

Personality Types and Leadership Characteristics. A Mini Review

Gerasimos Kalogeratos*

Department of Management Science and Technology, University of Patras, Patras, Greece
gkalogeratos@upatras.gr

Eleni Anastasopoulou

Elementary school of Agios Vasileios, Patras, Greece
elenianastasopoulou_@hotmail.com

Anastasios Stavrogiannopoulos

Elementary School of Kato Kastritsi, Patras, Greece
tasosstavro@gmail.com

Angeliki Tsagri

Elementary School of Vlachopoulo, Messinia, Greece
tsagriangeliki@gmail.com

Danai Tsogka

Elementary School of Lappa, Achaia, Greece
danaitsoga@gmail.com

Konstantina Lourida

2nd Elementary School of Kato Achaia, Achaia, Greece
klourida@yahoo.com

*Corresponding Author: E-mail: gkalogeratos@upatras.gr

Abstract

The investigation of the relationship between personality types and leadership characteristics has been a central focus within the realms of organizational and psychological research. Several personality frameworks, such as the Myers-Briggs Type Indicator (MBTI) and the Big Five Personality Traits, have been utilized to gain insight into the impact of inherent personal tendencies on leadership styles. Although certain personality traits, such as extroversion, may tend to influence individuals towards specific leadership styles, it is apparent that effective leadership is not limited to any type. In contrast, it is frequently observed that influential leaders demonstrate a confluence of characteristics, placing particular emphasis on their ability to adapt and maintain situational awareness. This review highlights the significance of comprehending the interaction between individual personality types and the complex requirements of leadership positions.

Keywords: *Personality, Leadership, Leadership Styles, Personality Types, Big Five Personality Traits*

1. Introduction

In contemporary society, there is discourse surrounding the concept of leadership. The term mentioned above finds application within management across various sectors, including education, politics, and the care and health system. However, the term "leadership" requires clarification in its usage. Following

a comprehensive elucidation of its central role in the field of Administrative Science and its significance in the day-to-day functioning of contemporary organizations, the term is subsequently delineated as a collection of actions employed by an individual to exert influence over the conduct of others. In this context, it can be observed that the leader can exert influence over specific individuals, thereby shaping their behavior in alignment with his preferences. There exists a multitude of theoretical frameworks, encompassing both historical and contemporary perspectives, that provide comprehensive explanations of the concept of leadership. The phenomenon of leadership has been extensively examined through the utilization of both quantitative and qualitative research methodologies across various contexts, encompassing both small-scale groups and large corporate entities. Leadership has been a prominent study area in various academic disciplines, including history, psychology, political science, sociology, and philosophy (Antonopoulou et al., 2021b; Antonopoulou et al., 2021a). Organizations are regarded as crucial in shaping employee behavior and leveraging their skills, thereby influencing their operational effectiveness and overall growth. Effective leadership plays a pivotal role in this regard. The interrelation of planning, staffing, organizing, and controlling necessitates leadership involvement. Several strategies can be employed to encourage team members to contribute willingly and voluntarily. These include behavior guidance, individual development, persuasion, inspiration, motivation, teamwork development, visioning, and other techniques (Antonopoulou et al., 2019; Antonopoulou et al., 2020). It is imperative to underscore that the fundamental components of leadership encompass the motivation and satisfaction of individuals (Gkintoni et al., 2016). In all instances, we are not discussing the act of compelling individuals. There is a distinction between leadership and management, with a leader distinct from a manager (Gkintoni et al., 2023a). The primary distinction lies in the fact that managers establish goals that are objective and stem from the organizational requirements.

In contrast, leaders possess a subjective perspective on goals that reflect their visions, beliefs, and ideals. Concerning performance, a leader must possess various critical skills and practices that contribute to their effectiveness (Gkintoni et al., 2023c). These include self-development, team development, strategic thinking and action, ethical practice, and innovation. It is essential to acknowledge that the leaders of any business play a crucial role in determining its success or failure (Halkiopoulou et al., 2022).

