

CANCEL CULTURE AS A TALENT MANAGEMENT SHOCK: PSYCHOLOGICAL SAFETY, INTERNAL MOBILITY, AND RETENTION

Suseno Hendratmoko^{1*}, Kartinah Ayupp¹, and Fadilah Siali¹

¹Faculty of Economics & Business, Universiti Malaysia Sarawak

Received: 29 September 2025 | Revised: 17 June 2026 | Accepted: 7 July 2026 | Published online: 2 September 2026

ABSTRACT

Purpose – This study examines how cancel-culture exposure disrupts internal talent flows through psychological safety and whether procedural justice and a diversity, equity, and inclusion (DEI) climate buffer it. **Design/methodology/approach** – Evidence integrates 12 quarters of HRIS/ATS records from 18 Indonesian foodservice firms, a three-wave time-lagged survey of 486 employees in 60 units, and 18 interviews using event-study, survival, multilevel structural equation, moderated-mediation, and thematic analyses. **Findings** – Exposure was associated with lower mobility-pipeline activity and internal-move hazards and higher voluntary-exit odds and exit hazards. Psychological safety partially mediated the attitudinal relationships, while procedural justice and DEI climate weakened the exposure–safety pathway. **Research limitations/implications** – Residual time-varying confounding, complete-case analysis, and a sector-specific setting constrain causal and cross-context inference. **Practical implications** – HR leaders should combine incident monitoring, transparent procedures, protected voice, and inclusive communication. **Social implications** – Inclusive crisis responses can reduce fear-driven silence and indiscriminate career withdrawal. **Originality/value** – The study identifies cancel-culture exposure as an external-to-internal HR shock transmitted partly through psychological safety.

Keywords: cancel culture; psychological safety; internal mobility; turnover intention; procedural justice

JEL Classification: J63; M12; M54

INTRODUCTION

In today's digital workplace, reputational dynamics extend far beyond traditional organizational boundaries, as digitally mediated forms of control, visibility, and perceived threat increasingly shape how employees interpret organizational risk (Afif et al., 2026). Cancel-culture exposure, defined as mass public disapproval directed at individuals or institutions accused of misconduct, has become a pervasive socio-digital phenomenon that shapes how firms, leaders, and employees are judged in real time (Farries et al., 2025). Despite its widespread recognition in media, sociology, and communication studies, the organizational (Lendvai, 2025; Wong, 2022) and human resource management (HRM) implications of cancel-culture exposure remain underexplored. In particular, its relevance for talent management, a function dedicated to attracting, developing, and retaining talent, has yet to be systematically examined (Sapiro, 2024; Yildiz & Esmer, 2022).

Most prior research on cancel-culture exposure emphasizes its impact on external reputation (Lendvai, 2025), such as consumer boycotts or employer-brand erosion (Hobbs & O’Keefe, 2024; Saldanha et al., 2023). However, cancel-culture episodes affect not only how outsiders perceive organizations; they also send powerful signals to insiders. Employees who witness leaders or organizational practices being “called out” may begin to question whether their workplace is psychologically safe (Edmondson, 1999), whether their careers are protected, and whether leadership acts fairly in times of crisis (Gooty et al., 2025). These perceptions are central to internal talent flows—the lifeblood of talent-management systems that depend on employee willingness to pursue internal opportunities and remain with the organization over time (Kaliannan et al., 2023).

This study positions Cancel Culture Exposure as a unique external-to-internal shock, demonstrating how reputational crises spill over into the core processes of talent management: internal mobility and retention. We argue that canceled episodes erode psychological safety, discouraging employees from applying for new roles or stretching into developmental assignments, while simultaneously raising the likelihood of turnover intention and actual exits (Eldor et al., 2023; Kızrak et al., 2024). However, not all organizations experience these effects equally.

