

Athanasios Koustelios

Items	Number
Books (Ed.)	2
Book Chapters-Proceedings (English)	36
Book Chapters (Greek)	6
Articles in International Peer-Reviewed Journals Indexed in Bibliographical Databases	>92
Articles in Greek Peer-Reviewed Journals	32
Articles in Journals not Indexed in Bibliographical Databases	2
Refereed International Conference Presentations	>95
Refereed National (Greek) Conference Presentations	>85
Harzing's PorP Citation Index (including self-citations)	>6500
Harzing's PorP h-index	35
Scopus Citation Index	>820
Scopus h-index	17

1 EDUCATION

- BSc, Department of P.E. & Sport Sciences, Aristotle University of Thessaloniki (1986)
- Ph.D., University of Manchester, U.K. (1991)
- Thesis: «**The relationships between organizational cultures and job satisfaction in three selected industries in Greece**».

2 EMPLOYMENT HISTORY

- Professor, Human Resources Management, Dept. of Business Administration, University of Thessaly (2019-today)
- Professor, Dept. of P.E. & Sport Sciences, University of Thessaly (2010-2019)
- Associate Professor, Dept. of P.E. & Sport Sciences, University of Thessaly (2004-2010)
- Assistant Professor, Dept. of P.E. & Sport Sciences, University of Thessaly (1999-2004)

3 ACADEMIC & SCIENTIFIC EXPERIENCE

3.1 Undergraduate Teaching

1. Management
2. Organizational Behavior
3. Human Resources Management
4. Sport Management and Recreation
5. Sport Tourism
6. Event and Facility Management

3.2 Postgraduate Teaching

1. Management
2. Leadership & Human Resources Management
3. Group Dynamics and Leadership
4. Human Resource Management in Sport & Recreation
5. Evaluation in Educational Organizations

3.3 Supervision/Co-supervision of Doctoral Theses

3.3.1 Completed

Ten Doctoral Theses completed

3.3.2 In Progress

Seven Doctoral Theses in Progress

3.4 Supervision/Co-supervision of Master's Dissertations

3.4.1 Completed

>100 Master's Dissertations completed

3.4.2 In Progress

7 Master's Dissertation in progress

3.5 Funding

3.5.1 Competitive International

1. **IKIGAI55:** Capacity building on sustainable and motivational training design enhanced by smart technologies for senior citizens.
2. **WOMEN UP:** WOMEN IN SPORT_GENDER RELATIONS AND FUTURE PERSPECTIVES
3. **FactCheck:** Adapting quality of VET offer to the need of industry – manufacturing sector.
4. **SUSTAIN E+:** Strategic Partnership Promoting the design and implementation of sustainable Erasmus + projects.
5. **ACT2IMPACT:** Development of Critical and Creative Thinking Skills to Foster Employment and Impact Success in Job.
6. **Integrated Approach for the Prevention, Detection and Combat of Sexual Harassment in Sports.**
Application Reference Number: 623017-EPP-1-2020-1-FR-SPO-SCP
7. **FIL - Finances In everyday Life.** Erasmus+: Project number: 2019-1-RO01-KA204-063042
8. **Life after Sports (LAS).** ERASMUS+: Sport 2018. Project number:603311-EPP-1-BG-SPO-SCP
9. **European Sport Leadership Programme (ESLP).** Project number:2017-2477/001-001-ERASMUS+: Sport 2017
10. **«I am a Sport Entrepreneur – what R U? »** Project number:2016-1-UK01-KA205-023327-ERASMUS+
11. **Developing an Innovative European Sport Tutorship Model for the Dual Career of Athletes (ESTPORT):** Project number: 557204-ERASMUS+: Sport 2014.
12. **International Master in Sport Tourism Engineering (IMISTE)** Project number: 503754-LLP-1-2009-1- FR-ERASMUS-Erasmus Curriculum Development-Continuing Education.

3.5.2 Competitive National (selected)

1. Research Project funded by the Hellenic Ministry of Education, entitled “*Dual Career of Athletes*” (Academic Coordinator) (2014-2015).

2. Research Project funded by the Hellenic Ministry of Education, NSRF 2007 – 2013 entitled “Quality Assurance at the University of Thessaly” (2013-2014).
3. Research Project funded by the Hellenic Ministry of Health, NSRF 2007 - 2013 entitled “Exercise as an intervention strategy for promotion of health and for prevention and rehabilitation of chronic diseases”.
4. Research project entitled “*Entrepreneurship in Sport*”.
5. Research Project funded by Trikala Dairy Industry & Greek Org. of Football Prognostics entitled “Physical activity and eating habits of western Thessaly students”.
6. Research Project funded by the University of Thessaly entitled “Curriculum Development”.
7. Research Project funded by the Hellenic Ministry of Education entitled “Efficiency and function of Greek Athletic Schools”.
8. Research project of the Department of Physical Education and Sports Sciences of the University of Thessaly entitled “Curriculum development and job experience program”.