The concept of leadership has persisted from ancient civilizations to the present day. The earliest institutions, which emerged several centuries or even millennia ago, exhibited more simplicity than their contemporary counterparts. The archetype refers to a tribal society that typically operated under the governance of a single leader, to whom all members of the tribe adhered. This individual assumed the role of guiding their group in making significant decisions regarding its future. Typically, their actions and decisions were closely intertwined with the trajectory of their tribe or collective. These tribes underwent a process of evolution that ultimately led to the formation of what is commonly referred to as an organized society (Gkintoni et al., 2022b). The sectors comprising this entity include the political, military, and religious sectors.

The dynamic relationship between personality types and leadership traits remains a topic of enduring fascination and scholarly investigation within the complex leadership domain. Central to this investigation is the recognition that leaders do not conform to a single archetype; instead, they arise from diverse personality traits, each contributing its unique strengths, difficulties, and subtleties. Personality, which encompasses an individual's cognitive processes, emotional responses, and behavioral tendencies, is a crucial determinant of leadership style, communication patterns, and capacity to influence others (Gkintoni et al., 2017; Halkiopoulou et al., 2021a). The spectrum of leadership encompasses a wide range of individuals, including introverted leaders who excel in

meticulousness and attention to detail and charismatic extroverts who inspire and motivate teams through impassioned speeches. The correlation between personality types and leadership characteristics provides valuable insights into the essence of effective leadership and how leaders can utilize their inherent traits to lead with authenticity and effectiveness. As we further examine this subject matter, we will investigate the diverse personality types, their corresponding leadership approaches, and the consequences they entail within organizational contexts.

This paper aims to examine various classifications of leadership, delineate their distinguishing features, and explore the potential correlation between leadership and personality traits, thereby addressing whether leadership is an inherent attribute in individuals (Gkintoni et al., 2021c).

2. Leadership Types

Firstly, it is essential to note that numerous and diverse leadership styles can be employed either individually or in conjunction with one another. The selection of a particular style is contingent upon the personal attributes of the leader, the prevailing circumstances, and even the underlying philosophy of the organization they are affiliated with. Consequently, this multifaceted nature contributes to the complexity surrounding determining the most efficacious leadership style. The various leadership styles encompass Autocratic, Democratic, Strategic, Transactional, Directive, and Transformational.

The autocratic leadership style is called imperial leadership in academic discourse. The prevailing feature of this phenomenon is the leader's authoritative dominance in decision-making processes, with limited involvement from team members. Authoritarian leaders typically rely on their ideas and judgments when making decisions, exhibiting a limited inclination to seek input or guidance from their subordinates. Authoritarian leadership entails the exercise of complete and authoritative dominance over a collective. The fundamental components necessary for comprehending this particular leadership style entail the leader's imposition and dictation of procedures and methods. Simultaneously, he undermines creativity and initiative, fostering a sense of distrust within his team, which has a detrimental impact on the overall team dynamics and atmosphere. While the authoritarian leadership style is currently subject to criticism and disapproval, its efficacy remains a significant aspect that cannot be disregarded. Working in small project groups can be advantageous. A leader delegates responsibilities to different team members, offers organization, planning, and structure to the objective, and exhibits superior coping mechanisms in high-stress, anxious, and pressured circumstances. Conversely, a notable drawback of this particular leadership style is its propensity to negatively impact team morale and erode the spirit of collaboration and teamwork, as team members may hesitate to voice their apprehensions or viewpoints on specific matters.

In the future, the presence of democratic leadership will be observed. This leadership style is alternatively referred to as participative or shared leadership. In this context, decision-making is regarded as an outcome resulting from the collective engagement among individuals within a group. In essence, collective participation and decision-making are integral components of the process. The democratic leadership style is commonly observed in various settings, including organizations, educational institutions, healthcare facilities, and governmental bodies. Democracy, as a form of governance, encompasses principles of equality and individual autonomy. Therefore, as a form of leadership, it facilitates the dissemination of ideas and fosters the cultivation of discourse. The democratic leader is responsible for determining the team's composition and identifying the individuals who will actively participate in the decision-making process (Gkintoni et al., 2023d).