The research gap lies in the absence of systematic studies connecting cancel-culture exposure to internal HRM outcomes. While the employer-branding literature recognizes the role of public image in attracting new talent, little is known about how reputational crises influence those already within the organization (Saini, 2023; Thao et al., 2024). By bridging cancel-culture exposure with internal mobility and retention, this study makes two contributions. Theoretically, it extends talent-management scholarship by embedding socio-digital phenomena into models of employee career behavior (Atay et al., 2025; Montero Guerra et al., 2023). Empirically, it integrates archival HR data, a time-lagged survey, and qualitative interviews in Indonesian SMEs and multi-unit foodservice chains, providing rare evidence from an Indonesian foodservice context.

The study asks how cancel-culture exposure affects employees’ willingness to pursue internal opportunities and remain with the organization, whether psychological safety carries these effects, and whether leader procedural justice and DEI climate constrain the spillover. It combines archival talent-flow records, a three-wave time-lagged employee survey, and managerial interviews in Indonesian foodservice organizations. Across the three evidence streams, exposure coincided with lower internal mobility, greater exit risk, and weaker psychological safety, while fair procedures and inclusive climates reduced the adverse pathway. The contribution is not merely to add another predictor of turnover. It specifies how a public reputational episode becomes an internal career-system event and identifies organizational conditions that limit its transmission.

LITERATURE REVIEW AND THEORETICAL DEVELOPMENT

Theoretical Foundation

Social exchange theory provides the principal lens for explaining how public controversy enters the employment relationship. The theory assumes that employees evaluate whether the organization reciprocates their contributions with fair treatment, protection, and dependable support (Alomran et al., 2024; Cropanzano & Mitchell, 2005). When those obligations appear fulfilled, employees are more willing to invest in internal careers and remain with the organization; perceived withdrawal of protection prompts caution and exit-oriented responses (Reynolds & Lander, 2024). Cancel-culture exposure can disturb this exchange even when employees are not direct targets because digitally amplified condemnation makes organizational vulnerability and managerial responses visible.

Psychological safety specifies the mechanism translating that signal into career decisions. It denotes the perceived acceptability of speaking, learning, and taking interpersonal risks without humiliation, punishment, or reputational harm (Broder, 2024; Edmondson, 1999). Cancel-related scrutiny can reduce this safety, making visible assignments and internal applications seem

hazardous while increasing the appeal of exit. Leader procedural justice and diversity, equity, and inclusion (DEI) climate delimit this process: fair procedures preserve confidence in organizational protection, whereas an inclusive climate reduces the risk that disagreement or identity will invite exclusion. This combined lens is appropriate because it links an external socio-digital shock to an exchange evaluation, a proximal psychological mechanism, and two talent-flow outcomes.

Evidence Synthesis and Research Gap

Cancel-culture exposure refers to collective public censure directed at an individual, group, or organization perceived to have violated moral or social expectations (Farries et al., 2025; Wong, 2022). Research has established implications for public legitimacy, consumer reaction, and reputational repair (Hobbs & O’Keefe, 2024; Norris, 2023; Saldanha et al., 2023) but it has concentrated on external audiences. Whether employees read the same event as information about organizational fairness, protection, and career risk remains unresolved.

This omission matters for talent management because internal mobility and retention sustain succession, capability deployment, and human-capital continuity (Maley et al., 2024). Employees pursue internal opportunities only when suitable roles exist and when participation appears institutionally supported (Bhattacharjee & Tiwari, 2026). Cancel-related scrutiny may discourage mobility by increasing the reputational cost of visibility and may encourage departure by weakening confidence in the employer. Rival accounts attribute these outcomes to general organizational instability, damaged employer reputation, or outside job opportunities. The proposed model offers a more specific explanation: exposure alters career intentions through employees’ perceived safety inside the organization (Afif et al., 2026). Figure 1 summarizes the proposed spillover mechanism.

