

Predictors of Potential: A Systematic Review of the Antecedents Influencing Psychological Capital in the Workplace

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ABSTRACT

Psychological Capital (PsyCap), recognized as a critical construct in management research, significantly enhances organizational competitiveness and sustains workforce development efforts by enriching the talent pool. Its growing popularity has catalyzed a breadth of research, predominantly focusing on its positive impacts on job performance and various workplace outcomes. Yet, the exploration of its antecedents remains comparatively nascent, with a limited but expanding body of literature beginning to illuminate this vital area.

Research Objectives: This systematic review critically synthesizes the research on the antecedents of Psychological Capital (PsyCap), highlighting its pivotal role in enhancing organizational resilience and competitiveness.

Methodology: Following the PRISMA framework, this review combined systematic literature analysis with bibliometric insights using VOSviewer to assess studies focusing on PsyCap antecedents. The rigorous screening process involved abstract filtering and comprehensive full-text reviews.

Major Findings and Research Gaps: Initial findings indicate a concentration on job characteristic models and recent attention to leadership variables, such as authentic and transformational leadership, as frequent antecedents of PsyCap. However, the research on these antecedents is underdeveloped compared to studies exploring PsyCap's impact on workplace outcomes. The review uncovers critical gaps, including the absence of a unifying theory for categorizing PsyCap antecedents and the emerging need for scales that contextualize PsyCap in various settings. Future research should address the cultural dimensions of PsyCap, enhancing its applicability across diverse organizational landscapes.

By delineating the foundational elements that foster PsyCap, this review offers strategic insights for developing sustainable HR practices that leverage psychological assets for long-term organizational success.

Keywords: *Psychological Capital, Antecedents of Psychological Capital, Sustained Competitive Advantage, Job Performance, Workplace Performance, Employee Development.*

1. INTRODUCTION

The landscape of management research has experienced a significant shift with the advent of the positive psychology movement, focusing not just on the knowledge and skills of employees but also on their psychological virtues that enhance functional behaviour in the workplace (Seligman & Csikszentmihalyi, 2000). These virtues are recognized as crucial resources for sustaining

performance and organizational resilience amidst challenges, underscoring human resources as strategic differentiators in an increasingly competitive and uncertain world (Luthans, 2002; Wright & Cropanzano, 2004).

Within the expanded focus of management studies, Psychological Capital (PsyCap) has emerged as a pivotal construct, extending the notion that mental virtues and strengths constitute a form of intangible capital. Similar to financial, human, and social capital, PsyCap contributes significantly to an organization's capacity to withstand disruptions. In the context of volatility, uncertainty, complexity, and ambiguity (VUCA)—or more recently termed as brittle, anxious, nonlinear, and incomprehensible (BANI) environments—PsyCap is increasingly recognized as a vital competitive factor. This resilience through PsyCap may indeed help an organization outperform and outlast its competitors (Luthans, Youssef, & Avolio, 2007).

PsyCap is characterized as a higher-order, multi-level construct that operates at individual, team, and organizational levels. It is considered a state-like variable, implying it is malleable yet relatively stable over time. More importantly, PsyCap is actionable and developable, a quality that distinguishes it from more static traits (Luthans & Youssef, 2004). Central to PsyCap are four attributes: hope, efficacy, resilience, and optimism, each contributing to the overall psychological resource capacity of individuals within the workplace (Luthans, Youssef, & Avolio, 2007).

Hobfoll's (2002) theory of resource caravans underscores that the components of Psychological Capital (PsyCap) function in a collegial manner, leading to varied and impactful outcomes.

Through mechanisms such as agency, cognition, emotional positivity, and social

interactions, PsyCap facilitates operational success across organizational levels (Youssef-Morgan & Luthans, 2013a, 2013b). Defined comprehensively by Luthans et al. (2007b), PsyCap encompasses self-efficacy, optimism, hope, and resilience, which collectively empower individuals to navigate challenges effectively and contribute to sustained organizational achievements (Luthans et al., 2007b). This dynamic interplay underscores a profound control, intentionality, and proactive pursuit of goals, which is essential for organizational adaptability and growth (Luthans & Youssef-Morgan, 2017).