Scholars have discovered that the democratic leadership style is highly effective, resulting in enhanced productivity, improved contributions from team members, and a significant boost in morale. Consequently, these leaders exhibit integrity and employ ethical principles as the foundation for their decision-making processes (Antonopoulou et al., 2022a; Antonopoulou et al., 2023; Giannoulis et al., 2022a; Giannoulis et al., 2022b). Fans are motivated to engage in proactive behavior and make meaningful contributions to the team. Influential leaders actively pursue diverse perspectives and refrain from suppressing dissenting voices or individuals expressing fewer mainstream viewpoints. Consequently, promoting dialogue and sharing information and perspectives fosters the generation of improved and accurate solutions that exhibit a high degree of creativity in addressing and managing challenges. Team members also experience a heightened sense of involvement and commitment toward projects, increasing their propensity to exhibit a vested interest in the outcomes. Research on the democratic leadership style has demonstrated its positive impact on team productivity. Numerous studies have consistently demonstrated that democratic leadership has been widely recognized and acknowledged as the most effective leadership style (Antonopoulou et al., 2021; Antonopoulou et al., 2022b). Nevertheless, it is essential to acknowledge certain potential drawbacks associated with this phenomenon.

In certain instances, it may be imperative for team members to acquire the requisite knowledge or expertise in order to participate in the decision-making process actively. On certain occasions, individuals may experience a desire for their viewpoints and concepts to be acknowledged, leading to a sense of discontentment. This observation indicates that the effectiveness of democratic leadership is contingent upon knowledgeable individuals who possess expertise and a willingness to contribute their perspectives, thereby facilitating the identification of optimal courses of action.

The strategic leadership style is another indispensable approach to effective leadership. Strategic leaders possess a compelling vision that serves as their driving force. However, in contrast to visionary leaders, these individuals focus on meticulous details and can inspire and guide an organization or company toward success. When a company seeks to align all departments towards a common goal or enhance processes to attain a specific objective, strategic leaders are the most suitable individuals to undertake such responsibilities. Individuals in this context tend to engage in cognitive processes involving the consideration of overarching concepts, the visualization of a comprehensive perspective, and the recognition of the necessary sequential actions to attain a specific outcome. The essential attributes of a strategic leader encompass clarity and effective communication. He demonstrates a strong dedication and enthusiasm towards his professional responsibilities. Individuals possess lofty aspirations and anticipations, establish the objective of attaining the endeavor, and exhibit an unwavering commitment towards its fulfillment, regardless of the associated sacrifices. Simultaneously, individuals exhibit heightened cognitive abilities, demonstrating a propensity for meticulous analysis and proactive anticipation of potential obstacles that may impede progress toward their objectives.

Consequently, they plan strategically to devise viable remedies for such challenges. Similar to a democratic leader, a strategic leader acknowledges the importance of participation, fosters unity, and actively encourages communication and interaction among all members of the team. The leader possesses the capacity to effectively communicate, fostering cohesion and motivating the team towards attaining the objective. The strategic leadership style exhibits numerous similarities with various other leadership styles. Nevertheless, the primary attributes of strategic leaders consist of the disciplined nature exhibited by charismatic leaders and their unwavering dedication to the vision they have conceived. Individuals who adhere to this leadership approach are keen to maximize efficiency and develop streamlined processes that prioritize lucidity and simplicity. Strategic leaders can identify

superior methods for accomplishing tasks or objectives. These individuals also possess a high degree of adaptability (Gkintoni & Dimakos, 2022). In an unforeseen circumstance, the company will undertake all necessary measures to ensure stability. The individuals possess a high level of expertise and actively promote an environment that values acquiring knowledge and exploring new ideas (Gkintoni et al., 2021a).

