

Different leadership models and their impact on the commitment and productivity of Cypriot businesses

Michael A. Michalakakis *

Department of Business Administration and Economics, American University of Cyprus.

International Journal of Science and Research Archive, 2026, 20(01), 095–102

Publication history: Received on 19 May 2026; revised on 01 July 2026; accepted on 03 July 2026

Article DOI: <https://doi.org/10.30574/ijrsra.2026.20.1.1445>

Abstract

This article examines the importance of different leadership models and their impact on the commitment and productivity of Cypriot businesses. In the modern and highly competitive business environment, leadership is a key factor in shaping organizational culture, enhancing work commitment and improving efficiency. The study mainly analyses transformational, transactional, servant and ethical leadership, highlighting their characteristics and effects on employee behaviour and performance. Transformational leadership enhances creativity, motivation and innovation, while transactional leadership relies more on control and rewards, achieving mainly short-term results. At the same time, servant and ethical leadership contribute to creating a climate of trust, cooperation and psychological safety, strengthening organizational commitment. Particular emphasis is given to Cypriot businesses, which are characterized by a family structure, intense interpersonal relationships and the need to adapt to international developments. In conclusion, effective leadership, combined with high emotional intelligence and ethical awareness, is a critical factor in the sustainability, competitiveness and long-term success of organizations.

Keywords: Leadership; Organizational Commitment; Productivity; Transformational Leadership; Cypriot Businesses.

1. Introduction

In the modern business environment, leadership is one of the most important factors influencing the functioning, competitiveness and sustainability of organizations. Continuous technological developments, globalization, changing economic conditions and the need for continuous innovation have highlighted the role of leadership as a key mechanism for shaping organizational culture and enhancing employee performance.

The concept of leadership is no longer limited to administrative supervision and process control, but is linked to the leader's ability to inspire, motivate, and create an environment of trust and collaboration. Modern theoretical approaches, such as transformational leadership, servant leadership, and ethical leadership, emphasize that employees perform better when they feel that the organization invests in their personal and professional development (Northouse, 2025). At the same time, organizational commitment is closely linked to job satisfaction, psychological safety, and maintaining high levels of productivity (Robbins & Judge, 2019).

In today's dynamic and competitive organizational context, high-performance leadership stands out as an important predictor of success. This concept refers to the technique and practice of leading and influencing individuals or groups to achieve maximum results. High-performance leadership is important in a variety of industries, including business, sports, and non-profit organizations. Understanding the context and importance of high-performance leadership is particularly important in any aspect of entrepreneurship.

* Corresponding author: Michael A. Michalakakis

High-performance leadership thrives in a variety of important circumstances. In highly competitive markets, organizations are constantly challenged to outperform their competitors. High-performance leadership is critical to achieving organizational excellence and sustaining competitive advantage. In order to maintain a competitive advantage, supervisors in these contexts must set high goals, develop strategic plans, and effectively implement them to achieve the desired outcome.

As businesses increasingly operate on a global scale, leaders must manage diverse teams across cultures and time zones. This requires advanced communication skills, cultural intelligence, and the ability to create cohesive and inclusive team environments. In a global context, high-performance leadership involves understanding and respecting cultural differences while guiding a team toward shared organizational goals. At the same time, factors such as the rapid pace of technological developments and market dynamics require leaders who can skilfully and clearly navigate continuous change, drive innovation, and quickly adapt their strategies to modern realities. High-performance leaders are called upon to anticipate potential changes and prepare their teams to capitalize on new opportunities while mitigating potential threats.

Particularly in Cypriot businesses, which operate in a small but highly competitive economic environment, the selection and implementation of appropriate leadership models directly affect employee engagement and organizational productivity. The Cypriot business reality is of particular interest for the study of leadership, as many businesses are characterized by a family structure, limited human resources and a strong need to adapt to international developments. Leaders are called upon to operate in an environment of increased uncertainty, while enhancing employee engagement and organizational effectiveness. Within this context, the selection of the appropriate leadership model can be a critical factor in organizational success.

The purpose of this article is to analyse the basic leadership models and investigate their impact on employee engagement and productivity in Cypriot businesses. In particular, transformational, transactional, servant and ethical leadership are examined, as well as the way in which they influence organizational behaviour and employee performance.

