

Analyzing Key Factors for Generative AI Adoption and its Effects on Innovative Work Behavior

Insights from Romanian Start-Ups Operations

Report Questions

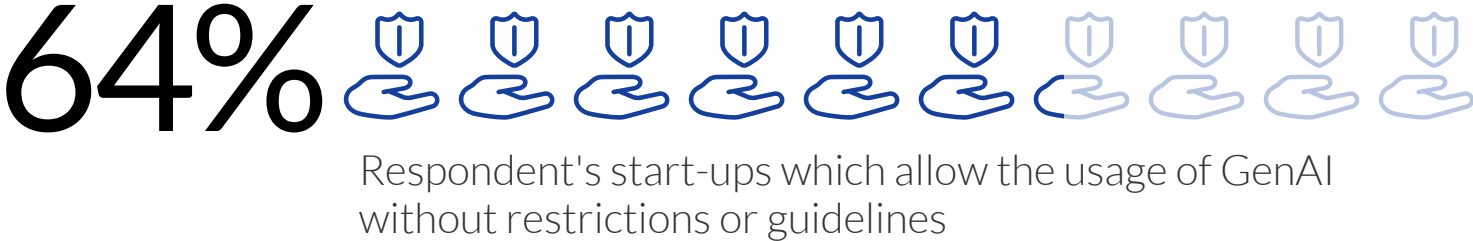
“Which key factors influence the adoption of Generative Artificial Intelligence for Innovative Work Behavior in Romanian start-up founders and employees?”

“Which Generative AI tools are most commonly used in the daily operations of Romanian start-ups?”

“In which business functions and use cases do Romanian start-ups implement Generative AI technologies?”

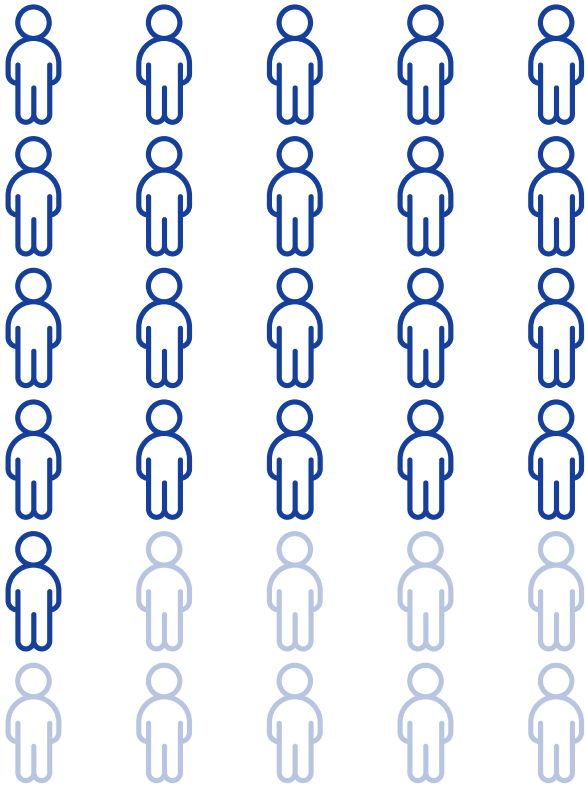
“What policies do Romanian start-ups follow regarding the use of Generative AI at work?”