Moreover, a notable benefit of this leadership style is its propensity to foster goal-oriented cognition, wherein individuals perceive a meaningful linkage between their daily tasks and long-term objectives. It is rational and anticipated that each employee will possess knowledge of only a subset of goals. Consequently, a strategic leader can implement a strategic framework encompassing each decision's comprehensive evaluation. This practice will facilitate alignment and cohesion among all stakeholders, promoting organizational unity and directionality. In essence, it establishes a conceptual structure for making strategic choices. It is noteworthy that strategic leaders possess the ability to exhibit innovation and a willingness to deviate from conventional practices, yet they also demonstrate a consistent approach. Charismatic leaders can make decisions based on instinct, whereas strategic leaders tend to adopt a different cognitive approach. Decisions are only made or actions taken with a thorough strategic analysis. In other words, these individuals exhibit high organization and self-control. There exist certain drawbacks, naturally. The ability to accurately anticipate future events and have them unfold according to one's expectations is typically attributed to strategic leaders, making adaptability and flexibility challenging. Although confident strategic leaders may possess adaptability, it is essential to acknowledge that their specific contexts are likely to vary.

The transactional leadership style, alternatively referred to as managerial leadership, emphasizes the functions of supervision, organization, and team performance. Based on the proposed theoretical framework, leaders engage in interpersonal exchanges with their subordinates to attain desired outcomes, establish performance expectations, establish objectives, and offer acknowledgment and incentives to incentivize the successful completion of assigned tasks. This theory adopts a behavioral perspective toward leadership, focusing on utilizing rewards and punishments. Several assumptions underpin transactional leadership. Firstly, it posits that individuals exhibit enhanced performance when there is a clear and transparent chain of command. Secondly, it asserts that employees are motivated by rewards and punishments. Thirdly, it emphasizes that followers' primary objective is to comply with the instructions and orders of their leader. Lastly, it underscores the necessity of closely monitoring subordinates to ensure that expectations are fulfilled. Existing research on transactional leadership has yielded findings suggesting that leadership effectiveness is maximized in situations where problems are straightforward and unambiguous. It can also effectively function in emergencies where there is a need to prioritize the execution of tasks. Leaders can effectively ensure the completion of these tasks by assigning unambiguous and well-defined responsibilities to designated individuals. Transactional leaders prioritize the maintenance of team structure. The individuals in question are responsible for effectively communicating the precise expectations to their team members, elucidating the benefits of successfully executing assigned tasks, clarifying the potential repercussions of failure, and offering feedback specifically designed to maintain employee focus and productivity (Gkintoni et al., 2021b). Although transactional leadership may offer benefits in certain circumstances, it is widely regarded as inadequate in numerous situations, impeding leaders and followers from attaining their utmost capabilities.

Instructional leadership

Individuals who adhere to the coaching leadership style possess a distinctive attribute distinguishing them from their counterparts. Influential leaders encourage individuals to explore novel approaches

independently rather than explicitly stating their intentions or assigning tasks. Leadership coaching facilitates individuals in gaining a comprehensive understanding of how their work aligns with the broader organizational context. The individuals exhibit the various puzzle pieces to their collective, which are employed in assembling the entirety. Subsequently, individuals develop a substantial personal stake in assisting others to optimize their achievements. The success of these leaders is contingent upon the success of their team. Effective leadership necessitates the provision of feedback, encompassing both positive and negative evaluations of the performances of individuals. Leadership coaches assign demanding tasks while equipping individuals with the necessary resources to achieve favorable outcomes. Empathy and self-awareness are employed to cultivate a conducive environment wherein team members are motivated to enhance their strengths. One of the advantages associated with this leadership style is its ability to foster a positive workplace environment. Leaders who employ the coaching style can establish a stable and positive atmosphere within the workplace. The underlying objective of this leadership style is to facilitate the enhancement of individuals' performance. The individuals in question will offer constructive feedback to facilitate the individual's ability to manage a challenging circumstance. Coaching encompasses a substantial degree of individualized guidance. The efficacy of these coaching processes is intrinsically linked to their capacity to enhance skill proficiency across various levels.