3.5.3 Miscellaneous

1. Two projects

4 PUBLICATIONS

4.1 Books

1. Two Books (in Greek)

4.2 Book Chapters – Proceedings

1. Spyridopoulou, E., Yfantidou, G., Katsoni, V., & **Koustelios, A.** (2023). The role of internship in the process of human resources training. Application to hotel sport and recreation services. Sinergie-SIMA Management Conference, LUM University and Univestiy of Bari, Mercure Villa Romanazzi Carducci (Bari), Conference Proceedings Book, published online on <https://www.sijmsima.it>, ISBN 978-88-94-7136-3-3
2. Ntalakos, A., Belias, D., Rossidis, I., **Koustelios, A.** (2023). The impact of Trait Emotional Intelligence on Transformational Leadership: The Case of Managers and Employees of Hotel Companies. In *Managing Practices – EMERALD*. Book Editor: Dr. Marco Valeri (in press, indexed at Elsevier Scopus).
3. Ntalakos, A., Belias, D., Rossidis, I., **Koustelios, A.**, Tsigilis, N., Vasiliadis, L. (2023). Communicating the Vision of the Change – The Linkage between Organizational Communication, Organizational Culture, and Organizational Change. In “*Managing Successful and Ethical Organizational Change*” (pp. 75-101), IGI Global.
4. Viterouli, M., Belias, D., **Koustelios, A.**, & Tsigilis, N. (2023). Fostering Sustainability through the Integration of Green Human Resource Management and Change Management: Nurturing Eco-Conscious Organizational Practices - In “*Managing Successful and Ethical Organizational Change*”, (pp.241-278), IGI Global.
5. Viterouli, M., Belias, D., **Koustelios, A.**, & Tsigilis, N. (2023). Unlocking the Potential: The Game-Changing Impact of Human Resource Training on Integration and Success: Transforming Organizations and Empowering Change. - In “*Managing Successful and Ethical Organizational Change*”, (pp.18-53), IGI Global.

6. Ntalakos, A., Belias, D., **Koustelios, A.** (2023). The Relationship between Leadership Styles, Organizational Culture and Group Dynamics in the Hospitality Industry. *10th International Conference "Recent Advancements in Tourism Business, Technology and Social Sciences" (IaCuDiT 2023), Chania, Crete Island, Greece, 29th – 31st August, 2023* (in press, indexed at Elsevier Scopus).
7. Viterouli, M., Belias, D., **Koustelios, A.**, & Tsigilis, N. (2023). Self-Directedness in the Service of Human Resources Management in Tourism and Hospitality: Perspectives Under the Scope of Adult Education and Lifelong Learning. In *Sustainable Growth Strategies for Entrepreneurial Venture Tourism and Regional Development* (pp. 20-41). IGI Global.
8. Spyridopoulou, E., Yfantidou, G., Katsoni, V. & **Koustelios, A.** (2022). Human resources training and development through internship programs for students. *Proceedings of 25th International Conference on Excellence in Services*. University of Uppsala, Gotland Campus, Visby, Sweden. 1-16. ISBN 9791221015904
9. Belias, D., & **Koustelios, A.** (2022) Sport Tourism & Local Sustainable Development in Small Islands: The Case of Kalymnos as a sustainable destination. *International book on Sport Tourism and Local Sustainable Development in Small Island* (in press).
10. Ntalakos, A., Belias, D. & **Koustelios, A.** (2023). The relationship between Leadership Styles & Communication – Effect on Team Efficiency: The case of Greek Hotel Businesses’ employees. **Springer Proceedings in Business and Economics**, pp.143-159.
11. Ntalakos, A., Belias, D., **Koustelios, A.** and Tsigilis, N. (2022). Effect of Covid-19 on the Tourism Industry: Opportunities and Threats in Covid-19 Era. In *Proceedings of the 4th International Conference on Finance, Economics, Management and IT Business*, ISBN 978-989-758-567-8, ISSN 2184-5891, pp. 107-114.
12. Ntalakos, A., Belias, D., **Koustelios, A.** and Tsigilis, N. (2022). Organizational Culture and Group Dynamics in the Tourism Industry. In *Proceedings of the 5th International Conference on Tourism Research 2022, Porto*, ISBN 978-1-914587-33-7, pp. 286-293, ISSN 2516-3612.
13. Spyridopoulou, E., Yfantidou, G., Katsoni, V., & **Koustelios, A.** (2022). Human Resources Training and Development through internships programs for students. *The 25th Excellence in Services International Conference, University of Uppsala, Gotland Campus, Visby, Sweden, Conference Proceedings Book*, under publication.
14. Σπυριδοπούλου, Ε., Υφαντίδου, Γ., Κατσώνη, Β., & **Κουστέλιος, Α.** (2022). Ο ρόλος της πρακτικής άσκησης στη διαδικασία εκπαίδευσης ανθρώπινου δυναμικού. *Τρισέλιδες εργασίες στο πλαίσιο του 30^{ου} Διεθνούς Συνεδρίου Φυσικής Αγωγής και Αθλητισμού, υπό δημοσίευση.*
15. Viterouli, M., Belias, D., **Koustelios, A.** (2021). Organizational Performance Enhancement via Adult Education Driven Principles in HR Management. *Proceedings of the 17th European Conference on Management, Leadership and Governance, ECMLG 2021*, pp. 429-437.
16. Koutiva, M., Belias, D. Flampouras-Nietos, I., & **Koustelios, A.** (2020). The Effects of Workplace Well-being on Individual’s Knowledge Creation Outcomes: A study Research among Hotel Employees. In Kavoura A., Kefallonitis E., Theodoridis P. (eds) *Strategic innovative Marketing and Tourism* (pp. 1063-1072). **Springer Proceedings in Business and Economics. Springer, Cham.**
17. Varsanis, K., Belias, D., Papailias, S., Choondrogiannis M., Rossidis, I., Mantas, C., & **Koustelios, A.** (2019). The Sharing Economy and How It Affects the Conditions of Consumption and Competition in the Tourism Industry: The Case of Airbnb in Greece. In: Kavoura, A., Kefallonitis, E., Giovanis, A. (eds) *Strategic Innovative Marketing and Tourism*. **Springer Proceedings in Business and Economics**, pp. 85-92. <https://doi.org/10.1007/978-3-030-12453->