In the realm of organizational competitiveness, PsyCap is recognized as a pivotal asset, owing to its capacity to fortify organizational resilience against disruptions. The strategic value of PsyCap lies in its unique attributes—it is minimally replicable, enhances other organizational resources, adapts to environmental shifts, and sustains over time, thereby providing a durable competitive edge (Luthans & Youssef, 2004). As technological advancements rapidly alter the business landscape, PsyCap equips employees with the adaptability to stay updated and maximize their potential, thereby transforming into a significant competitive lever for the organization (Kim et al., 2017). The significance of PsyCap extends beyond its role as an asset, touching both practical and academic realms, especially within Human Resources and Human Resources Development disciplines. Extensive research has explored the enhancement of PsyCap through direct interventions, illustrating its malleability and potential for growth (Salanova & Ortega-Maldonado, 2019). Notably, the Psychological Capital Intervention (PCI) model by Luthans et al. (2015) has demonstrated efficacy in boosting PsyCap across diverse groups through both traditional and digital platforms (Dello Russo & Stoykova, 2015; Luthans et al., 2010; Luthans et al., 2008a, 2008b, 2008c). This body of work critically positions PsyCap as a developable trait, distinguishing it from more static personality traits and highlighting its utility in fostering workforce resilience and adaptability (Luthans et al., 2007b).

The scholarly exploration of PsyCap has yielded a variety of studies, each contributing uniquely to our understanding of this vital construct. Key systematic reviews and meta-analyses have mapped the landscape of PsyCap research, examining its relationship with job performance, its psychometric properties, and its broader correlates within organizational settings (Avey et al., 2011; Dawkins et al., 2013; Rus & Baban, 2013; Newman et al., 2014; Youssef-Morgan, 2014; Luthans & Youssef-Morgan, 2017; Wu & Nguyen, 2019; Castillo & Zafra, 2022). These comprehensive reviews have not only validated the impact of PsyCap but also highlighted ongoing gaps, particularly in understanding its antecedents and effective development strategies.

The classification of PsyCap antecedents has been a focal point of recent scholarly efforts. Proposals by Avey (2014) and Newman et al. (2014) have attempted to categorize these influences at individual, team, and organizational levels, echoing similar frameworks by Kim et al. (2017). Despite these advancements, a comprehensive categorization that includes a broader array of influences such as psychological health, job characteristics, HR policies, and practices remains elusive, with only Wu and Nguyen (2019) addressing a subset of these factors in their focused research, and Castillo & Zafra (2022) expanding upon such classification, by creating sub-classifications of the level of antecedents over the classification bases introduced by Wu and Nguyen (2019). There is still scope for studies attempting to systematize the classification of antecedents, that align with the upcoming inclusive and integrated models of PsyCap and its antecedents, as the list of possible antecedents keeps on expanding.

This systematic review aims to identify and synthesize research on the antecedents of PsyCap, providing a consolidated view that guides future research trajectories. This effort aims to equip researchers and practitioners with a comprehensive understanding of how to foster and leverage PsyCap within organizations. By addressing a crucial gap, this review offers significant theoretical and practical contributions, expanding the understanding of PsyCap and providing insights that can inform management practices and leadership approaches to enhance workforce PsyCap strategically. These enhancements are essential for maintaining competitive advantage and organizational sustainability amid global disruptions and transformations.

2. METHOD

To discover the current state of the research on the antecedents of PsyCap, we conducted a systematic review of the literature on PsyCap, focusing on the research articles that either focus on the predictors or antecedents of PsyCap or studied PsyCap as a mediator to a relevant positive workplace outcome.

We employed the PRISMA procedure to filter the relevant research articles, as illustrated in Figure 1.

2.1. Data Sourcing and Search Process

Based on our understanding of the specificity of the literature required and considering the recommendations put forth by Meline (2006), we decided upon the selection criteria for the review.

The Web of Science (WOS) database and Google Scholar were used as data sources. WOS includes only peer-reviewed journals, and while selecting other relevant papers from Google Scholar, care was taken to pick papers from reputed journals (listed in the

The search query used to search relevant papers from WOS was :

("Psychological Capital" OR "psychological capital" OR "PsyCap") AND
 (antecedent* OR predictor* OR determinant* OR "left side" OR mediator* OR
 "conceptual framework" OR "work design" OR "organizational behavior" OR
 "employee perception*")

The keywords used for searching papers on Google Scholar were “ Antecedents of Psychological Capital”, “Antecedents of PsyCap”, “Predictors of PsyCap”, “Mediating Role of PsyCap”, “PsyCap as a Mediator”, “Left Side of PsyCap”, “Factors affecting PsyCap”, “Determinants of PsyCap”, “Development of PsyCap”, and “PsyCap Development”. Papers written in any language other than English were excluded as a full-text review of such documents was limited by the reviewers' unfamiliarity with other European languages.