At this point, the useful and constructive role that digital technologies play in the realm of education for entrepreneurship and leadership must now be emphasized. To strengthen the field of entrepreneurial education, we must encourage the use of digital technology across all educational areas. We have to be inspired and adopt paradigms from other educational fields, like Mobile devices (28), a range of ICTs (29-31), AI & STEM ROBOTICS (32-38), and other technologies and paradigms that enable and enhance educational processes like evaluation, intervention, and instruction, which could be embraced and used in entrepreneurial education. Additionally, the use of ICTs in connection with theories and models of metacognition, mindfulness, and emotional intelligence development [39-41] speeds up and improves educational practices and results, especially in entrepreneurial and leadership education.

2. Leadership Models

Leadership is a multidimensional concept that has been extensively studied in the international literature. According to Yukl (2006), leadership is defined as the process by which an individual influences others to achieve shared organizational goals. Leadership effectiveness is directly linked to the leader's ability to direct, inspire and empower employees.

Transformational leadership is considered one of the most important models of modern management. Transformational leaders create vision, encourage creativity and promote the personal development of employees. Through inspiration and empowerment, employees achieve higher levels of commitment and perform more effectively (Bass & Riggio, 2006). This particular form of leadership is positively associated with organizational innovation, psychological safety and maintaining high productivity.

In contrast, transactional leadership relies more on reward and control mechanisms. The leader rewards the achievement of goals and imposes sanctions when the established performance standards are not met. Although this model can increase efficiency in the short term, it often limits the creativity and intrinsic motivation of employees (Robbins & Judge, 2019).

Of particular interest is servant leadership, which emphasizes serving and empowering employees. Greenleaf founded this concept, arguing that the effective leader is primarily a servant of his team. Modern research shows that servant leadership enhances job satisfaction, cooperation and organizational trust (Eva et al., 2019).

At the same time, ethical leadership is increasingly emerging as a critical element of sustainable organizational development. Ethical leaders operate with transparency, fairness, and integrity, creating an environment of safety and trust. The implementation of ethical practices is associated with increased employee engagement and reduced conflict within the organization (Brown & Treviño, 2006).

3. Leadership, commitment and productivity

High-performance leadership is a complex undertaking, which in order to achieve it requires from its practitioners a set of personal characteristics of particular importance. Maintaining a clear vision that everyone can agree on, communication skills, and the ability to manage crises are some examples of these. In the context of the in-depth study of the subject, these characteristics are followed, as well as the role of each one, in achieving high-performance leadership (Hyde, 2016).

Initially, it is of great importance for leaders to have developed a clear vision, both for the course of the team by unit, and for the goals of the whole, as thus, not only determines the strategic direction, but also serves as a powerful motivation for everyone. A clear vision articulates what the organization aspires to achieve in the future, providing a sense of purpose that can go beyond daily tasks. This perspective helps leaders and their teams prioritize initiatives and allocate resources effectively, while promoting unity and alignment within the organization. In times of adversity, a well-defined vision is characterized by stability and commitment. It thus reminds the team of its long-term goals and the bigger picture, helping it successfully navigate challenges and remain committed to its goals (Abdulrahman et al., 2022).

The aforementioned goals should be clearly defined by leaders with an eye toward improvement, always keeping in mind that performance expectations should follow realistic goals. In addition to setting goals, however, high-performing leaders regularly monitor progress, providing feedback and guidance for the smoothest and most efficient achievement of certain goals, without hindering the autonomy of subordinates. Setting goals indirectly promotes a commitment to continuous learning and development, both personally and for the team, ensuring that skills and processes evolve to meet changing requirements (Noviyanti et al., 2025).

Cultivating a culture of dedication and collaboration where team members work together effectively, leveraging each other's strengths, and sharing knowledge contributes to better results. Then, effective communication and general communication skills are a cornerstone of high-performance leadership, as it supports the effectiveness of almost all leadership functions. Clear communication ensures that the organization's vision and strategic goals are well understood by all team members, aligning their efforts towards common goals. This alignment is vital for maintaining focus and consistency in actions across the organization (Abdelwahed & Daghan, 2023).

Effective leaders use their communication skills to build an environment of trust, confidentiality, and engagement, where employees feel comfortable sharing their ideas and concerns. This openness not only fosters problem-solving and innovation, but it also helps identify potential issues before they escalate. By encouraging two-way communication, leaders can gather valuable feedback, make informed decisions, and adjust strategies as needed. At its core, communication in high-performance leadership is not just about conveying information. It's about building relationships, fostering collaboration, and creating an environment where everyone can contribute to the organization's success.