18. Belias D., Velissariou E., Vasiliadis L, Kyriakou D., Mantas C., Varsanis K., Sdrolias L., **Koustelios A.**, & Tselios D. (2019). Tourism & destination marketing the case of Greece. In A. Kavoura et al. (eds), **"Strategic Innovative Marketing"**. **Springer Proceedings in Business and Economics**, pp. 67-74
19. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Mantas C., Sdrolias L., Aspridis G., & **Koustelios A.** (2019). Customer Relationship Management & Social media in Greek Tourism. In A. Kavoura et al. (eds), **"Strategic Innovative Marketing"**. **Springer Proceedings in Business and Economics**. pp. 67-74.
20. Choondrogiannis M., Katsios S., Belias D., Velissariou E., Papadimopoulos I., & **Koustelios A.** (2019). Reputation Management in Tourism Industry; Identify, Measure, and Mitigate the Risk. 1st Yellow Tourism Conference (YTC)-27 – 29 April 2017, Ionian University, Corfu. **Springer Proceedings**, pp. 235-245.
21. Belias D., Velissariou E., Roditis A., Chondrogiannis M., Katsios S., Kyriakou D., Varsanis K., & **Koustelios A.** (2019). The unethical practices of hotel Review Ghost – writers. 1st Yellow Tourism Conference (YTC)-27 – 29 April 2017, Ionian University, Corfu. **Springer Proceedings**, pp.157-165.
22. Belias D., Velissariou E., Chondrogiannis M., Kyriakou D., Varsanis K., Vasiliadis L., & **Koustelios A.** (2019). Exploring Insurance Fraud and Tourists' Misbehavior. 1st Yellow Tourism Conference (YTC)-27 – 29 April 2017, Ionian University, Corfu. **Springer Proceedings**, pp. 147-156.
23. Belias D., Velissariou E., Chondrogiannis M., Kyriakou D., Sdrolias L., Aspridis G., & **Koustelios A.** (2019). Ethical Tourism: The Theory vs. the Hedonistic Reality in Popular Greek Tourism Resorts. 1st Yellow Tourism Conference (YTC)-27 – 29 April 2017, Ionian University, Corfu. **Springer Proceedings**, pp. 71-81.
24. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Aspridis G., Mantas C., Roditis A., & **Koustelios A.** (2018). Greece as a sports tourism destination. In V. Katsoni and Velandar K., (Eds.), **"Innovative Approaches to Tourism and Leisure: Culture, Places and Narratives in a Sustainability Context"**. **Springer Proceedings in Business and Economics**, pp. 507-519.
25. Belias D., Velissariou E., Kyriakou D., Varsanis K., Vasiliadis L, Mantas C., Sdrolias L., & **Koustelios A.** (2018). Tourism Consumer behavior and alternative tourism; the case of argrotourism in Greece. In V. Katsoni and Velandar K., (Eds.), **"Innovative Approaches to Tourism and Leisure: Culture, Places and Narratives in a Sustainability Context"**. **Springer Proceedings in Business and Economics**, pp. 465-478.
26. **Koustelios, A.** et al. (2017). Methodology of implementation the Sport Tutor Model. In A. Sanchez – Pato, E. Isidori, A. Calderon, & J. Brunton (Eds), **An innovative European Sports Tutorship Model of the Dual Career of Student-Athletes (Handbook)** (pp. 49-87). Murcia: UCAM Catholic University, Murcia, Spain.
27. Belias D., Velissariou E., **Koustelios A.**, Varsanis K., Kyriakou D., & Sdrolias L. (2017). The role of organizational culture in the Greek higher tourism quality. In A. Kavoura et al. (eds), **"Strategic Innovative Marketing"**. **Springer Proceedings in Business and Economics**, pp. 65-70.
28. Belias D., Kyriakou D., **Koustelios A.**, Varsanis K., & Sdrolias L., (2017). The role of organizational culture in Greek higher education quality. In A. Kavoura et al. (eds), **"Strategic Innovative Marketing"**. **Springer Proceedings in Business and Economics**, pp. 77-83.
29. Belias D., Velissariou E., **Koustelios A.**, Varsanis K., Kyriakou D., & Sdrolias L., (2017). Integrating Total Quality Management philosophy in the Greek tourism sector. In A. Kavoura et al. (eds), **"Strategic Innovative Marketing"**. **Springer Proceedings in Business and Economics**, pp. 71-76.
30. Belias D., **Koustelios A.**, Varsanis K., Kyriakou D., & Sdrolias L. (2017). Integrating Total Quality Management