Generative AI Usage Insights



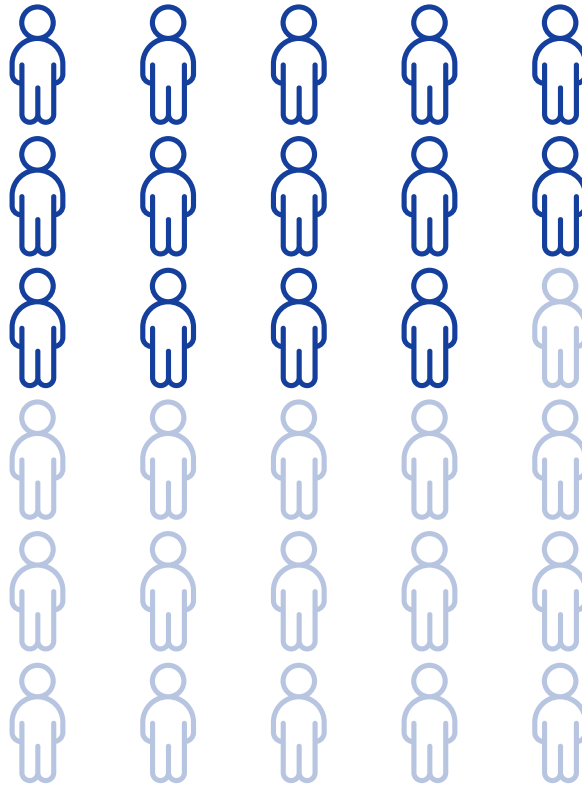
Demographics Findings

67%



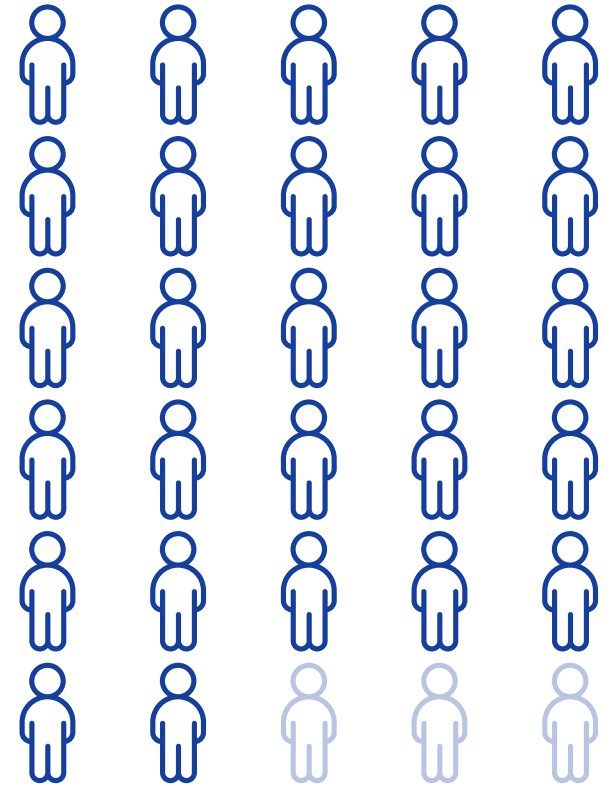
Male Respondents

