

# Fred Luthans

## List of Publications by Year in descending order

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142  
papers

34,384  
citations

12330

69  
h-index

11939

134  
g-index

148  
all docs

148  
docs citations

148  
times ranked

10792  
citing authors

#	ARTICLE	IF	CITATIONS
1	POSITIVE PSYCHOLOGICAL CAPITAL: MEASUREMENT AND RELATIONSHIP WITH PERFORMANCE AND SATISFACTION. <i>Personnel Psychology</i> , 2007, 60, 541-572.	2.8	2,652
2	Self-efficacy and work-related performance: A meta-analysis.. <i>Psychological Bulletin</i> , 1998, 124, 240-261.	6.1	2,299
3	The need for and meaning of positive organizational behavior. <i>Journal of Organizational Behavior</i> , 2002, 23, 695-706.	4.7	1,925
4	Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviors. <i>Leadership Quarterly</i> , 2004, 15, 801-823.	5.8	1,457
5	“Can you see the real me?” A self-based model of authentic leader and follower development. <i>Leadership Quarterly</i> , 2005, 16, 343-372.	5.8	1,412
6	Human, Social, and Now Positive Psychological Capital Management:. <i>Organizational Dynamics</i> , 2004, 33, 143-160.	2.6	1,162
7	Positive Organizational Behavior in the Workplace. <i>Journal of Management</i> , 2007, 33, 774-800.	9.3	1,133
8	Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. <i>Human Resource Development Quarterly</i> , 2011, 22, 127-152.	3.3	1,039
9	Emerging Positive Organizational Behavior. <i>Journal of Management</i> , 2007, 33, 321-349.	9.3	993
10	Psychological capital development: toward a micro-intervention. <i>Journal of Organizational Behavior</i> , 2006, 27, 387-393.	4.7	941
11	Positive organizational behavior: Developing and managing psychological strengths. <i>Academy of Management Perspectives</i> , 2002, 16, 57-72.	6.8	888
12	The mediating role of psychological capital in the supportive organizational climate”employee performance relationship. <i>Journal of Organizational Behavior</i> , 2008, 29, 219-238.	4.7	858
13	Positive psychological capital: beyond human and social capital. <i>Business Horizons</i> , 2004, 47, 45-50.	5.2	819
14	Psychological capital: A positive resource for combating employee stress and turnover. <i>Human Resource Management</i> , 2009, 48, 677-693.	5.8	754
15	Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant Attitudes and Behaviors. <i>Journal of Applied Behavioral Science</i> , The, 2008, 44, 48-70.	3.3	731
16	The development and resulting performance impact of positive psychological capital. <i>Human Resource Development Quarterly</i> , 2010, 21, 41-67.	3.3	717
17	Impact of positive psychological capital on employee well-being over time.. <i>Journal of Occupational Health Psychology</i> , 2010, 15, 17-28.	3.3	617
18	Experimental Analysis of a Web-Based Training Intervention to Develop Positive Psychological Capital. <i>Academy of Management Learning and Education</i> , 2008, 7, 209-221.	2.5	612

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19	Psychological Capital: An Evidence-Based Positive Approach. Annual Review of Organizational Psychology and Organizational Behavior, 2017, 4, 339-366.	9.9	592
20	The Psychological Capital of Chinese Workers: Exploring the Relationship with Performance. Management and Organization Review, 2005, 1, 249-271.	2.1	574
21	Psychological ownership: theoretical extensions, measurement and relation to work outcomes. Journal of Organizational Behavior, 2009, 30, 173-191.	4.7	547
22	Developing the Psychological Capital of Resiliency. Human Resource Development Review, 2006, 5, 25-44.	2.9	479
23	Social cognitive theory and self-efficacy: Go beyond traditional motivational and behavioral approaches. Organizational Dynamics, 1998, 26, 62-74.	2.6	471
24	The Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behaviors. Journal of Management, 2010, 36, 430-452.	9.3	463
25	PSYCHOLOGICAL CAPITAL AND EMPLOYEE PERFORMANCE: A LATENT GROWTH MODELING APPROACH. Personnel Psychology, 2011, 64, 427-450.	2.8	341
26	Thriving at work: Impact of psychological capital and supervisor support. Journal of Organizational Behavior, 2014, 35, 434-446.	4.7	295
27	The impact of positivity and transparency on trust in leaders and their perceived effectiveness. Leadership Quarterly, 2010, 21, 350-364.	5.8	286
28	BEHAVIORAL MANAGEMENT AND TASK PERFORMANCE IN ORGANIZATIONS: CONCEPTUAL BACKGROUND, META-ANALYSIS, AND TEST OF ALTERNATIVE MODELS. Personnel Psychology, 2003, 56, 155-194.	2.8	274
29	Leadership efficacy: Review and future directions. Leadership Quarterly, 2008, 19, 669-692.	5.8	264
30	Psychological Capital and Well-being. Stress and Health, 2015, 31, 180-188.	2.6	261
31	The role of mindfulness and psychological capital on the well-being of leaders.. Journal of Occupational Health Psychology, 2014, 19, 476-489.	3.3	255
32	Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. Journal of Organizational Behavior, 2014, 35, 5-21.	4.7	247
33	Employee engagement and manager self-efficacy. Journal of Management Development, 2002, 21, 376-387.	2.1	242
34	A Social Learning Approach to Organizational Behavior. Academy of Management Review, 1980, 5, 281-290.	11.7	236
35	Experimentally analyzing the impact of leader positivity on follower positivity and performance. Leadership Quarterly, 2011, 22, 282-294.	5.8	213
36	Hope: A New Positive Strength for Human Resource Development. Human Resource Development Review, 2002, 1, 304-322.	2.9	209