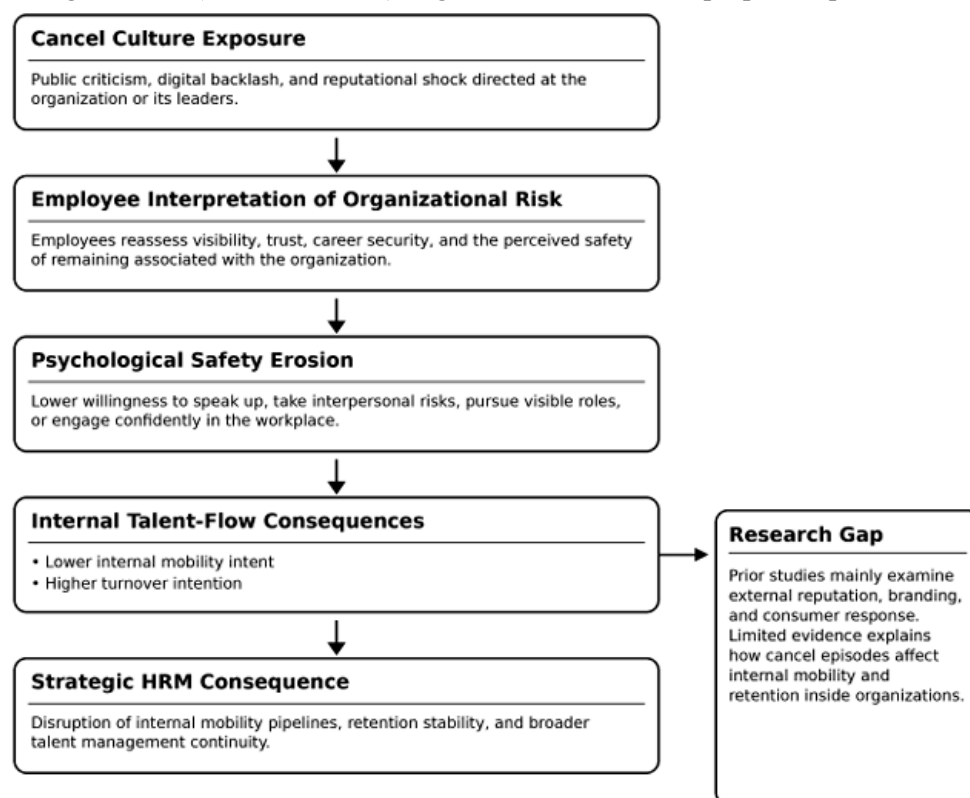


Figure 1. Conceptual spillover of Cancel Culture Exposure from external reputational turbulence to internal talent-flow disruption

Evidence consistently associates psychological safety with voice, learning, and willingness to take interpersonal risks, while low safety is linked to withdrawal and intention to leave (Grailey et al., 2021; Loudoun et al., 2025). Yet this literature largely treats safety as a product of internal team or leadership conditions. It has not adequately tested whether a public, digitally amplified controversy

can erode safety and consequently redirect employees away from internal advancement and toward organizational exit. Positioning psychological safety as the mediator distinguishes the proposed mechanism from a purely reputational explanation.

Two boundary conditions may constrain this spillover. Leader procedural justice signals that decisions remain consistent, transparent, unbiased, and correctable during controversy (Milesi, 2025; Minibas-Poussard et al., 2023; Zheng et al., 2021). A strong DEI climate signals respect, equitable treatment, and protection for diverse voices (Ayele et al., 2024; Jolly & Self, 2020). Either signal should reduce employees' tendency to interpret external criticism as a personal career threat. Their buffering roles may be weaker, however, when a controversy reveals substantive organizational misconduct rather than ambiguous reputational pressure.

The literature thus establishes the external consequences of cancel culture and the independent benefits of psychological safety, procedural justice, and inclusive climates, but does not explain how these elements jointly shape internal talent flows. The present study addresses this gap by testing whether Cancel Culture Exposure predicts internal mobility and turnover intentions, whether psychological safety carries these effects, and whether leader procedural justice and DEI climate attenuate the exposure–safety relationship. Testing the model in Indonesian foodservice organizations also identifies whether these mechanisms operate in a labor-intensive emerging-market context marked by frontline visibility and intensive social-media scrutiny.

Hypotheses Development

Cancel Culture Exposure and Talent-Flow Intentions

Digitally amplified condemnation can signal that organizational legitimacy, managerial consistency, and employee protection have become less dependable (Broder, 2024; Farries et al., 2025). Social exchange theory implies that employees respond to this deterioration by limiting organization-specific career investment. Internal applications and developmental assignments increase visibility and dependence on fair managerial judgment; employees should avoid these risks when exposure is high. The same signal raises the relative attractiveness of leaving the organization. Accordingly:

H1a: Cancel Culture Exposure is negatively related to employees' internal mobility intent.