44%



IT&C Industry

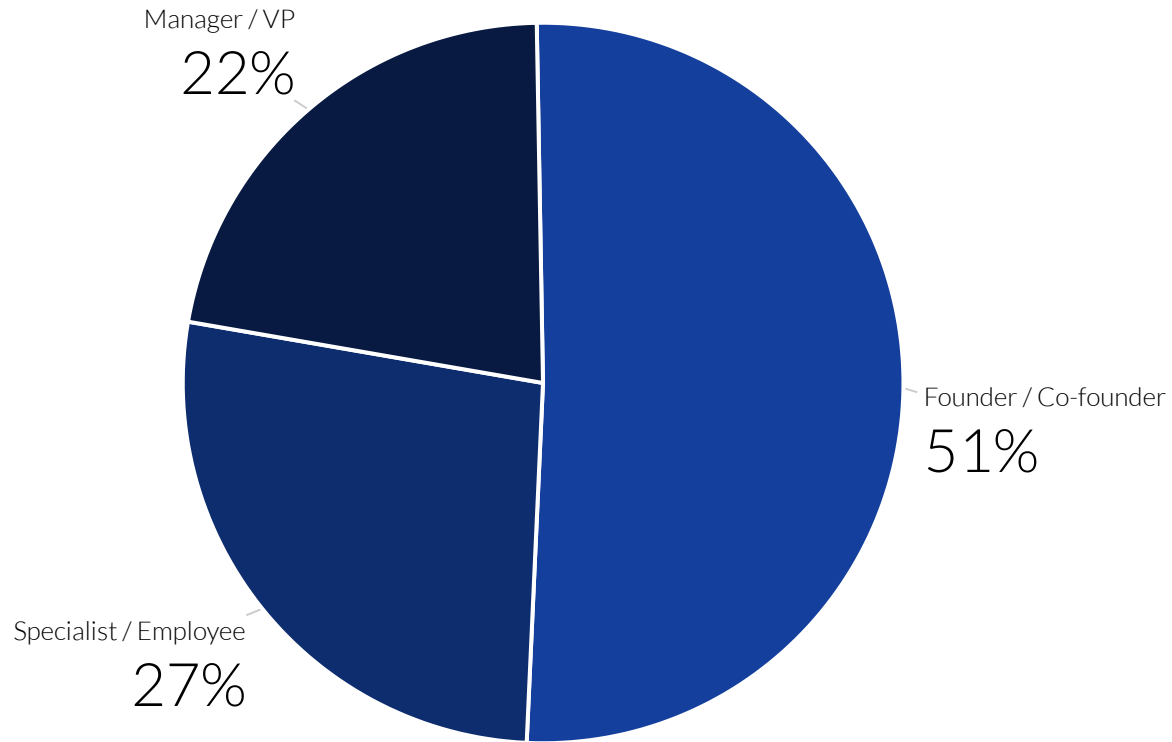
88%



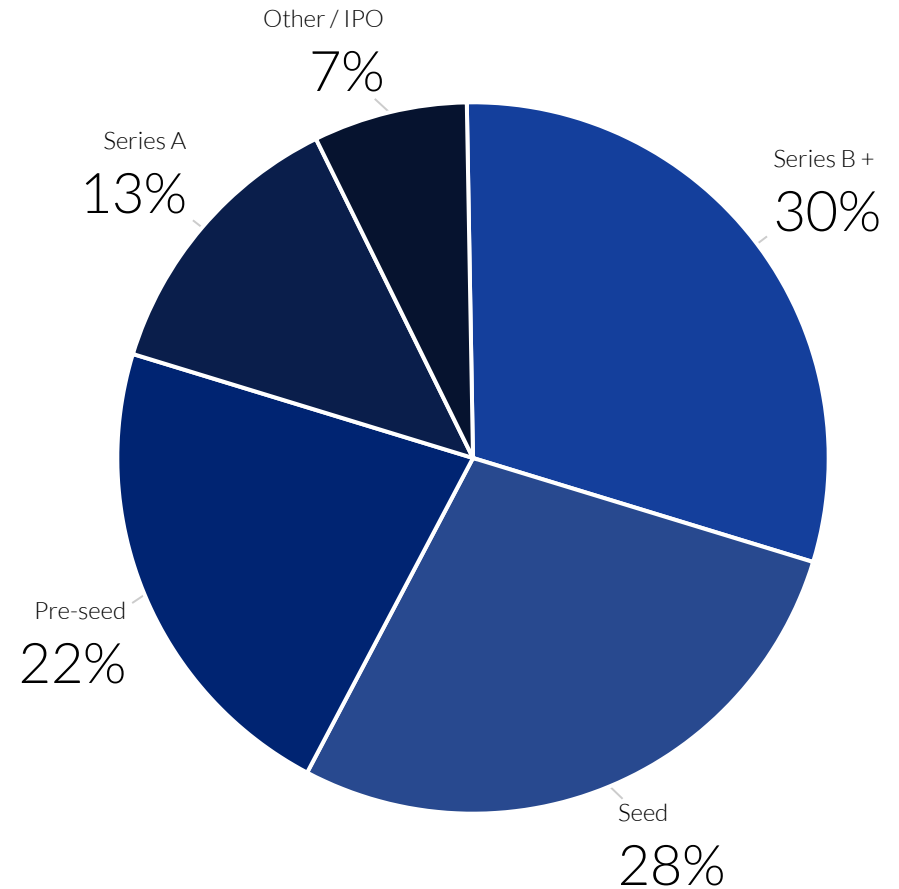
Over 6 years of professional work experience