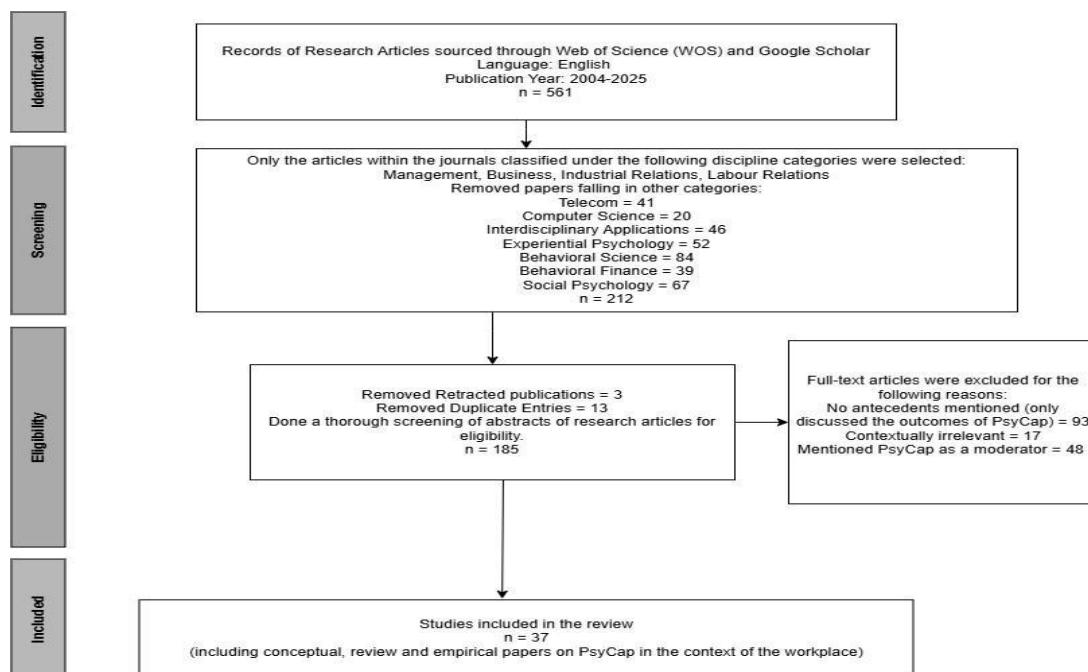


Figure 1: PRISMA Procedure for Systematic Literature Review of the Antecedents of PsyCap

2.2. Screening Process

For this study, we selected articles from the literature published between 2015 and 2024 as the early studies on PsyCap were focussed on its development, measurement and the workplace outcomes it relates to. The major focus on the antecedents or predictors of PsyCap gained prominence only in 2014 with James B. Avey's (2014) study of the “Left Side of PsyCap”. While many major studies on the conceptualisation and measurement of PsyCap started to appear in 2004, in our search on Google Scholar, we followed the same time range for

the year of publication but made exceptions for seminal papers on PsyCap. Initially, 561 research papers were selected for the further filtration process. The next selection process involved the domain or context of the study on PsyCap. For this, we used the Journal (Discipline) Category as the tuning factor, selecting only the papers published in the journals categorized under the disciplines of Management, Business, Industrial Relations, and Labour Relations. This was to ensure that only PsyCap in the context of the workplace was being studied, leaving the paper count to 212.

Then, we started with a thorough screening of the abstracts of this pool of 212 research articles. To ensure the absence of any redundancy, we removed duplicate entries. Three studies were found to be from retracted publications, which were also excluded.

After this step, on a total pool of 185 research articles, we conducted the full-text screening. The exclusion criteria for this level of screening were as follows:

(a) Articles with no antecedents mentioned (that only study some outcome of PsyCap), (b) Articles that studied PsyCap but were contextually irrelevant (for example, a paper studying Health PsyCap was irrelevant as our focus was on Workplace PsyCap), and (c) Articles that mentioned PsyCap but as a moderator (as PsyCap acting as a moderating variable in a relationship between an independent and a dependent variable, cannot lead to a clear conclusion that the independent variable be an antecedent of PsyCap. In all, 37 highly relevant research articles were identified to understand the current state of research around the antecedents of PsyCap.

2.3. Preliminary Bibliometric Analysis

In order to get a more informed perspective on the state of research on PsyCap and its antecedents, we conducted a preliminary bibliometric analysis using the RIS file containing metadata regarding the research papers we filtered using the WOS database.

VOSViewer software was used for the analysis, which generated 3 significant network diagrams or graphs on the basis of the RIS file - Keyword Visualization, Network Visualization of the Years of Publication, and the Network Density Graph.