Philosophy in Greek Higher Educational Institutions. In A. Kavoura et al. (eds), **Strategic Innovative Marketing, Springer Proceedings in Business and Economics**, pp. 85-90.

31. Belias D., Trivellas P., **Koustelios A.**, Serdaris P., Varsanis K. & Grigoriou I. (2017). Human resource management, strategic leadership development and the Greek tourism sector. In V. Katsoni et al. (Eds.), **“Tourism, Culture and Heritage in a Smart Economy”**. **Springer Proceedings in Business and Economics**, pp. 189-205.
32. Belias D., **Koustelios A.**, Varsanis K., Kyriakou D., & Sdrolas L. (2017). Personal characteristics and organizational culture of Greek banking employees. In A. Kavoura, D. Sakas & P., Tomaras (Eds.), **“Strategic Innovative Marketing”**, **Springer Proceedings in Business and Economics**, pp. 81-87.
33. Belias D., Kyriakou D., **Koustelios A.**, Varsanis K., & Aspridis G. (2017). Personal characteristics and Job satisfaction of Greek banking employees. In A. Kavoura D. Sakas & P. Tomaras (Eds.), **“Strategic Innovative Marketing”**, **Springer Proceedings in Business and Economics**, pp. 65-71.
34. Kyriakou D., Belias D., Vassiliadis L, **Koustelios A.**, Bregkou M., & Varsanis K. (2016). Social Media and Tourism: A Digital Investment for Thessaly? In V. Katsoni & A. Stratigea (Eds.), **“Tourism and Culture in the Age of Innovation”**. **Springer Proceedings in Business and Economics**, pp. 471-483.
35. Belias D., Kyriakou D., Vassiliadis L., **Koustelios A.**, Bregbou, M. & Varsanis K. (2016). Tourism Education in Greece: Development or Degradation? In V. Katsoni & A. Stratigea (Eds.), **“Tourism and Culture in the Age of Innovation”**. **Springer Proceedings in Business and Economics**, pp. 411-425.
36. **Koustelios, A.**, & Mastrogiannakis, D. (2011). Sports in Greece. In C. Sobry, (Ed), **“Sport Governance in the world: A socio-historic approach”**, pp. 307-318, Le Manuscript: Paris.

Book Chapters (In Greek)

Six Book Chapters

4.3 Articles in International Peer-Reviewed Journals Indexed in Bibliographical Databases

1. Dervenis, C., Fitsilis, P., Iatrellis, O., & **Koustelios, A.** (2024). Towards Assessing Teacher Competencies in Higher Education: A sentiment analysis of student feedback. **International Journal of Information and Education Technology, (in press)**.
2. Litsa, M., Bekiari, A., & **Koustelios, A.** (2024). Attractiveness, power and aggressiveness networks: using Manpower Employment Organization as an illustration. **Dynamic Relationships Management Journal (DRMJ) (in press)**.
3. Giannakos, K, Belias, D., Ntalakos, A., Rossidis, I., **Koustelios, A.** (2023). Are leadership styles related to change integration and commitment? The case of general hospitals in Thessalia (Greece). **Archives of Hellenic Medicine (in press)**.
4. Brunton, J., Canovas-Alvarez, f.j., Merono, L., Leiva-Arcas, A., Arias-Estero, j.l., Conde, e., Isidori, E., Decelis, A., Samantzis, C., Yildiz, A., Fazio, A., Mallia, O., **Koustelios, A.** & Sanchez-Pato, A. (2022). Implementing the European Sports Leadership Programme: A vehicle to help development graduate workplace competencies. **Journal of Human Sport, & Exercise**, 17(3), 553-566.
5. Gkolia, A., Tsigilis, N., Evangelou, M. & **Koustelios, A.** (2021). Factorial Validity and Measurement Invariance of the Principal Leadership Questionnaire in Greek Educational Context. **Psychological**

Reports, 125(4), 2292-2311.

