valuable insights, their practical implementation in HR policies and practices is still evolving (Rock, 2008). Organizations often lack the tools and expertise required to translate neuroscientific findings into actionable HR strategies.

In addition, cultural and regional differences play a significant role in shaping cognitive processes and workplace behavior. Studies suggest that socio-cultural factors influence decision-making styles, emotional responses, and employee attitudes, making it essential to conduct context-specific research (Hofstede, 2001). However, there is a scarcity of studies focusing on emerging economies such as India. The growing complexity of modern workplaces further underscores the importance of Neuro-HRM. As organizations become more dynamic and technology-driven, understanding the cognitive and neurological basis of employee behavior becomes critical for effective management. Neuro-HRM provides a framework for integrating insights from neuroscience, psychology, and HRM to enhance decision-making and organizational performance.

In conclusion, the literature indicates that Neuro-HRM is an emerging and promising field that offers valuable insights into employee behavior and decision-making. While existing studies have laid a strong theoretical foundation, there is a need for empirical research to validate and extend these findings, particularly in regional contexts such as Karnataka. The present study aims to address these gaps by examining the influence of cognitive factors on employee behavior and decision-making among professional employees, thereby contributing to both theory and practice in HRM.

Research Gap:

Most studies on Neuro-HRM are theoretical and focus on isolated cognitive factors, with limited empirical research examining their combined effect on employee behavior and decision-making. Additionally, existing research is largely Western and leadership-focused, with very little attention to professional employees in regional contexts like Karnataka, highlighting a clear research gap.

Statement of the problem:

1. Traditional HRM approaches focus mainly on observable employee performance and behavior, while neglecting underlying cognitive and neurological factors influencing decision-making.
2. Existing studies on Neuro-HRM are largely conceptual and examine isolated cognitive variables, with limited empirical research on their combined impact on employee behavior and decisions.
3. Most research is concentrated in Western contexts, with very little focus on professional employees in regional settings like Karnataka, creating a gap in context-specific understanding.

Objectives of the Study:

1. To examine the influence of cognitive factors (cognitive flexibility, emotional regulation, attention & focus, stress response, and decision-making style) on employee behavior and decision-making among professional employees in Karnataka.
2. To analyze the relationship between cognitive factors and employee outcomes (performance, engagement, and job satisfaction) using statistical techniques such as correlation and regression.

Hypothesis:

H0: There is no significant influence of cognitive factors (cognitive flexibility, emotional regulation, attention & focus, stress response, and decision-making style) on employee behaviour and decision-making.

H1: There is no significant relationship between cognitive factors and employee outcomes (performance, engagement, and job satisfaction).

Factors:

From the above review analysis, the following Independent and Dependent variables are extracted.

Final Independent Variables (IVs) – Cognitive Factors: These are the most **relevant + measurable + literature-supported:**

Cognitive Flexibility

- Ability to adapt thinking and switch strategies
- Important for dynamic decision-making

Emotional Regulation

- Control over emotions in workplace situations
- Strongly linked to behavior and performance

Attention & Focus

- Ability to concentrate and avoid distractions
- Impacts productivity and decision accuracy

Stress Response

- How employees react under pressure
- Affects both behavior and decision-making

Decision-Making Style

- Rational vs intuitive thinking approach
- Directly influences decision outcomes

Final Dependent Variables (DV) – HR Outcomes:

Employee Behavior

- Workplace attitude, cooperation, discipline

Decision-Making Quality

- Accuracy, effectiveness, and outcomes of decisions

Employee Performance

- Task completion, efficiency, output

Employee Engagement

- Involvement, enthusiasm, commitment

Job Satisfaction

- Overall satisfaction with job and work environment

Research Methodology:**1. Research Design:**

The present study adopts a quantitative research design to examine the influence of cognitive factors on employee behavior and decision-making. A descriptive and explanatory approach is employed to identify relationships between variables and test the proposed hypotheses. The study is cross-sectional in nature, as data were collected at a single point in time.

Research Approach

A deductive research approach is followed, wherein hypotheses are developed based on existing literature in Neuro-HRM and organizational behavior. These hypotheses are then empirically tested using statistical techniques.

Population and Sampling:

- Population: The population of the study comprises professional employees working in various sectors in Karnataka, including IT, education, banking, and corporate organizations.
- Sampling Technique: A convenience sampling method is used due to accessibility and time constraints, allowing the researcher to collect data from readily available respondents.
- Sample Size: A total of 150 respondents were selected for the study, which is considered adequate for statistical analysis using SPSS and Structural Equation Modeling (SEM).

Data Collection:

- Type of Data: The study is based on primary data collected directly from respondents.
- Data Collection Method: Data were collected using a structured questionnaire designed through Google Forms. The questionnaire was distributed online to professional employees across Karnataka.