The Network Visualization of Keywords diagram (Figure 2) suggests that leadership-related keywords like Transformational Leadership and Authentic Leadership etc fall in the same cluster as the keyword Antecedent (marked with red colored linkages), suggesting that leadership styles are being studied as possible antecedents of PsyCap more frequently as the research on leadership styles on employees' psychological resources is gaining traction, and deservedly so, as it can help scholars extract valuable practical implications for team leaders and managers.

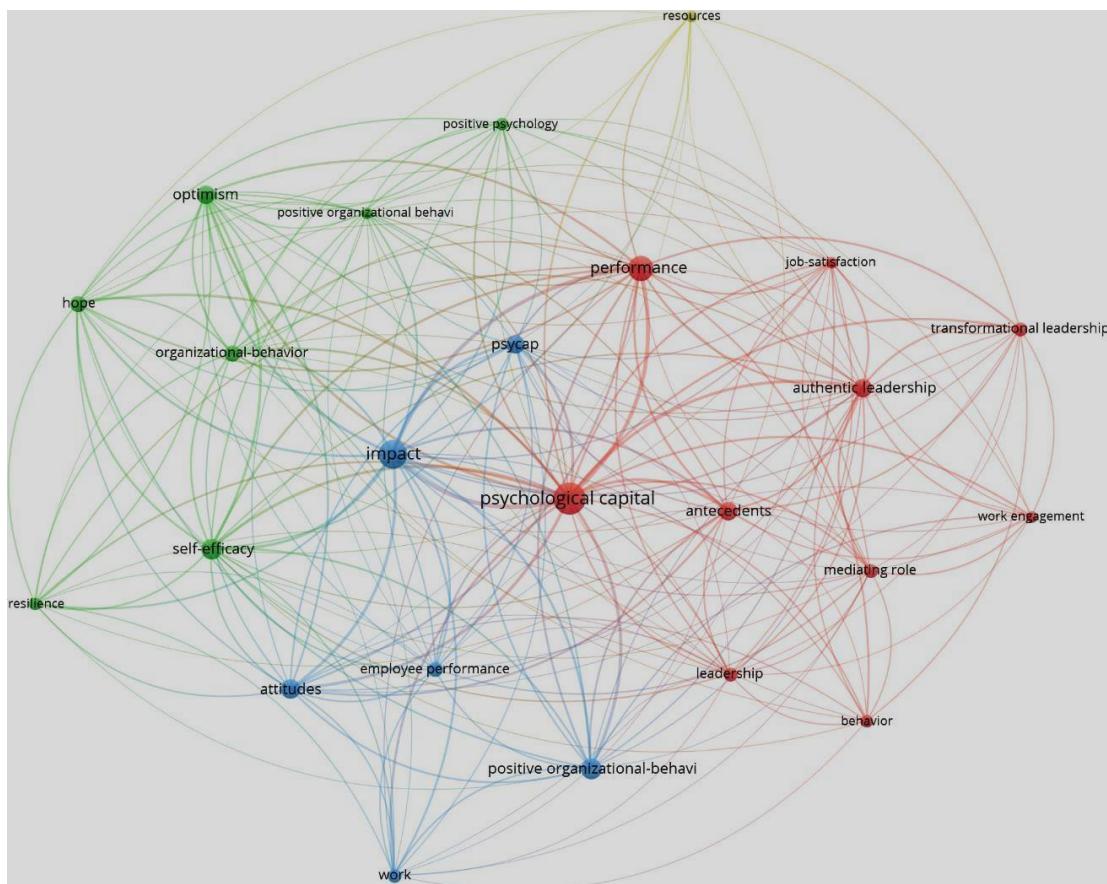


Figure 2: Network Visualization Graph of the Keywords

The Network visualization graph of the years of publication (Figure 3) created a color code for the keyword graph to suggest the time duration of publications on a spectrum representing a ranged timeline from 2016 (depicted by blue color) to 2020 (depicted by green and yellow colors). The graph made it evident the research literature focused on the antecedents of PsyCap is fairly recent, with the majority of keywords of the "Antecedents" cluster being colored in green and yellow colors.

The Network Density Graph (Figure 4) clearly indicates that the research on antecedents of PsyCap is significantly scarce relatively when compared to the dense body of research literature present around PsyCap and its possible outcomes at the workplace. By this, we mean studies that are focused on understanding and classifying

the antecedents of PsyCap and discuss theories and models around PsyCap antecedents.