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37	Relationship between positive psychological capital and creative performance. Canadian Journal of Administrative Sciences, 2011, 28, 4-13.	1.5	208
38	What Do Successful Managers Really Do? An Observation Study of Managerial Activities. Journal of Applied Behavioral Science, The, 1985, 21, 255-270.	3.3	199
39	The positive impact and development of hopeful leaders. Leadership and Organization Development Journal, 2003, 24, 26-31.	3.0	199
40	The "epitome" of positive organizational behavior. Journal of Organizational Behavior, 2009, 30, 291-307.	4.7	199
41	More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource?. International Journal of Human Resource Management, 2008, 19, 818-827.	5.3	197
42	The impact of financial and nonfinancial incentives on business-unit outcomes over time.. Journal of Applied Psychology, 2006, 91, 156-165.	5.3	191
43	Entrepreneurs as authentic leaders: impact on employees' attitudes. Leadership and Organization Development Journal, 2006, 27, 646-666.	3.0	186
44	Not if, but when we need resilience in the workplace. Journal of Organizational Behavior, 2016, 37, 782-786.	4.7	176
45	360-degree feedback with systematic coaching: Empirical analysis suggests a winning combination. Human Resource Management, 2003, 42, 243-256.	5.8	164
46	Potential Added Value of Psychological Capital in Predicting Work Attitudes. Journal of Leadership and Organizational Studies, 2006, 13, 75-92.	4.0	164
47	Successful vs. Effective Real Managers. Academy of Management Perspectives, 1988, 2, 127-132.	6.8	163
48	Meeting the Leadership Challenge of Employee Well-Being Through Relationship PsyCap and Health PsyCap. Journal of Leadership and Organizational Studies, 2013, 20, 118-133.	4.0	161
49	Psychological Capital: Investing and Developing Positive Organizational Behavior. , 2007, , 9-24.		157
50	A General Contingency Theory of Management. Academy of Management Review, 1977, 2, 181-195.	11.7	142
51	Testing a dynamic model of the impact of psychological capital on work engagement and job performance. Career Development International, 2018, 23, 33-47.	2.7	137
52	Organizational Commitment: Analysis of Antecedents. Human Relations, 1987, 40, 219-235.	5.4	131
53	Potential Added Value of Psychological Capital in Predicting Work Attitudes. Journal of Leadership and Organizational Studies, 2006, 13, 45-62.	4.0	131
54	Entrepreneurial self-efficacy in Central Asian transition economies: quantitative and qualitative analyses. Journal of International Business Studies, 2006, 37, 92-110.	7.3	130