Emotional Intelligence (EI) is essential to high-performance leadership, as it profoundly influences the way leaders manage themselves and their relationships with others. Leaders with high EI are able to recognize and regulate their own emotions, which helps them remain calm and focused under pressure. This self-awareness is critical for making rational, well-considered decisions, especially in high-stakes and demanding situations. Furthermore, EI enables leaders to empathize with their team members, fostering a supportive and inclusive work environment. By understanding and addressing the emotions and needs of their employees, emotionally intelligent leaders can effectively motivate their teams, boosting engagement and productivity. Furthermore, leaders with a high emotional intelligence index are better equipped to handle conflict constructively, ensuring that disagreements do not escalate but are resolved in a way that strengthens team cohesion (Erodou, 2016).

Teams that foster professional empowerment and engagement are inherently more motivated and committed. They feel a sense of purpose and control over their tasks, which leads to higher levels of productivity and creativity. This motivation stems from the freedom to innovate and experiment without the fear of micromanagement. In such environments, employees don't just perform tasks. They actively seek ways to improve processes and achieve better results (Setiawan et al., 2021).

Furthermore, this empowerment helps build skills and trust among team members. By challenging individuals with responsibilities beyond their core roles, leaders provide opportunities for growth and learning. This ongoing development not only strengthens individual capabilities, but also creates a more resilient and adaptable workforce ready to face future challenges (Hadjigeorgiou, 2016).

Adaptability has emerged as a critical skill in today's workplace landscape. The World Economic Forum's "Future of Jobs Report" highlights its importance, noting that rapid technological developments require individuals and organizations to adapt quickly and innovate. Enhancing adaptability is essential for organizational commitment, allowing teams to effectively deal with disruptions and seize new opportunities (Abdulrahman et al., 2022).

A key characteristic for achieving high-performance leadership is, of course, the commitment of both the team and the units that comprise it. As a characteristic, commitment cultivates a mindset of maintaining success at a personal level as well as at an organizational level. It actively helps maintain a climate that promotes productivity and good performance despite any adversities that arise, resulting in a quick recovery and continuous work on achieving the goals that have been set.

Beyond the above, however, dedication as a characteristic is essential for maintaining a healthy work environment, which is important for ensuring the mental health of employees and leads to higher performance (Kouskouvelis, 2016).

Innovation, i.e. encouraging creativity within the team, can lead to new ideas and approaches that lead to improvement and competitive advantage, which in turn leads to long-term success. At the company level, it enables the differentiation of different players in the market, thus fuelling competition and distinction. It promotes the feeling of pursuing excellence and improvement at a personal level, creating more efficient teams. At the same time, it promotes and serves the continuous improvement of processes within an organization to achieve better results (Abdelwahed & Doghan, 2023).

Strategic thinking is expected and required of high-performance leaders, namely the ability to analyse complex situations, predict future trends and make informed decisions that are aligned with long-term goals. Leaders must have developed skills that help them to take action, limiting potential problems as much as possible, so that the desired results and the achievement of goals are not affected. At the same time, this approach overall promotes competition and, more specifically, the competitive advantage of the organization over the rest, as it limits forecast failures and the difficulty of achieving expected goals. At the same time, decision-making is a very important factor, as it affects the course of progress, both in terms of the result and the delivery time. Leaders are called upon to decide on multifaceted issues, often under time pressure, in order to be able to carry out the work towards the desired result (Salloum et al., 2024).

While all of the above are vital to achieving high-performance leadership, the importance of servant and ethical leadership should not be overlooked. Two different terms, but together they create a safe work environment in which employees are empowered to move towards the common goal of overall improvement, knowing the overall vision of the organization. Today's organizational environments are characterized by intense complexity, and leadership approaches that emphasize employee well-being and ethical decision-making are increasingly recognized as vital to long-term success. Servant leadership and ethical leadership are two such approaches that, while distinct, share significant overlap in their focus on fostering trust, integrity, and a positive workplace culture (Dunlop & Scheepers, 2023).

Servant leadership as a philosophy has a primary goal of serving team members, rather than prioritizing the leader's power or position. This idea, introduced by Robert K. Greenleaf in the 1970s, is based on the belief that leaders should support the progress and development of their employees, ensuring that they have the resources and encouragement they need to thrive. In practice, this means that a leader actively seeks to empower their employees, thus cultivating an environment of autonomy and trust. As a result, employees often feel more valued and motivated, leading to higher levels of job satisfaction, commitment, and engagement (Georgiou et al., 2020).