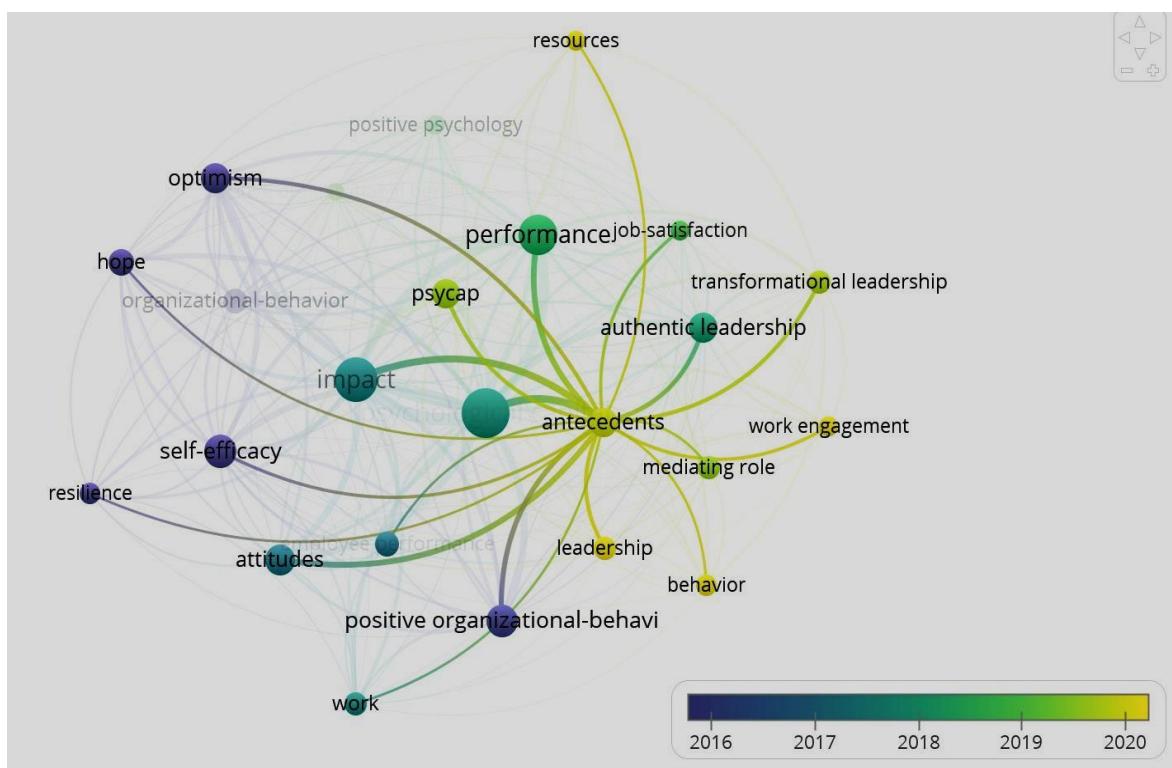


Figure 3: Network Visualization Graph of the years of publication

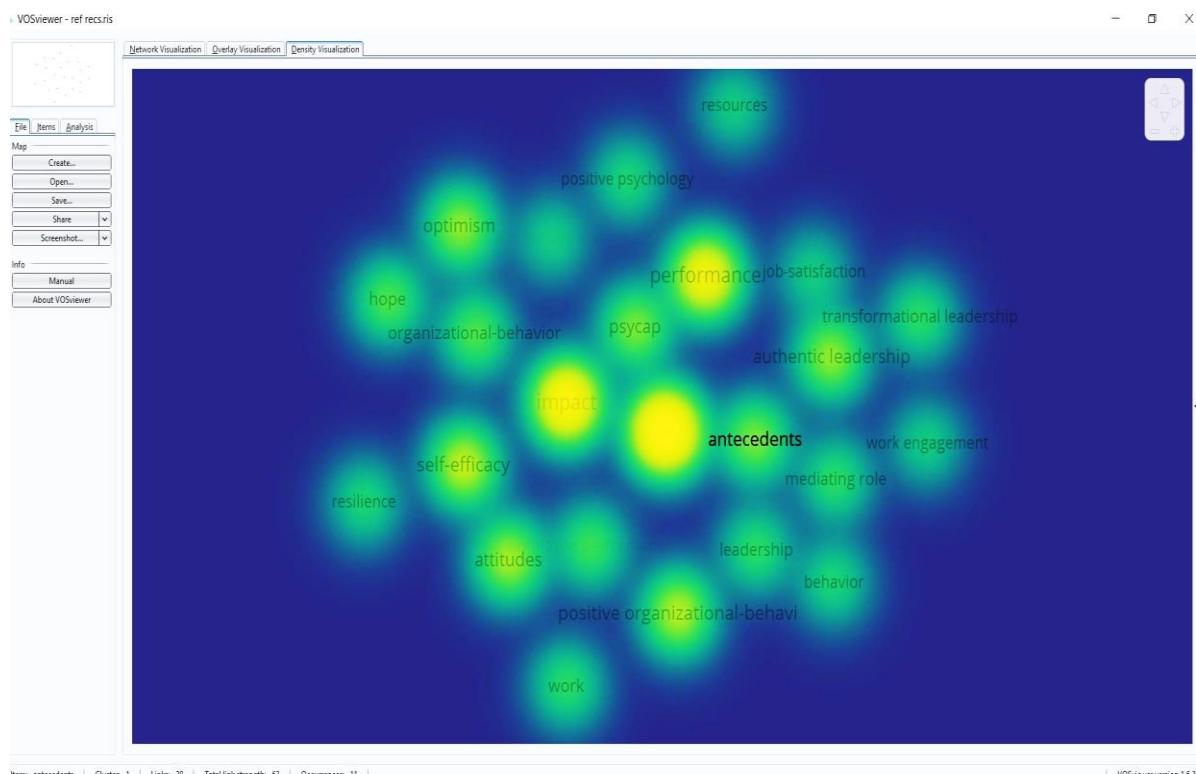


Figure 4: Network Density Visualization

3. RESULTS

3.1. Overview of the Antecedents of Psychological Capital

The systematic analysis and synthesis of the selected literature reveal distinct thematic categories regarding the antecedents influencing Psychological Capital (PsyCap). Predominantly, these antecedents can be classified into two major domains: **job characteristics** and **leadership styles**. Among these, job characteristics, largely influenced by Hackman and Oldham's Job Characteristics Model (1975), constitute the most extensively explored predictors of PsyCap (Avey, 2014; Newman et al., 2014). Variables such as job autonomy, task significance, role clarity, and empowerment consistently emerge as critical factors positively correlated with enhanced PsyCap across multiple organizational contexts (Chen et al., 2019; Loghman et al., 2022). These job-related antecedents underscore the premise that when employees perceive greater meaning, autonomy, and feedback in their tasks, they are more likely to experience increased self-efficacy, optimism, resilience, and hope (Avey, 2014; Cai et al., 2018).

A parallel strand of research gaining momentum in recent literature explores the impact of **leadership styles** as essential predictors of PsyCap. Specifically, authentic and transformational leadership styles have garnered substantial attention due to their proven role in fostering employees' psychological resources (Carter & Youssef-Morgan, 2019; Wang et al., 2012).

Authentic leadership, characterized by transparency, ethical behavior, and balanced processing, facilitates higher levels of PsyCap by promoting a positive psychological climate, trust, and open communication (Rego et al., 2017). Similarly, transformational leadership fosters PsyCap by inspiring followers through vision articulation, individualized consideration, and intellectual stimulation, directly enhancing the follower's hope and optimism toward work-related goals (Nguyen & Wu, 2019; Karakitapoğlu-Aygün et al., 2019).