6. Lianopoulos, I., Theodorakis, N., Gardikiotis, A., Tsiggilis, N. & **Koustelios, A.** (2021). Antecedents of Team Identification: Testing for Invariance across Locals and Distant Sport Fans. **International Journal of Sport Management** (in press).
7. Lianopoulos, I., Theodorakis, N., Tsiggilis, N., Gardikiotis, A., & **Koustelios, A.** (2020). Elevating Self-Esteem through Sport Team Identification: A Study about Local and Distant Sport Fans. **International Journal of Sports Marketing and Sponsorship**, 21(4), 695-718.
8. Cánovas-Alvarez, F.J. , **Koustelios, A.**, Aytül Dağlı Ekmekçi, Antonio Sánchez-Pato. (2020). Effects of a sport leadership programme on the perceptions of university students about their leadership competencies. **Cultura, Ciencia y Deporte**, 15(45), 429-446.
9. Brunton, J.A. **Koustelios, A.**, Antonio Sánchez-Pato. (2020). Implementing the European Sports Leadership Programme: A vehicle to help development graduate workplace competencies. **Journal of Human Sport and Exercise**, 17(3), 1-14.
10. Tsigilis, N., & **Koustelios, A.** (2020). Development and validation of an instrument measuring core job characteristics. **International Journal of Educational Management**, 34(2), 373-388.
11. Gkolia A., **Koustelios A.**, Belias D. (2018). Exploring the association between transformational leadership and self-efficacy in education: A multi-level SEM model. **International Journal of Leadership in Education**, 21(2), 176 – 196.
12. Theocharis, D., Bekiari, A., & **Koustelios, A.** (2017). Exploration of determinants of verbal aggressiveness and leadership through network analysis and conventional statistics: Using school class as an illustration. **Sociology Mind**, 7(2), 27-43.
13. Bekiari, A., Deliligka, S., & **Koustelios, A.** (2017). Examining relations on aggressive communication in social networks. **Social Networking**, 6(1), 38-52.
14. Belias D., **Koustelios A.**, Flavouras I., Zournatzi E., Velissariou E. (2017). The profile of visitors of Greek thematic parks-The case of Tsilivi waterpark. **International Journal of Cultural and Digital Tourism**, 4,28-39.
15. Belias D., **Koustelios A.**, Flavouras I., Zournatzi E., Velissariou E. (2016). Customer Income and Intention to Revisit a Thematic Water Park – The Case of Tsilivi Waterpark in the Island of Zakynthos, Greece. **International Journal of Cultural and Digital Tourism**, 3(1), 76-82.
16. Belias D., Charouli M., Kyriakou D., Sdrolias L., Kakkos N., Dvořáková-Líšková Z., **Koustelios A.** (2017). Examining the Athens 2004 Olympic Games Contribution to National Branding, concerning Tourism Promotion: A Holistic Approach. **Journal of Tourism Research**, 17, 139–154.
17. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Sdrolias L., & **Koustelios A.** (2017). Knowledge Management in Greek tourism. **Journal of Tourism Research**, 15, 115–130.
17. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Sdrolias L., & **Koustelios A.** (2017). The use of social media as a tool for acquiring knowledge and collaborative environment in Tourism - The Case of Greece. **Journal of Tourism Research**, 16, 102 – 112.
18. Belias D., **Koustelios A.**, Aspridis G., Varsanis K., & Koffas S. (2016). Personal traits and Job satisfaction of