Demographics Findings

Distribution by Role Held in Start-up

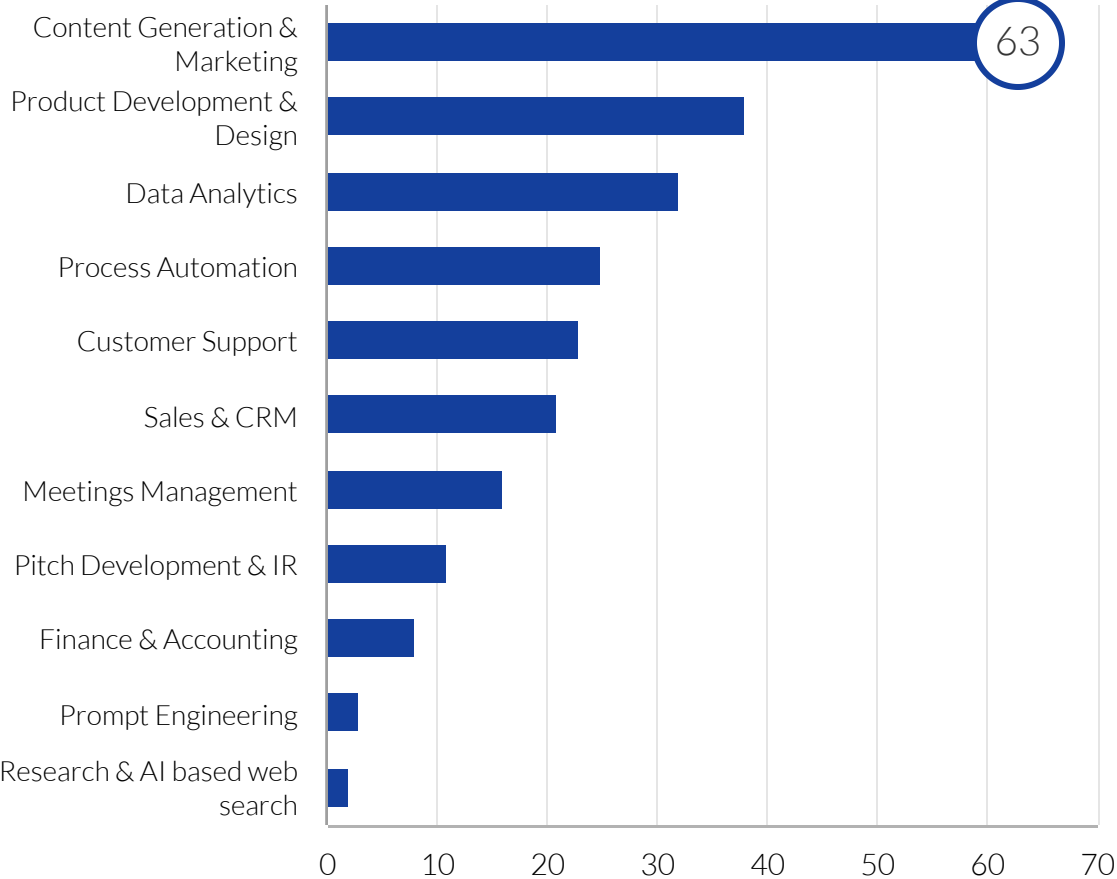


Distribution by Start-up Stage

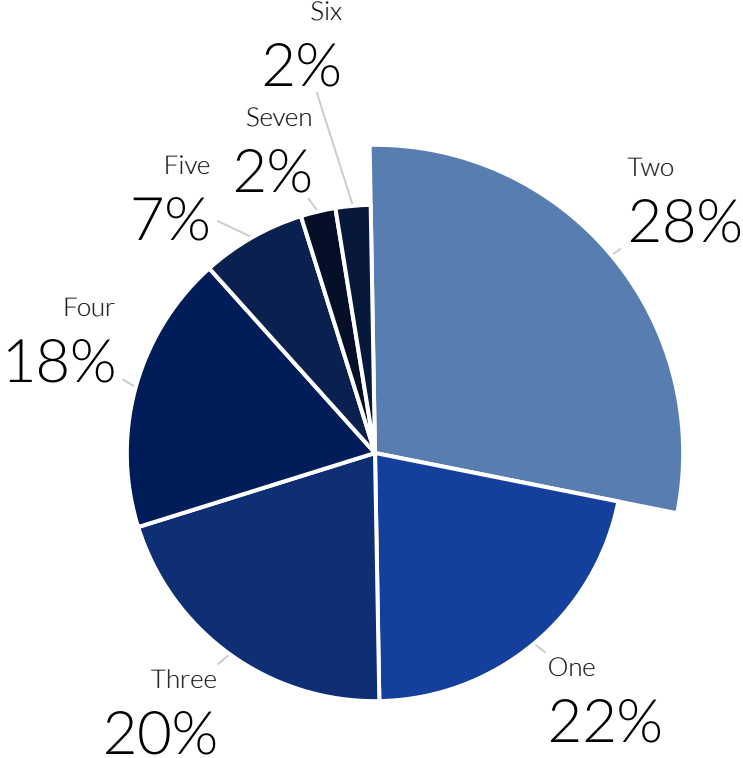


Generative AI Business Use Cases in Romanian Start-ups

Most Popular Business Use Cases

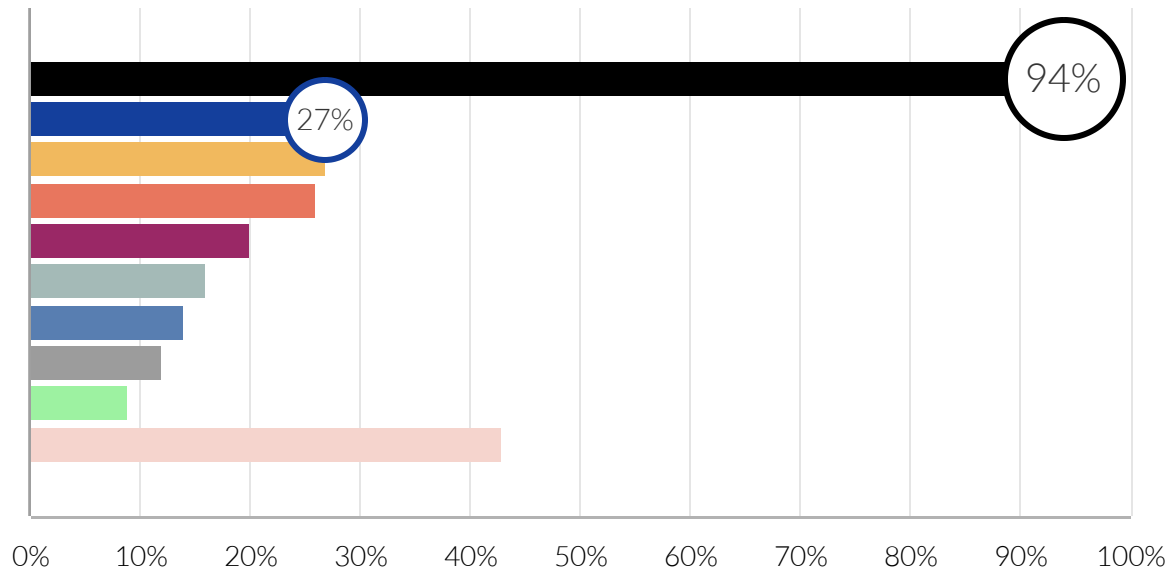