Besides these dominant categories, several recent studies have explored other important yet less frequently examined antecedents, such as ethical leadership (Bouckenoghe et al., 2015), psychological health dimensions (Baron et al., 2013), and human resource policies and practices (Cai et al., 2018; Papacharalampous & Papadimitriou, 2021). Such findings reflect a nuanced understanding of PsyCap, emphasizing that both structural and human-centered organizational initiatives significantly influence the psychological resourcefulness of employees.

3.2. Major Theoretical Linkages

The relationship between PsyCap and its antecedents can be effectively explained

through several established theories. Firstly, the **Job Characteristics Model** (Hackman & Oldham, 1975) suggests that enriched job characteristics such as autonomy, task significance, and feedback directly nurture the psychological resources comprising PsyCap. Similarly, the **Job Demands-Resources (JD-R) Model** (Demerouti et al., 2001) complements this perspective by proposing that organizational resources provided through supportive leadership styles mitigate job-related stress and enhance employee motivation, thus contributing positively to PsyCap.

Social Cognitive Theory (Bandura, 1997) also offers critical insights, emphasizing the role of self-efficacy and the social context in shaping employees' psychological resources.

Additionally, the **Leader-Member Exchange (LMX) Theory** (Graen & Uhl-Bien, 1995) highlights the importance of high-quality leader-follower relationships, which significantly foster optimism, resilience, and hope among employees, thereby strengthening their overall PsyCap.

Collectively, these theories illustrate how various organizational practices, leadership dynamics, and job designs organically cultivate PsyCap, further solidifying its strategic relevance in contemporary organizational research.