In contrast, inevitable drawbacks are associated with the coaching leadership style, including the time required for its effectiveness to manifest. The management style known as coaching leadership needs to be more noticed and utilized in contemporary work environments. This phenomenon can be attributed to the considerable time and patience required for this leadership approach to yield tangible outcomes. In a more specific context, it is imperative for mentors who guide leaders to possess a high level of competence in leadership. The success of a mentoring relationship is contingent upon the leader's proficiency, as the improper implementation or ineffective incorporation of coaching elements can give rise to various challenges across multiple dimensions (Gkintoni et al., 2022a).

Moreover, it should be noted that guidance is only appropriate in certain circumstances. The implementation of a coaching leadership style has the potential to enhance certain situations. The act of mentoring necessitates the establishment of a collaborative relationship. Resolving universal problems or implementing immediate solutions is not guaranteed, and leaders' success is contingent upon the unique circumstances and challenges they face.

Lastly, the transformational leadership style is observed. One of the primary attributes of leadership is the ability to inspire, whereby the leader motivates and encourages followers or team members to strive toward attaining a specific objective. The concept of mobilization is closely intertwined with leadership, as influential leaders can mobilize individuals into cohesive groups capable of accomplishing tasks. Additionally, leadership encompasses a moral dimension, as transformational leaders enhance a group's overall well-being and motivation by fostering solid interpersonal relationships (Gkintoni & Ortiz, 2023). Additionally, they possess strong skills in conflict resolution. The style of a transformational leader involves the utilization of rapport, inspiration, and empathy to attract and engage followers (Halkiopoulou et al., 2021b). Individuals of this group are recognized for possessing attributes such as bravery, self-assurance, and a readiness to make selfless acts in pursuit of the collective welfare. The transformational leader effectively inspires and motivates employees, recognizing the importance of fostering teamwork by shaping them into cohesive units.

Transformational leaders are strongly inclined towards organization and hold high expectations for their team members to demonstrate creativity. The individuals in question exhibit a proclivity towards teamwork and anticipate that their subordinates will collaborate to achieve optimal outcomes. The

individuals demonstrate a high regard for both the organization and their colleagues. Simultaneously, they serve as mentors for a collective. The individuals or entities in question offer the essential instruction and encouragement required to attain the intended objectives. The individuals in question bear the responsibility of overseeing their respective teams while cultivating a sense of accountability among team members and garnering respect through establishing rapport and personal influence (Halkiopoulos et al., 2023b). Several positive aspects of this leadership style include the cultivation of integrity and the enhancement of emotional intelligence, the establishment of mutual trust among team members, and the facilitation of accessible communication and the exchange of ideas (Tzachrista et al., 2023). One of the drawbacks associated with this phenomenon is its occasional inefficiency and inadequate execution.

Personality and Leadership

The presence of a gene associated with the trait of leadership has been identified through scientific research, indicating a certain degree of responsibility for the personality characteristic under investigation. The gene in question, designated as rs4950, correlates with transmitting leadership abilities across successive generations. It has been demonstrated that a genetic predisposition exists towards acquiring leadership ability. However, while the genetic foundation is noteworthy, the development of leadership traits necessitates the involvement of stimuli and interactions, such as learning, with the environment of each playing a crucial role.

The concept of personality is commonly employed in everyday discourse. Personality refers to individuals' enduring traits, which elucidate their customary cognitive processes, emotional responses, and behavioral tendencies. These attributes bestow upon the individual a distinctiveness and render him unparalleled.