On the other hand, ethical leadership focuses on upholding ethical principles and committing to making decisions that are not only legal but also morally correct. Ethical leaders set high standards of behaviour for themselves and their organizations, consistently modelling integrity, fairness, and respect. This approach to leadership creates a culture where employees feel safe, knowing that their leaders will act in their best interests and that the organization is committed to doing what is right. Emphasis on ethical behaviour also helps organizations avoid the pitfalls of short-term thinking, promoting sustainability and long-term success (Celestin et al., 2024).

The combination of the principles of servant leadership with those of ethical leadership may lead to a powerful synergy. Leaders who embrace both approaches are able to create a work environment that not only promotes employee well-being and growth, but also supports the highest ethical standards. This combination is essential for building trust, boosting employee morale, and ensuring the long-term success and sustainability of the organization.

Overall, it is observed that leaders, in order to achieve high-performance leadership, are required to possess a set of characteristics that cover a generally very broad spectrum without losing a sense of responsibility. They must be accountable to themselves, but also to team members for their actions and results while ensuring that responsibilities are met and standards are met (Yi & Zulaikha, 2022).

4. Employee Loyalty to Cypriot Businesses

Organizational commitment is an important success factor for businesses, especially in highly competitive markets such as Cyprus. Commitment refers to the degree of psychological connection of the employee with the organization and is expressed through the desire to stay, active participation and the willingness to achieve organizational goals (Van Rossenberg et al., 2018).

In Cypriot businesses, commitment is strongly influenced by the leadership style applied. Businesses that adopt participative and people-centred management models show higher levels of job satisfaction and lower staff turnover rates. Conversely, authoritarian and overly controlling management models often lead to burnout and reduced commitment.

Transformational leadership contributes significantly to the development of loyalty, as it enhances the sense of purpose and participation of employees. Employees feel that they are an important part of the organization and that their contribution is recognized. This is particularly important for Cypriot businesses, where personal relationships and organizational culture play a decisive role.

At the same time, servant leadership promotes a climate of trust and cooperation. Employees who feel that their leaders are genuinely interested in their well-being and development show greater loyalty and higher levels of psychological commitment (Eva et al., 2019). Empowering employees and involving them in decision-making contribute significantly to the formation of a positive work environment.

5. Leadership and Productivity

Productivity is a key indicator of organizational effectiveness and is directly linked to the quality of leadership. Leaders influence productivity through motivation, resource management, and creating an appropriate work environment. Research shows that organizations that implement modern leadership practices exhibit higher levels of performance and innovation (Northouse, 2025).

Transformational leadership enhances productivity by developing motivation and creativity. Employees are encouraged to take initiatives and actively contribute to improving organizational processes. Cultivating a culture of learning and continuous development allows businesses to adapt more effectively to market demands.

Transactional leadership can also increase productivity, especially in environments where strict adherence to procedures and goals is required. However, excessive emphasis on control and rewards may limit employee creativity and long-term commitment.

In Cypriot businesses, productivity is significantly influenced by the quality of interpersonal relationships. The existence of leaders with high emotional intelligence contributes to reducing conflicts and creating a collaborative environment. Emotional intelligence allows leaders to understand the needs of employees, effectively manage crises and maintain high morale in the team (Goleman, Boyatzis, & McKee, 2013).

6. The Importance of Ethical and Servant Leadership

Modern businesses face increasing demands for transparency, sustainability and social responsibility. In this context, ethical and servant leadership are gaining in importance. Employees are looking for leaders who operate with integrity, fairness and respect for their people.

Servant leadership enhances a sense of belonging and promotes employee professional development. Leaders who act in a supportive manner create conditions that foster innovation, collaboration and engagement. Furthermore, organizations that adopt servant leadership practices are more engaged and resilient to crises and changes in the external environment.

Ethical leadership, on the other hand, creates a culture of trust and accountability. Ethical leaders act as role models and positively influence employees' attitudes towards the organization. The existence of ethical practices reduces the likelihood of conflict, enhances cooperation and increases organizational commitment (Brown & Treviño, 2006, Michalakis, M., & Vouglanis, T., 2025, Tsobanoglou, O. G., Vouglanis, T., & Abdulla, K., 2025).

For Cypriot businesses, which often operate in small and closely knit social structures, trust and interpersonal relationships are critical elements of organizational success. The implementation of ethical and servant leadership models can act as a mechanism to enhance sustainability and competitiveness.