We listed some significant antecedents of PsyCap mentioned in different studies, in Table 1, along with the antecedent, we have also mentioned a category based on how it was categorized by the studies we analyzed, and the underlying theory that forms the basis of the proposed relationship between the antecedent and PsyCap.

Table 1: List of various antecedents of PsyCap identified by various studies

S.No.	Antecedent	Category	Underlying Theory
1.	Self Esteem	Individual Disposition	Cognitive mediation theory (Lazarus, 1991, 1993)
2.	Proactive Personality	Individual Disposition	Cognitive mediation theory (Lazarus, 1991, 1993)
3.	Authentic Leadership	Supervision	LMX Theory (Xerri et. al., 2019)
4.	Ethical Leadership	Supervision	LMX Theory (Xerri et. al., 2019)
5.	Abusive Supervision	Supervision	LMX Theory (Xerri et. al., 2019)
6.	Task Complexity	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
7.	Self-Talk	Thought-Self-Leadership	Social Cognitive Theory (Bandura, 2008)
8.	Mental Imagery	Thought-Self-Leadership	Social Cognitive Theory (Bandura, 2008)

9.	Evolution of Dysfunctional Beliefs	Thought-Self-Leadership	Social Cognitive Theory (Bandura, 2008)
10.	Perceived Organizational Support	Support	Job Demands - Resources Model (Demerouti E., Bekker, A.B., 2011)
11.	Task Significance	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
12.	Skill Variety	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
13.	Job Autonomy	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
14.	Job identity	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
15.	Job Feedback	Job Characteristics	Job Characteristic Model (Hackman and Oldham, 1980)
16.	Satisfaction with Training Opportunites	Leader-Member Exchange	LMX Theory (Xerri et. al., 2019)
17.	Satisfaction with Teamwork	Leader-Member Exchange	Xerri and Wharton
18	Performance Pressure	Job Characteristics	Job Demands - Resources Model (Demerouti E., Bekker, A.B., 2011)
19.	Organizational Innovation Culture	Organizational Climate	Job Demands - Resources Model (Demerouti E., Bekker, A.B., 2011)
20.	Service Climate	Organizational Climate	Conservation of Resources Theory (Stevan E. Hofball, 1989)
21.	Compassion	Organizational Climate	Conservation of Resources Theory (Stevan E. Hofball, 1989)
22.	Support Climate	Organizational Climate	Conservation of Resources Theory (Stevan E. Hofball, 1989)
23.	Learning Climate	Organizational Climate	Conservation of Resources Theory (Stevan E. Hofball, 1989)
24.	Organizational and Social Support	Organizational Climate	Conservation of Resources Theory (Stevan E. Hofball, 1989)
25.	Learning Goal Orientation	Other Antecedents (as per the Review Paper by Castillo and Zafra)	Conservation of Resources Theory (Stevan E. Hofball, 1989)
26.	Protean Career Orientation	Other Antecedents	Conservation of Resources Theory (Stevan E. Hofball, 1989)
27.	Workplace Violence	Other Antecedents	Job Demands - Resources Model (Demerouti E., Bekker, A.B., 2011)
28.	Interfering family-work conflict	Other Antecedents	Conservation of Resources Theory (Stevan E. Hofball, 1989)

29.	Psychological Contract Breach	Other Antecedents	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
30.	Work Engagement	Other Antecedents	Job Characteristic Model (Hackman and Oldham, 1980)
31.	Entrepreneur's Courage	Other Antecedents	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
32.	Job Crafting	Other Antecedents	Job Characteristic Model (Hackman and Oldham, 1980)
33.	Experience of Bullying	Psychological Health	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
34.	Distress	Psychological Health	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
35.	Work and Occupational Stress	Psychological Health	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
36.	Workaholism	Psychological Health	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
37.	Anxiety	Psychological Health	Conservation of Resources Theory, (Stevan E. Hofball, 1989)
38.	Leader's Humility	Leadership & Supervision	LMX Theory (Xerri et. al., 2019)
39.	Leader's Communication Style	Leadership & Supervision	LMX Theory (Xerri et. al., 2019)
40.	High-performance Work System	HR Policies and Practices	Job Demands - Resources Model, (Demerouti E., Bekker, A.B., 2011)
41.	High-commitment Work System	HR Policies and Practices	Job Demands - Resources Model, (Demerouti E., Bekker, A.B., 2011)
42.	Global Decent Work	HR Policies and Practices	Job Demands - Resources Model, (Demerouti E., Bekker, A.B., 2011)
43.	Mentoring Program	HR Policies and Practices	Job Demands - Resources Model, (Demerouti E., Bekker, A.B., 2011)