H1b: Cancel Culture Exposure is positively related to employees' turnover intention.

Psychological Safety as the Mediating Mechanism

Public scrutiny raises the perceived consequences of mistakes, dissent, and association with contested organizational actors. Employees may consequently expect greater interpersonal or reputational penalties for speaking and acting visibly, reducing psychological safety (Loudoun et al., 2025). This mechanism yields the following expectation:

H2: Cancel Culture Exposure is negatively related to employees' psychological safety.

Psychological safety supports proactive career behavior because employees can seek feedback, reveal development needs, and compete for internal roles without excessive fear. It should therefore strengthen internal mobility intent. Conversely, unsafe environments make silence, withdrawal, and external exit more attractive (Eldor et al., 2023; Kızrak et al., 2024). Thus:

H3a: Psychological safety is positively related to internal mobility intent.

H3b: Psychological safety is negatively related to turnover intention.

Taken together, exposure should influence both outcomes partly by altering the safety of interpersonal and career risk-taking. The indirect effect should be negative for internal mobility intent and positive for turnover intention.

H4: Psychological safety mediates the relationships of Cancel Culture Exposure with internal mobility intent and turnover intention.

Leader Procedural Justice as a Moderating Buffer

Procedurally just leaders explain decisions, apply consistent criteria, limit bias, and permit correction. During public controversy, these practices signal that internal consequences will follow stable and reviewable rules rather than reactive appeasement (Milesi, 2025; Minibas-Poussard et al., 2023; Zheng et al., 2021). High leader procedural justice should therefore reduce the extent to which exposure undermines psychological safety.

H5: Leader procedural justice weakens the negative relationship between Cancel Culture Exposure and psychological safety.

DEI Climate as a Contextual Buffer

A strong DEI climate communicates that difference, voice, and identity will receive respectful and equitable treatment (Ayele et al., 2024; Jolly & Self, 2020). This shared signal helps employees interpret controversy as an issue to address collectively rather than a threat requiring silence or withdrawal. The adverse exposure–safety relationship should consequently be smaller in a strong DEI climate.

H6: DEI climate weakens the negative relationship between Cancel Culture Exposure and psychological safety.

Because both moderators act on the exposure-to-safety path, they should also alter the indirect relationships between exposure and the two talent-flow outcomes. Stronger procedural justice or DEI climate should reduce the absolute magnitude of the negative indirect effect on internal mobility intent and the positive indirect effect on turnover intention.

H7a: Leader procedural justice weakens the indirect relationships of cancel-culture exposure with internal mobility intent and turnover intention through psychological safety.

H7b: DEI climate weakens the indirect relationships of cancel-culture exposure with internal mobility intent and turnover intention through psychological safety.

Figure 2 presents the conceptual model and hypothesized relationships.