- people who work into the Greek banking sector. **International Journal of Strategic Innovative Marketing**, 41 – 55.
19. Belias D., Velissariou E., Kyriakou D., **Koustelios A.**, Sdrolias L., & Varsanis K. (2016). The Introduction and the application of technological innovations as administrative efficiency factor in education. **European Journal of Social Sciences Education and Research**, 8(1), 39-46.
 20. Belias D, Velissariou E., Kyriakou D., Gkolia A., Sdrolias, L., **Koustelios, A.**, & Varsanis K. (2016). The Advantages of Organizational Culture in Greek Banks. **Journal of Management Research**, 16 (3), 123-134.
 21. Belias D., **Koustelios A.**, Sdrolias L., Varsanis K., & Kyriakou D. (2016). Personal traits and Organizational culture of people who work into the Greek banking sector. **International Journal of Strategic Innovative Marketing**. 3(2), 54 – 68.
 22. Belias D., **Koustelios A.**, Gkolia A., Aspridis G., Kyriakou D., & Varsanis K. (2015). Can Role Conflict and Autonomy make employees in the Greek Banking Organization satisfied and productive? **International Journal of Strategic Innovative Marketing**, 3, 27 – 39.
 23. Belias D., & **Koustelios A.** (2015). Leadership Style, Job Satisfaction and Organizational Culture in the Greek Banking Organization. **Journal of Management Research**, 5(2), 101–110.
 24. Gkolia A., **Koustelios A.**, Belias D. (2015). Exploring the association between transformational leadership and self-efficacy in education: A multi-level SEM model. **International Journal of Leadership in Education**, 5(3), 1 – 21.
 25. Belias D., **Koustelios A.**, & Gkolia A. (2015). Leadership Style and Job Satisfaction of Greek Banking Institutions. **International Journal of Management and Business Research**, 5(3), 237-248.
 26. Gkolia A, Belias D., **Koustelios A.** (2015). Background characteristics as predictors of Greek teachers' self-efficacy. **International Journal of Educational Management**, 30(3), 460-472.
 27. Belias D., Gkolia A., **Koustelios A.**, Varsanis K. (2015). Leadership Style and personal characteristics of Greek banking employees. **Journal of Management Research**, 5(3), 156-164.
 28. Belias D., **Koustelios A.**, Koutiva M., Sdrolias L., Kakkos N., Varsanis K. (2015). Job Satisfaction and Demographic Characteristics Greek Bank Employees. **The Hellenic Open Business Administration Journal**, 1(1), 47-72.
 29. Belias, D., & **Koustelios, A.**, Vairaktarakis, G., & Sdrolias, L. (2015). Organizational Culture and Job Satisfaction of Greek Banking Institutions. **Procedia-Social and Behavioral Sciences**, 175, 314-323.
 30. Belias, D., & **Koustelios, A.**, Sdrolias, L. & Aspridis, G. (2015). Job Satisfaction, Role Conflict and Autonomy of employees in the Greek Banking Organizations. **Procedia-Social and Behavioral Sciences**, 175, 324-333.
 31. Flabouras-Nietos, I., Zournatzi,E., **Koustelios A.** & Costa, G. (2015). Relationship among Service Quality, Customer Satisfaction and Renewal Intentions in recreation theme park in Greece. **International Journal of Sport Management, Recreation & Tourism**, 8, 41-55.
 32. Sdrolias L., Belias D., **Koustelios A.**, Gkolia A., Koutiva M., Thomos A., & Varsanis K. (2014). Job Satisfaction and Motivation in the Greek Banking Sector. **MIBES TRANSACTIONS International Journal**, 8(4), 132-151.
 33. Belias D., **Koustelios A.**, Sdrolias L., Koutiva M., Zournatzi E. & Varsanis K. (2014). Motivation and Satisfaction among Greek Bank Employees. **PRactical Issues in Management & Economics**, 7, 71-87.

34. Gkolia, A., Belias D., & **Koustelios A.** (2014). The impact of principals' Transformational leadership on Teachers' satisfaction: Evidence from Greece. **European Journal of Business and Social Sciences**, 3(6), 80.
35. Gkolia A., Belias D., **Koustelios A.** (2014). Teacher's job satisfaction and self-efficacy: A Review. **European Scientific Journal**, 10(22), 321-342.
36. Belias, D., & **Koustelios, A.** (2014). Job Satisfaction and Job Burnout among Greek Bank Employees. **International Journal of Management**, 5(1), 33-45.
37. Belias, D., & **Koustelios, A.** (2014). Organizational Culture and Job Satisfaction - A Review. **International Review of Management and Marketing**, 4(2), 132 – 149.
38. Belias, D., & **Koustelios, A.** (2014). The Influence of Demographic Characteristics of Greek Bank Employees on their Perceptions of Organizational Culture. **International Journal of Human Resource Studies**, 4(1), 81 – 100.
39. Belias, D., & **Koustelios, A.** (2014). Transformational Leadership and Job Satisfaction in the Banking Sector- A Review. **International Review of Management and Marketing**, 4(3), (in press)
40. Belias, D., & **Koustelios, A.** (2014). Leadership and Job Satisfaction – A Review. **European Scientific Journal**, 10 (8), 24-46.
41. Belias, D., & **Koustelios, A.** (2014). The Impact of Leadership and Change Management Strategy on Organizational Culture. **European Scientific Journal**, 10(7), 451-470.
42. Belias D., **Koustelios A.** (2013). Organizational Culture of Greek Banking Institutions: A Case Study. **International Journal of Human Resource Management and Research**, 3(2), 95-104.
43. Belias D., **Koustelios A.**, Sdrolas L., Koutiva M., Zournatzi. (2013). Job Burnout, Greek bank Employees: A Case Study. **International Journal of Human Resource Management and Research**, 3(2), 105-120.
44. Belias D., **Koustelios A.**, Sdolia L., Koutiva M. (2013). The Influence of Demographic Features on the Job Satisfaction of Greek Bank Employees. **International Journal of Human Resource Management and Research**, 3(4), 15-28.
45. Belias D., & **Koustelios A.** (2013). A Pilot Study of Accounting Teaching with LMS Platform. **International Journal for e-Learning Security (IJeLS)**, 3(1/2), 259-261.
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Publications in Greek Peer Review Journals: 32 publications