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55	An Emic Perspective and Ethnoscience Methods for Organizational Research. <i>Academy of Management Review</i> , 1984, 9, 27-36.	11.7	116
56	Organizational Commitment Across Cultures: The Impact of Antecedents on Korean Employees. <i>Human Relations</i> , 1996, 49, 977-993.	5.4	110
57	Psychological capital: Implications for HRD, retrospective analysis, and future directions. <i>Human Resource Development Quarterly</i> , 2012, 23, 1-8.	3.3	110
58	Behavioral self-managementâ€”The missing link in managerial effectiveness. <i>Organizational Dynamics</i> , 1979, 8, 42-60.	2.6	107
59	Environmental and psychological challenges facing entrepreneurial development in transitional economies. <i>Journal of World Business</i> , 2000, 35, 95-110.	7.7	106
60	What Do Russian Managers Really Do? An Observational Study with Comparisons to U.S. Managers. <i>Journal of International Business Studies</i> , 1993, 24, 741-761.	7.3	98
61	A Tale of Two Paradigms: The Impact of Psychological Capital and Reinforcing Feedback on Problem Solving and Innovation. <i>Journal of Organizational Behavior Management</i> , 2011, 31, 333-350.	1.2	98
62	Positive global leadership. <i>Journal of World Business</i> , 2012, 47, 539-547.	7.7	98
63	Diversity training: Analysis of the impact of self-efficacy. <i>Human Resource Development Quarterly</i> , 2007, 18, 91-120.	3.3	95
64	A call for longitudinal research in positive organizational behavior. <i>Journal of Organizational Behavior</i> , 2008, 29, 705-711.	4.7	89
65	Toward Better Understanding of the Learning Goal Orientationâ€”Creativity Relationship: The Role of Positive Psychological Capital. <i>Applied Psychology</i> , 2015, 64, 444-472.	7.1	89
66	The impact of efficacy on work attitudes across cultures. <i>Journal of World Business</i> , 2006, 41, 121-132.	7.7	87
67	Contagion effect of global leaders' positive psychological capital on followers: does distance and quality of relationship matter?. <i>International Journal of Human Resource Management</i> , 2013, 24, 2534-2553.	5.3	82
68	An experimental analysis of the impact of contingent reinforcement on salespersons' performance behavior.. <i>Journal of Applied Psychology</i> , 1981, 66, 314-323.	5.3	78
69	Measuring implicit psychological constructs in organizational behavior: An example using psychological capital. <i>Journal of Organizational Behavior</i> , 2012, 33, 589-594.	4.7	78
70	Recognition and development of hope for South African organizational leaders. <i>Leadership and Organization Development Journal</i> , 2004, 25, 512-527.	3.0	77
71	Reinforce for performance: The need to go beyond pay and even rewards. <i>Academy of Management Perspectives</i> , 1999, 13, 49-57.	6.8	75
72	A Social Learning Approach to Organizational Behavior. <i>Academy of Management Review</i> , 1980, 5, 281.	11.7	74

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73	Positive Approach To Leadership (PAL) Implications for Today's Organizations. Journal of Leadership & Organizational Studies, 2001, 8, 3-20.	0.2	72
74	An Idiographic Approach to Organizational Behavior Research: The Use of Single Case Experimental Designs and Direct Measures. Academy of Management Review, 1982, 7, 380-391.	11.7	72
75	Toward an Observation System for Measuring Leader Behavior in Natural Settings. , 1984, , 117-141.		71
76	Meeting the Challenges of Effective International HRM: Analysis of the Antecedents of Global Mindset. Human Resource Management, 2014, 53, 131-155.	5.8	68
77	Organizational Behavior Modification. Journal of Organizational Behavior Management, 1982, 3, 33-50.	1.2	67
78	Leadership Reexamined: A Behavioral Approach. Academy of Management Review, 1979, 4, 237-248.	11.7	66
79	A Meta-Analysis of the Effects of Organizational Behavior Modification on Task Performance, 1975-1995. Academy of Management Journal, 1997, 40, 1122-1149.	6.3	65
80	The impact of positive and corrective feedback on customer service performance. Journal of Organizational Behavior, 1994, 15, 83-95.	4.7	62
81	Positive leadership. Organizational Dynamics, 2013, 42, 198-208.	2.6	62
82	Going beyond Research on Goal Setting: A Proposed Role for Organizational Psychological Capital of Family Firms. Entrepreneurship Theory and Practice, 2013, 37, 1289-1296.	10.2	55
83	The potential for the "dark side" of leadership in post communist countries. Journal of World Business, 1998, 33, 185-201.	7.7	53
84	Psychological Capital Theory: Toward a Positive Holistic Model. Advances in Positive Organizational Psychology, 2013, , 145-166.	1.2	52
85	How Managers Really Communicate. Human Relations, 1986, 39, 161-178.	5.4	50
86	Organizational Commitment: A Comparison of American, Japanese, and Korean Employees. Academy of Management Journal, 1985, 28, 213-219.	6.3	49
87	THE ROLE OF LOCUS OF CONTROL IN LEADER INFLUENCE BEHAVIOR. Personnel Psychology, 1984, 37, 61-75.	2.8	48
88	Impact of employees' character strengths of wisdom on stress and creative performance. Human Resource Management Journal, 2012, 22, 165-181.	5.7	48
89	The contingency theory of management. Business Horizons, 1973, 16, 67-72.	5.2	45
90	Positive Psychology In Sales: Integrating Psychological Capital. Journal of Marketing Theory and Practice, 2016, 24, 306-327.	4.3	45