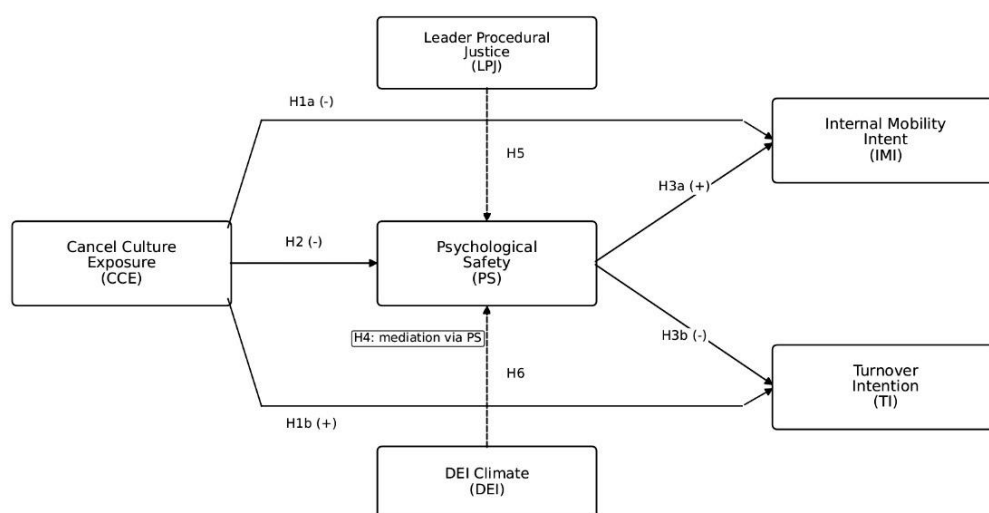


Figure 2. Conceptual Model and Hypotheses

Note: CCE = cancel-culture exposure; PS = psychological safety; IMI = internal mobility intent; TI = turnover intention; LPJ = leader procedural justice; DEI = diversity, equity, and inclusion climate. Solid arrows indicate structural paths, and dashed arrows indicate first-stage moderation. H7a and H7b concern the conditional indirect effects implied by the interactions in H5 and H6.

METHODS

Research Design and Context

The multi-method, multilevel design combined archival HRIS/ATS records, a three-wave time-lagged employee survey, and semi-structured managerial interviews. Archival data covered Q1 2022–Q4 2024; survey waves were six weeks apart. Units of analysis were operational units and employee-quarters for archival models, employees nested within units for the survey, and managerial accounts for qualitative analysis. The design connects observed changes in talent flow with a time-ordered psychological mechanism and a contextual interpretation.

The context comprised Indonesian multi-unit foodservice SMEs and chains that depend on frontline continuity and internal staffing yet remain highly visible on social media, in online reviews, and in digital news. This combination provides leverage for testing whether public reputational shocks cross organizational boundaries and disrupt mobility and retention.

Population, Sample, and Data

Archival eligibility required multiple operating units, digital records of vacancies, applications, promotions, transfers, and exits, at least 12 consecutive quarters, and stable unit identifiers. Eighteen firms qualified, yielding 216 units, 2,894 employees, and 31,248 employee-quarter observations; 84 units were exposed, and 132 formed the comparison group. Sixteen of 23 candidate events remained after excluding routine complaints, isolated disputes, unverified rumors, and incidents lacking wider public amplification.

All 624 eligible employees across 60 units were invited to participate. Valid responses were obtained from 612 employees at Time 1 (98.1%), 548 at Time 2 (89.5% of Time 1), and 506 at Time 3 (92.3% of Time 2). Attrition involved 64 respondents between Times 1 and 2 (10.5%) and 42 between Times 2 and 3 (7.7%), producing cumulative three-wave attrition of 17.3%. Matching wave identifiers and excluding 20 incomplete or inconsistent cases yielded 486 complete cases, equivalent to 79.4% of Time-1 respondents and 77.9% of invitees. The primary models used complete cases without imputation. Because baseline attrition comparisons, logistic attrition models, and full-information maximum-likelihood sensitivity estimates were not available for this report, the complete-case estimates remain potentially sensitive to non-random attrition.

The qualitative sample comprised 18 purposively selected workforce decision-makers: six HR managers, five area managers, and seven unit leaders. Eleven represented exposed settings and seven comparison settings. Online or face-to-face interviews lasted 45–75 minutes, enabling comparisons by role and exposure status.

The Faculty of Economics and Business Research Ethics Committee approved the study on 20 August 2025. Firms authorized record access, and files were de-identified or pseudonymized before transfer. Participation was voluntary; informed consent and separate recording permission were obtained. Encrypted data will be retained for five years before secure deletion, except for permitted anonymized aggregates.

Measures and Operationalization

Archival Cancel Culture Exposure was a time-stamped reputational episode directed at the organization or a senior representative, combining public moral criticism, rapid visibility, and clear organizational linkage. Archival outcomes distinguished mobility-pipeline activity, realized internal movement, voluntary separation, and time to each event, preventing conceptually different talent flows from being combined.

Survey items used five-point Likert responses. Time 1 measured perceived Cancel Culture Exposure, leader procedural justice, DEI climate, and controls; Time 2 measured psychological safety; Time 3 measured internal mobility and turnover intentions. Temporal separation followed the proposed causal order and reduced same-wave bias, but did not establish causality.