7. Conclusions

Leadership is a fundamental factor in shaping organizational culture, employee commitment and overall business productivity. This analysis has shown that different leadership models affect the functioning and effectiveness of organizations differently, particularly in the context of Cypriot businesses.

Transformational leadership appears to offer significant benefits, as it enhances employee motivation, creativity and commitment. At the same time, servant and ethical leadership contribute to the creation of a safe and supportive work environment, enhancing trust and long-term organizational stability. In contrast, the exclusive application of transactional models may yield short-term results, but is often insufficient to maintain high levels of engagement and innovation.

Cypriot businesses are called upon to invest in leadership practices that enhance collaboration, empowerment and professional development of employees. Developing leaders with high emotional intelligence, strategic thinking, and ethical awareness can be a key factor in organizational commitment and competitiveness. Overall, effective leadership is not only about achieving financial goals, but also about creating a sustainable organizational environment that promotes employee well-being and long-term business success.

Compliance with ethical standards

Acknowledgments

The Authors would like to thank the SPECIALIZATION IN ICTs AND SPECIAL EDUCATION: PSYCHOPEDAGOGY OF INCLUSION Postgraduate studies Team, for their support.

Disclosure of conflict of interest

The Authors proclaim no conflict of interest.

References

- [1] Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies*, 13(3), 65.
- [2] Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Sabah, K. K., Gardi, B., & Anwer, S. A. (2022). Work engagement and its influence in boosting productivity. *International Journal of Language, Literature and Culture*, 2(6), 30-41.
- [3] Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press.
- [4] Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.
- [5] Celestin, M., Vasuki, M., Sujatha, S., & Kumar, A. D. (2024). Enhancing employee satisfaction and engagement to boost productivity: The role of leadership, culture, and recognition programs. *International Journal of Computational Research and Development*, 9(2), 67-74.

- [6] Dunlop, R., & Scheepers, C. B. (2023). The influence of female agentic and communal leadership on work engagement: vigour, dedication and absorption. *Management research review*, 46(3), 437-466.
- [7] Erodotou, O. (2016). *Leadership in Engineering Management In Cyprus*.
- [8] Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The leadership quarterly*, 30(1), 111-132.
- [9] Georgiou, T., Vrontis, D., Papasolomou, I., & Thrassou, A. (2020). The process of succession and its impact on sustainability: an empirical study within family wineries in Cyprus. *International Journal of Globalisation and Small Business*, 11(4), 329-355.
- [10] Goleman, D., Boyatzis, R. E., & McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Harvard Business Press.
- [11] Hadjigeorgiou, S. (2016). *The employment relationship in the Cyprus tourism industry in relation to organizations' long-term success*. Northcentral University.
- [12] Hyde, D. (2016). *Dedication and leadership*. University of Notre Dame Press.
- [13] Kouskouvelis, I. I. (2016). "Smart" Leadership in a Small State: The Case of Cyprus. In *The eastern Mediterranean in transition* (pp. 93-118). Routledge.
- [14] Michalakis, M., & Vouglanis, T. (2025). The importance of staff trusts and commitment in the productivity of Cypriot businesses. *GSC Advanced Research and Reviews*, 24(01), 128–143.
- [15] Michalakis, M., & Vouglanis, T. (2025). Human resource practices as a means of developing business productivity: A case study of Cyprus. *GSC Advanced Research and Reviews*, 24(01), 001–016.
- [16] Northouse, P. G. (2025). *Leadership: Theory and practice*. Sage publications. Northouse, P. G. (2025). *Leadership: Theory and practice*. Sage publications.
- [17] Noviyanti, A. E., Khadafi, M., Wibisono, C., Dewi, N. P., Satriawan, B., & Faizah, A. (2025). Enhancing job satisfaction in hospitals: The role of communication, career development, continuous dedication and compensation by productivity as a mediator. *International Research Journal of Multidisciplinary Scope(IRJMS)*, 6(3), 187-200.
- [18] Robbins, S. P., & Judge, T. A. (2019). *Organizational*.
- [19] Salloum, C., Jarrar, H., Chaanine, N., Al Sayah, M., & Verdie, J. F. (2024). Winning hearts and minds: the charismatic leader's role in SME productivity. *European Business Review*, 36(4), 494-509.
- [20] Setiawan, R., Cavaliere, L. P. L., Navarro, E. R., Wisetsri, W., Jirayus, P., Chauhan, S., ... & Rajan, R. (2021). The impact of leadership styles on employees productivity in organizations: A comparative study among leadership styles. *Productivity Management*, 26(1), 382-404.
- [21] Tsobanoglou, O. G., Vouglanis, T., & Abdulla, K. (2025). Comparison of the policy of integration of people with disabilities and special educational needs in the labor market in Greece with other European countries. Differences and similarities. *Magna Scientia Advanced Research and Reviews*, 15(02), 134–145.
- [22] Tsobanoglou, O. G., Vouglanis, T., & Abdulla, K. (2025). Social acceptance and employment policy of people with disabilities in Greece. *Global Journal of Engineering and Technology Advances*, 25(03), 019–030.
- [23] van Rossenberg, Y. G. T., Klein, H. J., Asplund, K., Bentein, K., Breitsohl, H., Cohen, A., ... & Yalabik, Z. Y. (2018). The future of workplace commitment: Key questions and directions. *European Journal of Work and Organizational Psychology*, 27(2), 153-167.
- [24] Vouglanis, T., & Abdulla, K. (2025). Teleworking as an employment opportunity for people with disabilities and special educational needs in Greece. *World Journal of Advanced Research and Reviews*, 27(02), 731–740.
- [25] Vouglanis, T., & Abdulla, K. (2025). Linking education and employment for people with disabilities and special educational needs in Greece. *Global Journal of Engineering and Technology Advances*, 24(02), 141–152.
- [26] Yi, L., & Zulaikha, N. (2022). The influence of leadership skills on organizational management: a conceptual review. *International Journal of Behavioral Analytics*, 2(4), 1-7.
- [27] Yukl, G. (2006). *Leadership in Organizations*, 9/e. Pearson Education India.
- [28] Politi-Georgousi S, Drigas A (2020) Mobile applications, an emerging powerful tool for dyslexia screening and intervention: a systematic literature review, *International Association of Online Engineering*