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91	A Descriptive Model of Managerial Effectiveness. <i>Group &amp; Organization Studies</i> , 1988, 13, 148-162.	0.7	39
92	Refining the Displacement of Culture and the Use of Scenes and Themes in Organizational Studies. <i>Academy of Management Review</i> , 1985, 10, 219-229.	11.7	38
93	A contingency matrix approach to IHRM. <i>Human Resource Management</i> , 1997, 36, 183-199.	5.8	32
94	Differential Effects of Incentive Motivators on Work Performance. <i>Academy of Management Journal</i> , 2001, 44, 580-590.	6.3	32
95	What knowledge managers really do: an empirical and comparative analysis. <i>Journal of Knowledge Management</i> , 2003, 7, 53-66.	5.1	29
96	A social learning approach to behavioral management: Radical behaviorists "mellowing out". <i>Organizational Dynamics</i> , 1984, 13, 47-65.	2.6	28
97	Positive Projections and Health: An Initial Validation of the Implicit Psychological Capital Health Measure. <i>Applied Psychology</i> , 2017, 66, 78-102.	7.1	26
98	Not Me, But Reflects Me: Validating a Simple Implicit Measure of Psychological Capital. <i>Journal of Personality Assessment</i> , 2018, 100, 551-562.	2.1	26
99	The Impact of Contingent Reinforcement on Retail Salespersons' Performance Behaviors. <i>Journal of Organizational Behavior Management</i> , 1985, 7, 25-36.	1.2	25
100	Organizational Behavior Modification Goes to Russia. <i>Journal of Organizational Behavior Management</i> , 1993, 13, 15-36.	1.2	25
101	Doing business in Central and Eastern Europe: Political, economic, and cultural diversity. <i>Business Horizons</i> , 1995, 38, 9-16.	5.2	25
102	The Role of Psychological Capital in Global Mindset Development. <i>Advances in International Management</i> , 0, , 105-130.	0.3	24
103	Managing Russian Factory Workers: The Impact of U.S.-Based Behavioral and Participative Techniques. <i>Academy of Management Journal</i> , 1993, 36, 58-79.	6.3	24
104	Brief Summary of Psychological Capital and Introduction to the Special Issue. <i>Journal of Leadership and Organizational Studies</i> , 2014, 21, 125-129.	4.0	21
105	Reflections on the Metamorphosis at Robben Island. <i>Journal of Management Inquiry</i> , 2014, 23, 51-67.	3.9	20
106	The structure-climate relationship in Korean organizations. <i>Asia Pacific Journal of Management</i> , 1995, 12, 23-36.	4.5	19
107	The Impact of a Job Redesign Intervention on Salespersons' Observed Performance Behaviors. <i>Group &amp; Organization Studies</i> , 1987, 12, 55-72.	0.7	17
108	Does Job Enrichment Really Pay off?. <i>California Management Review</i> , 1972, 15, 30-37.	6.3	16