4.4 Articles in Journals not indexed in Bibliographical Databases

4.4.1 Two articles

5. REFEREED INTERNATIONAL CONFERENCE PRESENTATIONS (selected)

(95 refereed International Conference Presentations)

1. Spyridopoulou, E., Yfantidou, G., Katsoni, V., & Koustelios, A. (2023). The role of internship in the process of human resources training. Application to hotel sport and recreation services. Sinergie-SIMA Management Conference, LUM University and Univesity of Bari, Mercure Villa Romanazzi Carducci (Bari).
2. Spyridopoulou, E., Yfantidou, G., Katsoni, V. & Koustelios, A. (2022). Human resources training and development though internship programs for students. Proceedings of 25th International Conference on Excellence in Services. University of Upssala, Gotland Campus, Visby, Sweden.
3. Viterouli, M., Belias, D., Koustelios, A., & Tsigilis, N. (2023, September). Linking adult learning to knowledge management in a multigenerational workforce. *European Conference on Knowledge Management*.
4. Ntalakos, A., Belias, D., **Koustelios, A. (2023)**. The Relationship between Leadership Styles, Organizational Culture and Group Dynamics in the Hospitality Industry. *10th International Conference "Recent Advancements in Tourism Business, Technology and Social Sciences" (IaCuDiT 2023), Chania, Crete Island, Greece, 29th – 31st August, 2023*.
5. Viterouli, M., Belias, D., Koustelios, A., & Tsigilis, N. (2022, November). Refining Employees' Engagement by incorporating Self-Directedness in Training and Work Environments. *18th European Conference on Management Leadership and Governance. ACI*.
6. Ntalakos, A., Belias, D, & **Koustelios, A.** (2022). The relationship between Leadership Styles & Communication – Effect on Team Efficiency: The case of Greek Hotel Businesses' employees. 9th International Conference of the International Association of Cultural and Digital Tourism (IACuDiT), 1-3 Spetember, Syros, Greece.
7. Spyridopoulou, E., Yfantidou, G., Katsoni, V., & **Koustelios, A.** (2022). Human Resources Training and Development through internships programs for students. The 25th Excellence in Services International Conference, University of Upssala, Gotland Campus, Visby, Sweden.
8. Ntalakos, A., Belias, D., **Koustelios, A.** and Tsigilis, N. (2022). Organizational Culture and Group Dynamics in the Tourism Industry. 5th International Conference on Tourism Research, Porto, Portugal.
9. Ntalakos, A., Belias, D., **Koustelios, A.,** & Tsigilis, N. (2022). Effect of Covid-19 on the Tourism Industry: Opportunities and Threats in Covid-19 Era. *4th International Conference on Finance, Economics, Management and IT Business (FEMIB)*.
10. Koustelios, A. (2021). Curriculum in sport management, sport tourism & recreation. Web round table. **29o International Congress on Physical Education & Sport Science**, May, Komotini, Greece.
11. Kassou, Ch., Koustelios, A., Gerodimos, V., & Costa, G. (2019). Motivation for volunteer participation at the Special Olympics World Games Athens 2011. **27o International Congress on Physical Education & Sport Science, 15-17 May, Komotini, Greece.**
12. Koutiva M., Belias D., Zournatzi E., & **Koustelios A.** (2017). Is trust a two-edge sword? A paper on how trust can affect knowledge creation. **5th International Conference on Applied Economics "Institutions and Development". Department of Economics, University of Thessaly Volos, Greece, 17 – 19 May 2017.**
13. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Roditis A., **Koustelios A.,** Sdrolias L. (2017). The use of digital CRM in the operation of Greek Hotels. **5th International Conference on Contemporary Marketing Issues, Thessaloniki, Greece, 21-23 June, 2017, pp. 384-390.**
14. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Roditis A., Varsanis K., & **Koustelios A.** (2017). The differences on consumer behavior between mass tourism and sustainable tourism in Greece. **5th International Conference on Contemporary Marketing Issues, Thessaloniki, Greece, 21-23 June, 2017, pp. 176-182.**