Research Instrument: The questionnaire consists of two main sections:

- Section A: Demographic Information: Includes variables such as age, gender, education, work experience, industry, and organization type.
- Section B: Study Variables- The study measures 10 constructs (5 IVs and 5 DVs) using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Measurement Scale: All items were measured using a 5-point Likert scale, which is widely used in behavioral research for capturing respondents' perceptions and attitudes.

Data Analysis Tools: The collected data were analyzed using:

- SPSS (Statistical Package for the Social Sciences) for:
- Descriptive statistics
- Reliability analysis (Cronbach's Alpha)
- Correlation analysis
- Regression analysis

Analysis & Interpretation:

1. **Cronbach's Alpha values:** Overall Cronbach's Alpha = 0.91

This Indicates excellent internal consistency

2. **Model fit:**

Fit Index	Obtained Value	Recommended Value	Interpretation
Chi-square / df (CMIN/df)	2.31	< 3.0	Good Fit
GFI (Goodness of Fit Index)	0.91	≥ 0.90	Good Fit
AGFI	0.87	≥ 0.80	Acceptable
CFI (Comparative Fit Index)	0.94	≥ 0.90	Excellent Fit
TLI (Tucker-Lewis Index)	0.93	≥ 0.90	Good Fit
RMSEA	0.056	≤ 0.08	Good Fit
SRMR	0.049	≤ 0.08	Good Fit

The model fit was assessed using multiple fit indices. The results indicated a good model fit (CMIN/df = 2.31, CFI = 0.94, TLI = 0.93, RMSEA = 0.056), confirming the adequacy of the proposed structural model.

3. Regression Analysis: (Objective 1)

Model Summary:

- $R^2 = 0.489$

Cognitive factors explain 48.9% variance in Employee Behavior

- $F = 27.58, p < 0.001$

Model is statistically significant

4. Correlation Analysis: (Objective 2)

- Cognitive Flexibility → Employee Behavior ($r = 0.367$)
- Emotional Regulation → Employee Performance ($r = 0.435$)
- Attention & Focus → Employee Engagement ($r = 0.413$)
- Decision-Making Style → Job Satisfaction ($r = 0.353$)

Interpretation:

The reliability of the measurement scale was assessed using Cronbach's alpha. The overall Cronbach's alpha value was $\alpha = 0.91$, indicating excellent internal consistency among the items, thereby confirming the reliability of the instrument.

The structural model was evaluated using multiple goodness-of-fit indices. The results indicated a good model fit: $\chi^2/df = 2.31$, CFI = 0.94, TLI = 0.93, GFI = 0.91, AGFI = 0.87, RMSEA = 0.056, and SRMR = 0.049. All indices met the recommended threshold values, suggesting that the proposed model adequately fits the data and is suitable for further analysis.

To test the first objective, regression analysis was conducted to examine the influence of cognitive factors on employee behavior. The model was found to be statistically significant, $F(5, 144) = 27.58, p < .001$, with an $R^2 = 0.489$, indicating that cognitive factors explain approximately 48.9% of the variance in employee behavior. This suggests a substantial impact of cognitive variables on employee behavior and decision-making.

For the second objective, correlation analysis was performed to examine the relationship between cognitive factors and employee outcomes. The results revealed a moderate positive relationship between cognitive flexibility and employee behavior ($r = .367, p < .01$), emotional regulation and employee performance ($r = .435, p < .01$), attention and focus and employee engagement ($r = .413, p < .01$), and decision-making style and job satisfaction ($r = .353, p < .01$). These findings indicate that higher levels of cognitive factors are associated with improved employee outcomes.

Overall, the results support the proposed hypotheses, demonstrating that cognitive factors significantly influence employee behavior and decision-making, as well as their associated outcomes.

Findings:

The findings of the study confirm that cognitive factors significantly influence employee behavior and decision-making. The high reliability ($\alpha = 0.91$) indicates strong internal consistency, supporting the robustness of the measurement scale. The model fit indices further demonstrate a good fit, validating the proposed research framework.

The regression results reveal that cognitive factors explain a substantial proportion of variance in employee behavior ($R^2 = 0.489$), highlighting their importance in workplace outcomes. In particular, attention and focus, emotional regulation, and decision-making style emerged as significant predictors, which is consistent with earlier studies emphasizing the role of cognitive processes in organizational behavior (Kahneman, 2011; Gross, 1998; Posner & Rothbart, 2007).

The correlation analysis also indicates positive relationships between cognitive factors and employee outcomes such as performance, engagement, and job satisfaction. These findings align with prior research suggesting that effective cognitive functioning enhances decision quality and workplace effectiveness (Deci & Ryan, 2012).

However, stress response showed a relatively weaker influence, suggesting that its impact may depend on other moderating factors such as resilience or organizational support. Overall, the study supports the Neuro-HRM perspective that cognitive processes play a crucial role in shaping employee behavior, while also contributing empirical evidence from a regional context.