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109	The value of the psychological capital of immigrant entrepreneurs. <i>International Journal of Business and Globalisation</i> , 2007, 1, 161.	0.2	16
110	Positive resources for psychiatry in the fourth industrial revolution: building patient and family focused psychological capital (PsyCap). <i>International Review of Psychiatry</i> , 2020, 32, 542-554.	2.8	16
111	The Role of Punishment in Organizational Behavior Modification (OB MOD). <i>Public Personnel Management</i> , 1973, 2, 156-161.	2.9	15
112	The Use of Dyadic Alliances in Informal Organization: An Ethnographic Study. <i>Human Relations</i> , 1991, 44, 597-618.	5.4	15
113	Inquiry unplugged: building on Hackman's potential perils of POB. <i>Journal of Organizational Behavior</i> , 2009, 30, 323-328.	4.7	15
114	Application of the Premack Principle of Reinforcement to the Quality Performance of Service Employees. <i>Journal of Organizational Behavior Management</i> , 1993, 13, 9-32.	1.2	13
115	Applying behavioral management in Eastern Europe. <i>European Management Journal</i> , 1998, 16, 466-475.	5.1	12
116	Motivation vs. learning approaches to organizational behavior. <i>Business Horizons</i> , 1973, 16, 55-62.	5.2	11
117	An organizational behavior modification analysis of absenteeism. <i>Human Resource Management</i> , 1976, 15, 11-18.	5.8	11
118	Defining and Researching Leadership as a Behavioral Construct: An Idiographic Approach. <i>Journal of Applied Behavioral Science</i> , The, 1984, 20, 237-251.	3.3	11
119	Impact of behavioral performance management in a Korean application. <i>Leadership and Organization Development Journal</i> , 2008, 29, 427-443.	3.0	11
120	An Integrated Model of Psychological Capital in the Workplace. , 2009, , .		11
121	Anthropology: The Forgotten Behavioral Science in Management History.. <i>Proceedings - Academy of Management</i> , 1987, 1987, 128-132.	0.1	10
122	The impact of choice of rewards and feedback on task performance. <i>Journal of Organizational Behavior</i> , 1992, 13, 653-666.	4.7	10
123	Job enrichment: Long on theory, short on practice. <i>Organizational Dynamics</i> , 1974, 2, 30-43.	2.6	9
124	The Effects of MBO on Performance and Satisfaction in a Public Sector Organization. <i>Journal of Management</i> , 1981, 7, 53-68.	9.3	9
125	Improving the Delivery of Quality Service: Behavioural Management Techniques. <i>Leadership and Organization Development Journal</i> , 1991, 12, 3-6.	3.0	9
126	Reclaiming "Anthropology: the forgotten behavioral science in management history" commentaries. <i>Journal of Organizational Ethnography</i> , 2013, 2, 92-116.	0.9	9



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127	A Paradigm Shift in Eastern Europe: Some Helpful Management Development Techniques. Journal of Management Development, 1993, 12, 53-60.	2.1	7
128	Theory D and O.B. Mod.: Journal of Organizational Behavior Management, 1988, 9, 105-124.	1.2	6
129	The Exploding Service Sector: Meeting the Challenge through Behavioral Management. Journal of Organizational Change Management, 1988, 1, 18-28.	2.7	6
130	THERE ARE LESSONS TO BE LEARNED AS ALBANIA UNDERGOES A PARADIGM SHIFT. International Journal of Organizational Analysis, 1994, 2, 5-17.	0.5	5
131	Can high performance work practices help in the former Soviet Union?. Business Horizons, 2000, 43, 53-60.	5.2	5
132	Should Motivation Be Allowed into the Behavioral Paradigm or Should There Be a Paradigm Shift?. Journal of Organizational Behavior Management, 2001, 21, 43-46.	1.2	5
133	AN EXPERIMENTAL ANALYSIS OF THE EFFECTIVENESS OF AN ORGANIZATIONAL BEHAVIOR MODIFICATION PROGRAM IN INDUSTRY.. Proceedings - Academy of Management, 1975, 1975, 140-142.	0.1	5
134	1 How to Apply MBO. Public Personnel Management, 1976, 5, 83-87.	2.9	4
135	Albania and the Bora Company: Lessons learned before the recent chaos. Academy of Management Perspectives, 1997, 11, 61-72.	6.8	4
136	Employeesâ€™ Wearable Measure of Face-to-Face Communication Relates to Their Positive Psychological Capital, Well-Being. , 2019, , .		4
137	Positivity in the Middle East: Developing Hope in Egyptian organizational Leaders. Advances in Global Leadership, 0, , 277-291.	1.0	3
138	LEVERAGING PSYCHOLOGICAL CAPITAL IN VIRTUOUS ORGANIZATIONS: WHY AND HOW?. , 2008, , 141-162.		3
139	Psychological Capital. , 2011, , .		3
140	Beyond modeling: Managing social learning processes in human resource training and development. Human Resource Management, 1981, 20, 19-27.	5.8	2
141	Voice of a â€œSeasonedâ€œOB Professor. Industrial and Organizational Psychology, 2017, 10, 577-584.	0.6	2
142	The Reality or Illusion of a General Contingency Theory of Management: A Response to the Longenecker and Pringle Critique. Academy of Management Review, 1978, 3, 683.	11.7	0