15. Belias D., Velissariou E., Kyriakou D., Vasiliadis L, Sdrolias L., Aspridis G., & **Koustelios A.** (2017). Knowledge Management in Greek tourism. **6th International Conference on Tourism and Hospitality Management, Athens, Greece, 01-03 June 2017, pp 438-451.**
16. Belias D., Velissariou E., Kyriakou D., **Koustelios A.**, Sdrolias L., & Varsanis K. (2016). The Introduction and the application of technological innovations as administrative efficiency factor in education. **10 th International Congress on Social Sciences "ICSS 10", 23-24 September 2016 at Complutense University, Madrid, Spain, pp 401-408.**
17. Pontikas, A., Papavaggeli, S., Kollarou, M. & **Koustelios, A.** (2015). Headmaster's job burnout. **23rd International Congress of Physical Education & Sport Science**, 15-17 May. Komotini, Greece.
18. Gkolia A., & **Koustelios A.** (2014). The effect of principals' Transformational leadership on Teachers' satisfaction: Evidence from Greece. **JURE 2014**, 30 June-4 July 2014, Cyprus.
19. Sdrolias L., Belias D., **Koustelios A.**, Gkolia A., Koutiva M., Thomos A. & Varsanis K. (2014) Job Satisfaction and Motivation in the Greek Banking Sector. **9th Annual MIBES International Conference MIBES**, 30May-1st June 2014, Thessaloniki.
20. Belias D., **Koustelios A.**, Koutiva M., Sdrolias L., Kakkos., Varsanis K. (2014). Job Satisfaction and Demographic Characteristics of Greek Bank Employees. **International Conference of Hellenic Open Business Administration -HOBA 2014**, 8-9 March.
21. Gkolia, A., & **Koustelios, A.** (2014). Social background characteristics and job satisfaction of Greek primary and secondary school teachers. **12th Annual Hawaii International Conference on Education**, Honolulu, Hawaii, 5-8 January.
22. Mpelias, D., & **Koustelios, A.** (2012). An application of ICT technologies on the teaching of accounting: the case of LMS. **London International Conference on Education (LICE)**, London, U.K.
23. Gkolia, K., Tsigilis, N., & **Koustelios, A.** (2012). An analysis of Binary Logistic Regression. An example of the education area. **V European Congress of Methodology**, 17-20 July, Compostela, Spain.
24. Domalis, Argyrakis, P., **Koustelios, A.**, Tsigilis, N., & Diafas, V, & Kaloupsis, S. (2010). Role conflict, role ambiguity and job satisfaction of the employees for the Olympic rowing regatta. **15th Annual Congress of the ECSS (European College of Sport Science)**, 23-26 June, Antalya, Turkey.
25. Barlas, A., **Koustelios, A.**, & Theodorakis, N. (2009). Predicting Fans' Favorability toward the Sponsor: The Role of Team Identification. **17th Congress of the European Association for Sport Management**, Amsterdam.
26. Tzetzis, G., Theodorakis, N., Konstantinidou, E., & **Koustelios, A.** (2002). Job satisfaction of fitness instructors in Greece. **10th Congress of the European Association for Sport Management**, Jyväskylä, Finland.
27. Masmanidis, T., **Koustelios, A.**, & Tsigilis, N. (2002). Effectiveness of campus recreation programs in Greece. **10th Congress of the European Association for Sport Management**, Jyväskylä, Finland.
28. Tsigilis, N., **Koustelios, A.** & Theodorakis, Y. (2001). The role of knowledge in predicting exercise participation: an extension of planned behavior model. **10th World Congress of Sport Psychology**, Skiathos, Greece, May 28 – June 2, 2001.
29. **Koustelios, A.** (2000). Job satisfaction of fitness centers' employees. **8th Congress of the European Association for Sport Management**, San Marino, 6-10 Sept.

30. **Koustelios, A., & Kousteliou, I.** (1999). The effect of size on sport center's employees' burnout. **7th Congress of the European Association for Sport Management**, Thessaloniki, Greece, 16-19 Sept.
31. **Koustelios, A., & Bagiatis, K.** (1997). Factorial structure of the Maslach Burnout Inventory (MBI) among Greek sport centre employees. **4th Balkan Conference on Operational Research**, Thessaloniki, 20-23 October.

85 presentations in Greek National refereed conferences

6.Citations: **Harzing's, Publish or Perish** (*Google Scholar*): >6500 (self-citations included,), h-index: 35

SCOPUS: >820 citations, h-index:17

7.MISCELLANEOUS

- Vice-Rector of Academic Affairs, of the University of Thessaly, 2013-2014.
- Head of Dept. of P.E. & Sport Sciences, 2004-2006.
- President of the Hellenic Association of Sport Management, 2002-2004.
- Head of the Laboratory of Sport & Recreation Management, 2005-2019.
- Member of the Advisory Board of the Institute of Cultural Diplomacy, Berlin, 2014- .
- Member of the Research Committee of the University of Thessaly (2020-2023)
- Reviewer in more than 15 scientific journals.