Number of Business Use Cases per Respondent



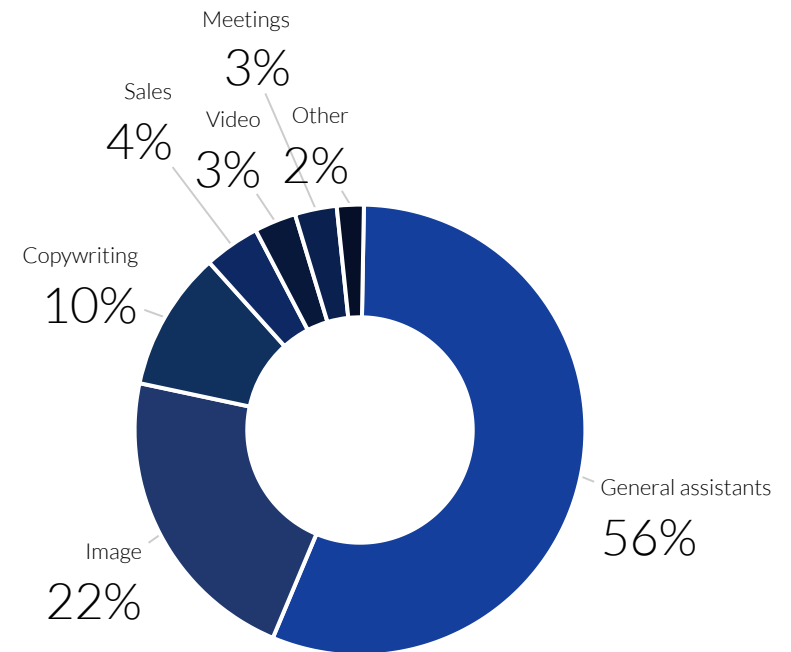
Generative AI Most Adopted Tools

Most Popular Generative AI Tools



- Chat GPT
- DALL-E
- Grammarly
- Midjourney
- Gemini
- Claude
- MSFT Copilot
- Copilot AI
- Perplexity
- Others