4. DISCUSSION

This systematic literature review aimed to comprehensively analyze the antecedents of Psychological Capital (PsyCap) and identify critical research gaps to guide future inquiry. The synthesis of the reviewed literature highlights two dominant categories of antecedents—job characteristics and leadership styles—both significantly influential in nurturing PsyCap. Notably, the Job Characteristics Model (Hackman & Oldham, 1975) and Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) provided the theoretical foundation for understanding how enriched job environments and organizational resources contribute positively to employee PsyCap. Similarly, Social Cognitive Theory (Bandura, 1997) and Leader-Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995) further clarify how positive interactions, high-quality exchanges, and self-efficacy beliefs within the work context foster PsyCap.

An essential observation from this review is the comparative scarcity of studies explicitly focused on the antecedents of PsyCap relative to research on PsyCap outcomes. Although numerous empirical studies underscore the benefits of PsyCap on job performance, satisfaction, and employee engagement (Avey et al., 2011; Newman et al., 2014), considerably fewer studies explicitly address the antecedents. This discrepancy indicates a substantial gap in understanding the foundational conditions and predictors necessary for developing PsyCap within organizations.

Furthermore, the lack of a unified theoretical model to systematically categorize PsyCap antecedents represents a critical research gap. Despite several attempts at classification—such as those proposed by Newman et al. (2014), Avey (2014), and Wu and Nguyen (2019)—the literature remains fragmented, lacking consensus and clarity. These classification frameworks predominantly categorize antecedents at individual, team, and organizational levels but frequently omit comprehensive integration of psychological health variables, job characteristics nuances, and broader human resource policies and practices.

Another notable observation from the reviewed literature is the emerging trend toward developing new measurement scales for PsyCap, underscoring the growing need for context-specific tools beyond the widely utilized Psychological Capital Questionnaire (PCQ-24, PCQ-12, PCQ-5, I-PCQ) (Szerdahelyi et al., 2022). This development indicates a shift toward recognizing contextual and cultural nuances in PsyCap conceptualization and measurement, pointing to an important avenue for future research.

To address these gaps, future studies should endeavor to establish a robust theoretical framework capable of systematically classifying and integrating diverse PsyCap

antecedents. Additionally, given the globalized business environment, exploring the impact of cultural dimensions on PsyCap and its antecedents will offer valuable insights, facilitating more nuanced and culturally-sensitive approaches to workforce development and management.

Ultimately, this review emphasizes the necessity for scholars and practitioners to jointly advance PsyCap research through systematic theoretical refinement, context-specific measurement developments, and longitudinal research designs. Such efforts will not only enrich the academic discourse but also significantly enhance the practical utility of PsyCap interventions, helping organizations sustainably develop and manage their most crucial intangible resource—the psychological strengths of their employees.

5. CONCLUSION

5.1. Summary of Findings

This systematic literature review has identified and synthesized critical antecedents influencing Psychological Capital (PsyCap) within organizational contexts. The findings indicate that job characteristics and leadership styles are the most frequently studied antecedents of PsyCap. Specifically, enriched job characteristics (autonomy, task significance, feedback) and leadership styles, including authentic and transformational leadership, consistently emerge as significant predictors of PsyCap. These relationships are strongly supported by foundational theories such as the Job Characteristics Model, Job Demands-Resources (JD-R) model, Social Cognitive Theory, and Leader-Member Exchange (LMX) Theory. Despite the growing interest, a comprehensive theoretical integration and systematic categorization of PsyCap antecedents remain notably underdeveloped, presenting a crucial gap for future research.

5.2. Practical Implications and Recommendations

Organizations aiming to foster sustainable competitive advantage should strategically nurture PsyCap among their workforce. Leaders and HR practitioners are recommended to create enriched job environments characterized by autonomy, meaningfulness, and consistent feedback mechanisms. Furthermore, promoting authentic and transformational leadership practices can significantly enhance employee PsyCap by fostering trust, open communication, and positive psychological climates. Organizations should prioritize initiatives focused on developing PsyCap through training interventions tailored to specific contextual and cultural environments.

5.3. Future Research Directions

The identified gaps suggest clear trajectories for future research. A key priority should be the establishment of a unified theoretical framework and robust categorization

system for PsyCap antecedents. Future studies must explore additional psychological health variables, HR policies, and practices as potential predictors, thereby deepening understanding of PsyCap's developmental dynamics. Additionally, given the increasingly globalized nature of workplaces, future research should emphasize the exploration of cultural dimensions influencing PsyCap, providing insights crucial for global talent management and sustainable workforce development.

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