Cancel-culture exposure was measured with five study-developed items reviewed by experts and piloted with 35 employees. Leader procedural justice used six items with a recent application reported by Minibas-Poussard *et al.* (2023). Psychological safety used Edmondson's seven-item scale (Edmondson, 1999). Internal mobility intention used study-developed items assessing employees' willingness to pursue internal roles. Items were translated into Bahasa Indonesia, independently back-translated, reviewed, and pilot-tested. The complete item wording, measurement sources, adaptations, response anchors, and reverse-coded items are available from the corresponding author upon reasonable request.

The interview guide addressed reputational threat, internal communication, staffing, mobility, procedural fairness, and inclusion. Transcripts were thematically coded in NVivo 14. Two coders independently analyzed five transcripts (Cohen's $\kappa = 0.82$), resolved disagreements by discussion, finalized the coding frame, and applied it to the remaining material.

Because informants held managerial roles, their accounts were treated as situated explanations rather than direct evidence of employee motives. Comparisons across roles and exposure groups, divergent-case retention, dual coding, and triangulation with behavioral and survey evidence supported reflexivity, credibility, and auditability.

Analytical Strategy and Quality Criteria

Archival identification compared within-unit change around documented event onset with comparison units. Event-study and fixed-effects models included unit and quarter effects and unit-clustered standard errors. Negative binomial models estimated mobility counts, fixed-effects logit estimated separations, and Cox models estimated time to movement or exit under proportional hazards. Pre-event leads, placebo dates, alternative windows, clustering levels, and model specifications assessed timing and robustness; residual time-varying confounding limits causal claims.

Multilevel structural equation modeling accommodated employees nested within units. Psychological safety was the mediator; leader procedural justice was an individual-level first-stage moderator, and DEI climate was a unit-level cross-level moderator after agreement and ICC diagnostics justified aggregation. Measurement quality, discriminant validity, aggregation, multicollinearity, and structural paths preceded mediation and moderation tests. Conditional indirect effects used 5,000 bias-corrected bootstrap resamples.

Archival analyses used Stata 18 and R 4.3, survey models Mplus 8.10, preliminary diagnostics SPSS 27, and coding NVivo 14. After separate analyses, integration compared convergence, divergence, and explanatory scope across observed behavior, employee perceptions, and managerial accounts.

Ethics and Research Integrity

The Faculty of Economics and Business Research Ethics Committee approved the study on 20 August 2025. The approved protocol covered archival HRIS/ATS records, time-lagged surveys, and semi-structured interviews. Firms granted written access to organizational data. Survey participation was voluntary and required electronic informed consent; interviewees received study information, consented to participation, and separately authorized audio recording. Archival records were de-identified or pseudonymized before transfer, and findings are reported only in aggregate form.

Data were stored in encrypted, password-protected folders and will be retained for five years before secure deletion, except for anonymized aggregate outputs permitted by the protocol. No separate preregistration is claimed. Research-integrity safeguards included documented event-eligibility rules, stable identifiers, time-separated survey waves, transparent complete-case treatment, independent qualitative coding, placebo and robustness checks, and explicit comparison of convergent and divergent evidence. These procedures preserve an auditable record while limiting selective interpretation across the three evidence streams.

RESULTS

Results are reported in five steps: archival identification and behavioral magnitudes; measurement and model diagnostics; direct, mediation, and moderation tests in hypothesis order; conditional indirect effects for H7a–H7b; and qualitative themes with cross-stream convergence. Theoretical interpretation is reserved for the Discussion.

Archival Identification and Behavioral Magnitudes

The archival stream assessed whether documented exposure onset coincided with changes in internal mobility and voluntary exit. Identification diagnostics precede outcome estimates.

Event Classification

Sixteen of 23 candidate events met the timing, organizational-linkage, public-criticism, and amplification criteria. The resulting panel comprised 84 exposed and 132 comparison units.

Identification and Robustness Diagnostics

Event-time leads showed no material pre-onset divergence in mobility rates. Placebo dates produced null pre-event patterns, and estimates retained their direction across alternative exposure windows, clustering levels, and model specifications. Figure 3 presents the six-month parallel-trends diagnostic.