Tool Types Groups and Their Usage Popularity

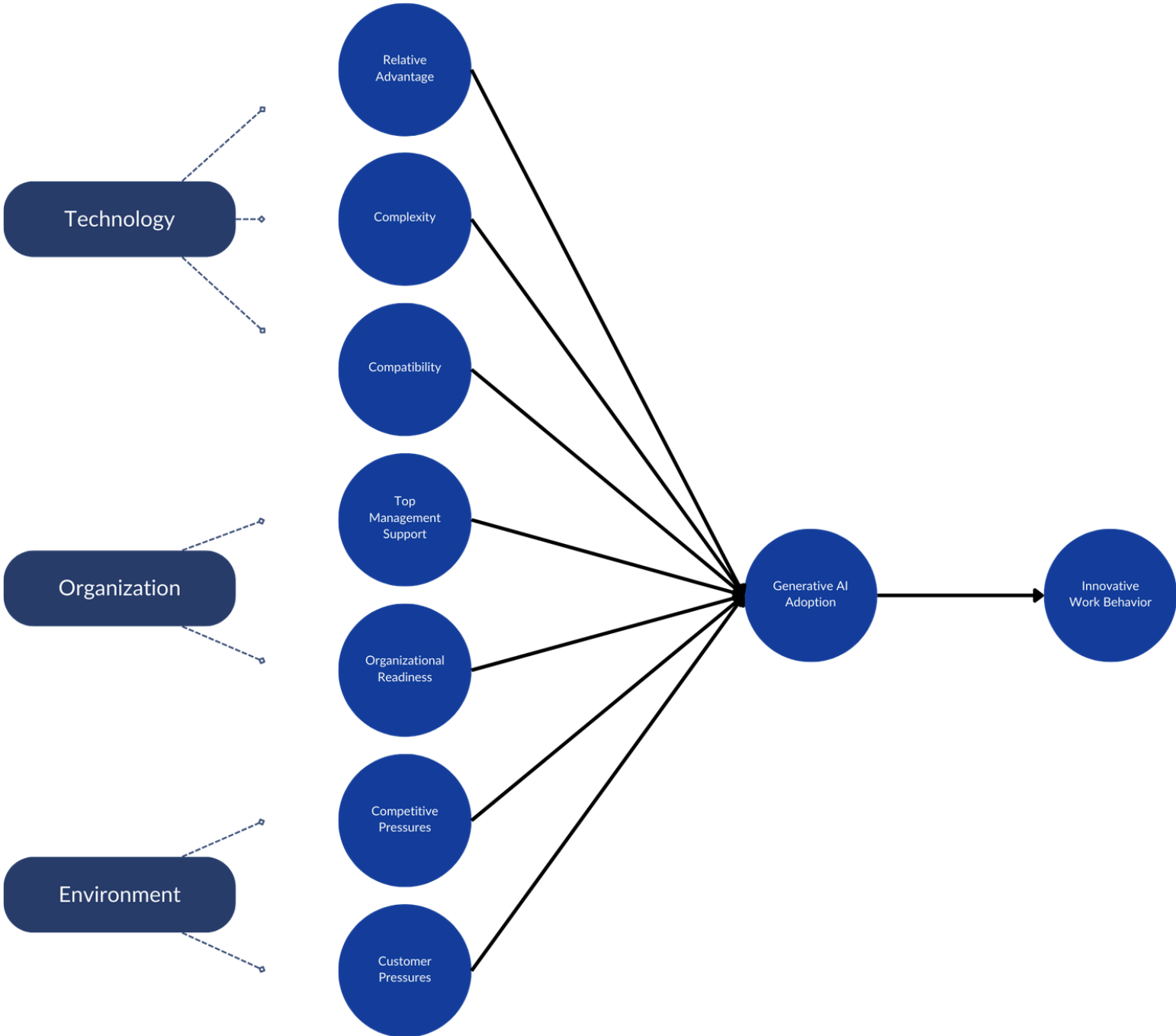


% of mentions

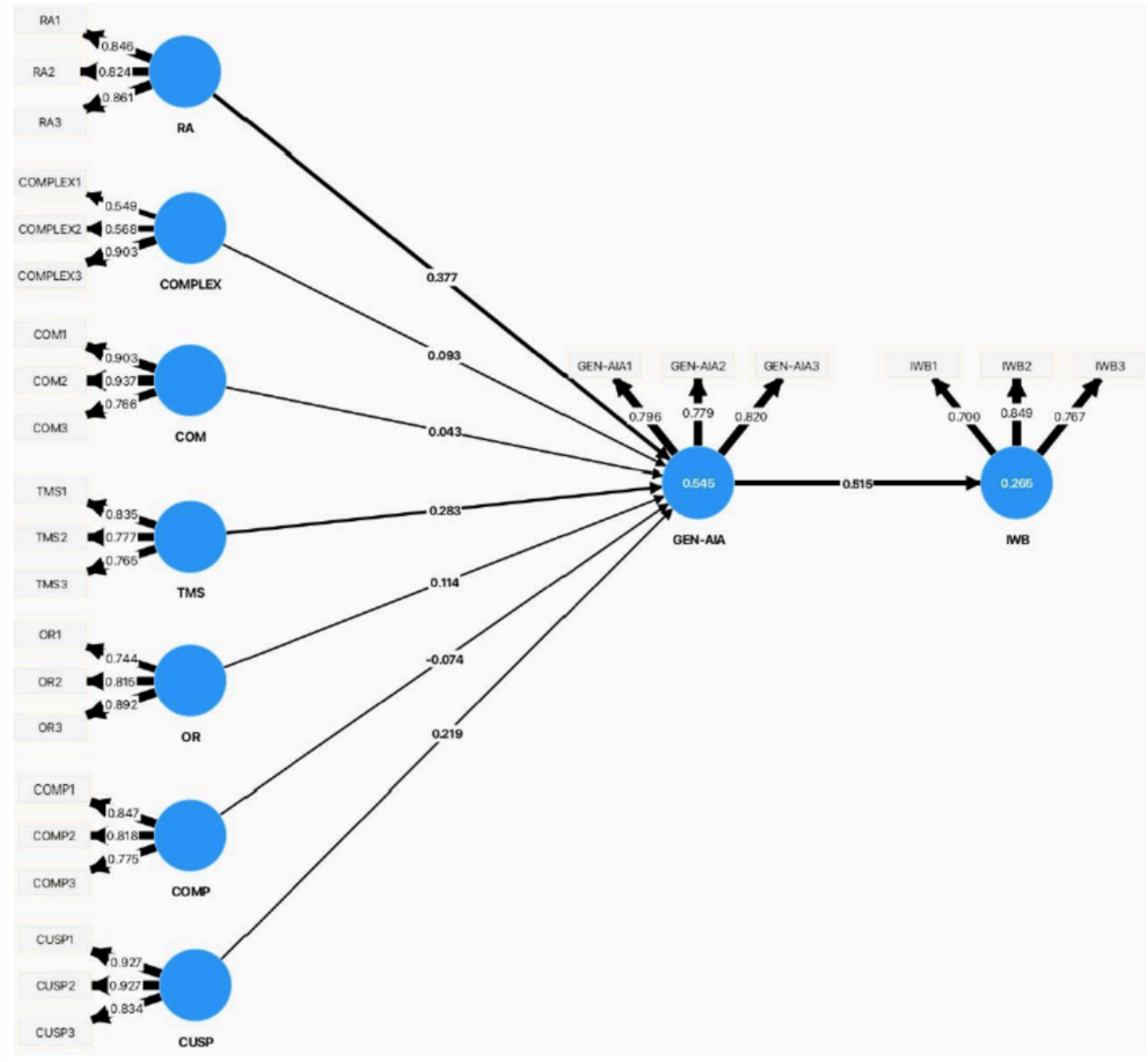
% of respondents

Conceptual Model

TOE Conceptual Framework Model
Source: adapted model based on TOE Framework (AL-khatib, 2023)



Strength of Correlation



Additional Definitions

Standard Work Behavior

- > Taking tasks to completion
- > Meeting expected job requirements

Variables	Innovative Work Behavior
RA - higher perceived benefit from using the technology	Ability to come up with new ideas
COMPLEX - extent of difficulty to implement the technology	Openness to changing existing processes
COM - ease of integration with existing stack and processes	Ability to recognize opportunities for improvement
TMS - management's understanding and commitment to the tech	Promoting ideas with their teams and managers