Numerous theoretical frameworks exist that elucidate the processes through which personality is developed. Based on its underlying principles and significance level, each perspective places varying emphasis on distinct factors. Biologically oriented methodologies emphasize the inheritance of traits, whereas alternative perspectives underscore the significance of environmental factors in shaping personality development.

In 1948, Stogdill conducted a comprehensive analysis comprising 124 studies that examined the correlation between personality traits and leadership. This research indicated that effective leadership was associated with specific attributes, including intelligence, ambition, goal achievement, sociability, emotional regulation, diplomacy, and self-assurance. In light of the research findings, the individual believes that leadership cannot be attributed to any single trait, as situational factors significantly influence this relationship. Therefore, the researcher concluded that *leadership* can be defined as a dynamic interaction between individuals within a social context, highlighting that individuals who possess leadership abilities in certain situations may exhibit a different level of leadership effectiveness in different circumstances.

Mann's (1959) study on the correlation between personality traits and leadership resulted in classifying personality variables and characteristics into distinct dimensions. This study served as a pivotal examination and the foundation for the comprehensive exploration of personality and its relationship to leadership. The model of the five factors of personality is a noteworthy contemporary and fundamental framework. The hierarchical structure encompasses various general characteristics and subcategories. For instance, conscientiousness comprises traits such as dedication, self-discipline, aggressiveness, and obedience, considered fundamental aspects of leadership.

Ultimately, extensive research has demonstrated no compelling evidence suggesting that certain personality traits definitively and enduringly distinguish leaders from non-leaders definitively and enduringly. Nevertheless, possessing distinct attributes enhances the probability of a leader's effectiveness. Furthermore, it is essential to acknowledge that the personality of a leader is among the factors that impact their ability to fulfill their leadership responsibilities. In alternative terms, additional variables include the leader's prior experience and contextual factors associated with the specific circumstances and conditions in which they perform their duties.

3. Conclusion

The influence of personality types on individuals' leadership approaches is substantial. Each person exhibits a distinct combination of characteristics that impact their manner of communication, approach to decision-making, and interpersonal interactions. Over time, numerous personality frameworks, such as the Myers-Briggs Type Indicator (MBTI) and the Big Five Personality Traits, have been employed to decipher the complex correlation between personality and leadership (Sortwell et al., 2023). Understanding these various types can provide valuable insights into the inherent strengths and potential challenges that a leader may possess.

Specific personality types may be more prevalent in diverse organizational settings in leadership positions. For instance, individuals exhibiting assertiveness and extroversion tendencies may be inclined to pursue roles that enable them to assume leadership responsibilities and motivate teams. Individuals with these attributes frequently demonstrate exceptional performance, requiring prompt decision-making, effective public speaking, and the ability to inspire and motivate others. Conversely, leaders who possess introverted qualities may excel in positions that require careful contemplation, the development of strategic plans, and individualized guidance. The leadership style exhibited by the individual in question can be identified as one that encompasses active listening, thoughtful contemplation, and the provision of comprehensive feedback.

Nevertheless, it is imperative to acknowledge that the efficacy of leadership is not limited to a particular personality archetype. The dynamics of leadership frequently necessitate a combination of various traits. For example, an effective leader may be required to possess both task-oriented qualities, often associated with individuals who exhibit "thinking" types, and people-oriented attributes, commonly linked to individuals who exhibit "feeling" types. The quality of adaptability emerges as a fundamental element in the realm of successful leadership. The capacity of a leader to adapt their approach in response to the team's requirements, the organization's objectives, and the situational context can occasionally surpass the impact of innate personality traits.

In summary, although personality types offer a framework for comprehending potential leadership styles, they do not possess deterministic qualities. The leaders with the most significant influence are frequently those who possess an awareness of their inherent inclinations, consistently pursue personal growth, and adjust their approach to address the changing demands of leadership effectively. The individual acknowledges that effective leadership necessitates a harmonious amalgamation of various characteristics, frequently surpassing the limitations imposed by typological categorizations of personality.

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