- [29] Drigas A, Theodorou P (2016) ICTs and music in special learning disabilities, *International Journal of Recent Contributions from Engineering, Science & IT ...*
- [30] Drigas A, Papanastasiou G, Skianis C, 2023, The school of the future: The role of digital technologies, metacognition and emotional intelligence. *International Journal of Emerging Technologies in Learning* 18 (9), 65
- [31] Karagianni E, Drigas A, New Technologies for Inclusive Learning for Students with Special Educational Needs. *International Journal of Online & Biomedical Engineering* 19 (5)
- [32] Pergantis, P., & Drigas, A. (2024). The effect of drones in the educational Process: A systematic review. *Education Sciences*, 14(6), 665. <https://doi.org/10.3390/educsci14060665>
- [33] Moraiti I , Fotoglou A, Drigas A 2022 Coding with Block Programming Languages in Educational Robotics and Mobiles, Improve Problem Solving, Creativity & Critical Thinking Skills. *International Journal of Interactive Mobile Technologies* 16 (20)
- [34] Pergantis, P., Bamicha, V., Skianis, C., & Drigas, A. (2025). AI Chatbots and Cognitive Control: Enhancing Executive Functions Through Chatbot Interactions: A Systematic Review. *Brain Sciences*, 15(1), 47. <https://doi.org/10.3390/brainsci15010047>
- [35] Mitsea E, Drigas A, Skianis C, 2023, VR gaming for meta-skills training in special education: the role of metacognition, motivations, and emotional intelligence, *Education Sciences* 13 (7), 639
- [36] Papoutsi C, Drigas A, Skianis C, 2022. Serious Games for Emotional Intelligence’s Skills Development for Inner Balance and Quality of Life-A Literature Review, *Retos* 46, 199-208
- [37] Kefalis C, Skordoulis C, Drigas A, 2025, Digital Simulations in STEM Education: Insights from Recent Empirical Studies, a Systematic Review, *Encyclopedia MDPI* 5 (1), 10
- [38] K Maria, A Drigas, C Skianis 2022 Chatbots as cognitive, educational, advisory & coaching systems - *Technium Soc. Sci. J.*,
- [39] Drigas A, Sideraki A. 2021 Emotional Intelligence in Autism , *Technium Social Sciences Journal* 26(1), 80-92, <https://doi.org/10.47577/tssj.v26i1.5178>
- [40] Mitsea E , Drigas A, Skianis C, 2022 Metacognition in autism spectrum disorder: digital technologies in metacognitive skills training, *Technium Soc. Sci. J.* 31, 153
- [41] Drigas A, Mitsea E, Skianis C, 2023, Meta-learning: A Nine-layer model based on metacognition and smart technologies, *Sustainability* 15 (2), 1668