OR - assets and capabilities to use the technology effectively	Determination to refine and implement new ideas
COMP - cumulative pressures from industry competitors	Flexibility when facing challenges
CUSP - pressures from market trends and customer needs	Ability to turn ideas into practical solutions

Conclusions from Research



88% of respondents use Gen AI in operations

The percentage is higher than the 65% studied by McKinsey, 2024



75% of respondents plan to expand Gen AI use cases

While there is a strong intention to utilize Gen AI in more business use cases in the future, **over a quarter of start-ups lack training**, and 33% remain neutral about their current training



Gen AI adoption correlates with IWB

There is sufficient evidence to support the conclusion that the more employees use Gen AI, the more likely they are to come up with new ideas and solve problems creatively



35% of respondents report a minimal policy for Gen AI usage

The percentage is higher than 16% of organizations reported by Dencik et al. study, 2023



RA, TMS, CUSP correlate with GEN-AIA

- If start-up employees see Gen AI as offering **significant improvements in outcomes** they are more likely to adopt it
- When **leaders understand and support** Gen AI adoptions rates are higher
- When **customers expect better services**, start-up employees are more likely to adopt Gen AI to meet demands



55% of variance in GEN-AIA is explained by the model

- The research model has potential for further improvement and expansion to cover for new factors, the results are highly promising
- GEN-AIA accounts for 27% of the variance in IWB, which is impressive considering it is a single variable

Reach out for insights on your ops use cases

Explore more data through a free [Tableau visualization](#)



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