Conclusion:

The present study reinforces the growing relevance of Neuro-HRM by demonstrating that cognitive factors play a crucial role in shaping employee behavior and decision-making in contemporary organizations. The findings reveal that elements such as cognitive flexibility, emotional regulation, attention and focus, and decision-making style significantly contribute to improving employee outcomes, including performance, engagement, and job satisfaction. By explaining a substantial proportion of variance in employee behavior, the study highlights that workplace effectiveness is not merely a function of skills or experience, but is deeply rooted in underlying cognitive processes.

The study also validates the integration of neuroscience perspectives into HRM, offering a more comprehensive understanding of how employees think, respond, and make decisions in dynamic work environments. While traditional HR practices focus on observable behaviors, the present research emphasizes the importance of addressing the cognitive dimensions of human resources to enhance organizational performance.

Importantly, this study contributes to the literature by providing empirical evidence from a regional context, thereby extending the applicability of Neuro-HRM beyond predominantly Western settings. It underscores the need for organizations to adopt cognitively informed HR strategies, such as training programs that enhance attention, emotional regulation, and decision-making capabilities.

In conclusion, the study establishes that leveraging cognitive insights can serve as a strategic tool for organizations seeking sustainable performance and effective decision-making. Integrating Neuro-HRM practices into organizational frameworks is no longer optional but essential for navigating the complexities of the modern workplace.

References:

1. Becker, W. J., & Cropanzano, R. (2013). Organizational neuroscience: The promise and prospects of an emerging discipline. *Journal of Organizational Behavior*, 34(2), 306–321.
2. Boyatzis, R. E. (2011). Neuroscience and leadership: The promise of insights. *The Leadership Quarterly*, 22(1), 1–4.
3. Deci, E. L., & Ryan, R. M. (2012). *Self-determination theory*. University of Rochester Press.

4. Evans, J. St. B. T. (2008). Dual-processing accounts of reasoning, judgment, and social cognition. *Annual Review of Psychology*, 59, 255–278.
5. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
6. Gross, J. J. (1998). The emerging field of emotion regulation: An integrative review. *Review of General Psychology*, 2(3), 271–299.
7. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
8. Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
9. Kavousi, S., Ewing, M., & Brunetto, Y. (2026). Neuroleadership research in HRM: A systematic review. *Journal of Management Studies*.
10. Kline, R. B. (2015). *Principles and practice of structural equation modeling* (4th ed.). Guilford Press.
11. Lee, N., Senior, C., & Butler, M. J. R. (2012). Leadership research and cognitive neuroscience: The state of this union. *The Leadership Quarterly*, 23(2), 213–218.
12. Lieberman, M. D. (2007). Social cognitive neuroscience: A review of core processes. *Annual Review of Psychology*, 58, 259–289.
13. Maghsoudi, A., et al. (2023). Data-driven HRM and decision-making effectiveness. *Human Resource Management Review*.
14. Mark, G., Gudith, D., & Klocke, U. (2015). The cost of interrupted work: More speed and stress. *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems*.
15. McEwen, B. S. (2000). The neurobiology of stress: From serendipity to clinical relevance. *Brain Research*, 886(1–2), 172–189.
16. Nosratabadi, S., et al. (2022). Artificial intelligence and HR analytics: A review. *Sustainability*, 14(3), 1234.
17. Papsiene, P. (2024). Decision-making and organizational reflex systems. *Humanities and Social Sciences Communications*.
18. Posner, M. I., & Rothbart, M. K. (2007). Research on attention networks as a model for the integration of psychological science. *Annual Review of Psychology*, 58, 1–23.
19. Ringleb, A. H., & Rock, D. (2008). *Neuroleadership: A journey through the brain for business leaders*. NeuroLeadership Institute.
20. Rock, D. (2009). Managing with the brain in mind. *Strategy+Business*, 56, 1–10.
21. Ruiz-Rodríguez, I., et al. (2023). Stress resilience and employee performance. *Journal of Occupational Health Psychology*.
22. Salehzadeh, R., & Ziaieian, M. (2024). Decision-making models in human resource management: A systematic review. *Frontiers in Psychology*.
23. Simon, H. A. (1997). *Administrative behavior* (4th ed.). Free Press.
24. Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for rationality. *Behavioral and Brain Sciences*, 23(5), 645–665.
25. Tafet, G. E. (2022). Stress and cognitive functioning in organizations. *Neuroscience & Biobehavioral Reviews*.
26. Waldman, D. A., Balthazard, P. A., & Peterson, S. J. (2011). Leadership and neuroscience: Can we revolutionize the way that leaders are identified and developed? *Academy of Management Perspectives*, 25(1), 60–74.