Behavioral Effect Magnitudes

After exposure onset, mobility-pipeline activity was 13% lower (estimate = -0.14 , SE = 0.048 , $z = -2.92$, $p = 0.004$; IRR = 0.87 , 95% CI [0.79 , 0.96]). The hazard of an internal move was 14% lower (estimate = -0.15 , SE = 0.057 , $z = -2.63$, $p = 0.008$; HR = 0.86 , 95% CI [0.77 , 0.96]). Voluntary-exit odds were 23% higher (estimate = 0.21 , SE = 0.081 , $z = 2.59$, $p = 0.011$; OR = 1.23 , 95% CI [1.05 , 1.44]), and the exit hazard was 19% higher (estimate = 0.17 , SE = 0.062 , $z = 2.74$, $p = 0.006$; HR = 1.19 , 95% CI [1.05 , 1.35]).

Table 1. Event-Study and Fixed-Effects Estimates of HRIS/ATS Outcomes

Outcome	Model	Estimate (SE)	z	p	Effect ratio	95% CI
Mobility-pipeline activity	Negative-binomial fixed effects	-0.14 (0.048)	-2.92	0.004	IRR = 0.87	0.79 – 0.96
Time to internal move	Cox proportional hazards	-0.15 (0.057)	-2.63	0.008	HR = 0.86	0.77 – 0.96
Voluntary separations	Fixed-effects logit	0.21 (0.081)	2.59	0.011	OR = 1.23	1.05 – 1.44
Time to exit	Cox proportional hazards	0.17 (0.062)	2.74	0.006	HR = 1.19	1.05 – 1.35

Placebo specifications, alternative windows, and sensitivity checks did not reverse any estimated direction. Figures 3 and 4 display the pre-event trajectories and event-time outcome patterns, respectively.

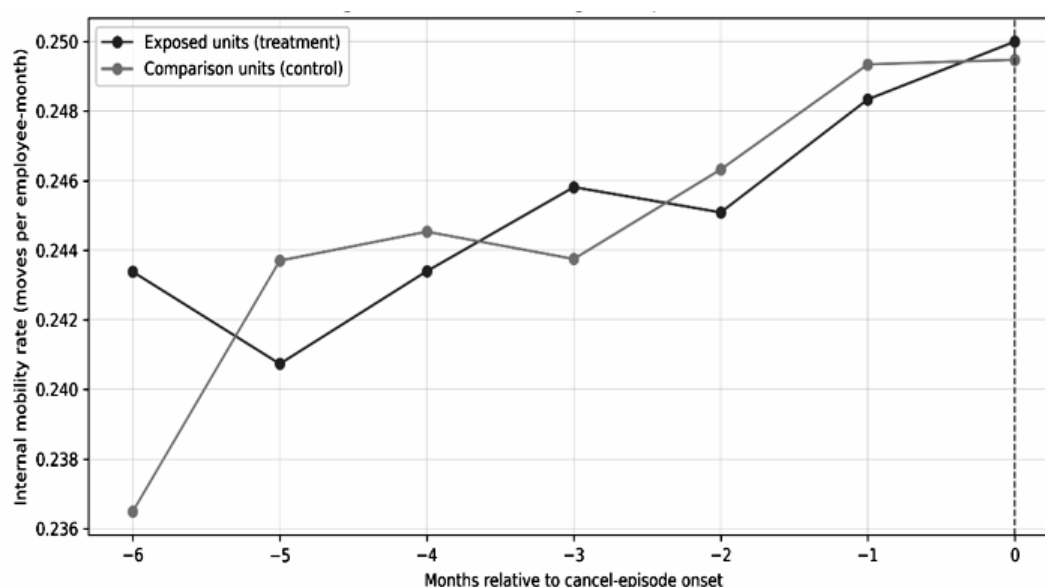


Figure 3. Pre-Event Parallel-Trends Diagnostic for Internal Mobility Rates

Note: The figure plots exposed and comparison-unit mobility rates during the six months preceding exposure onset.

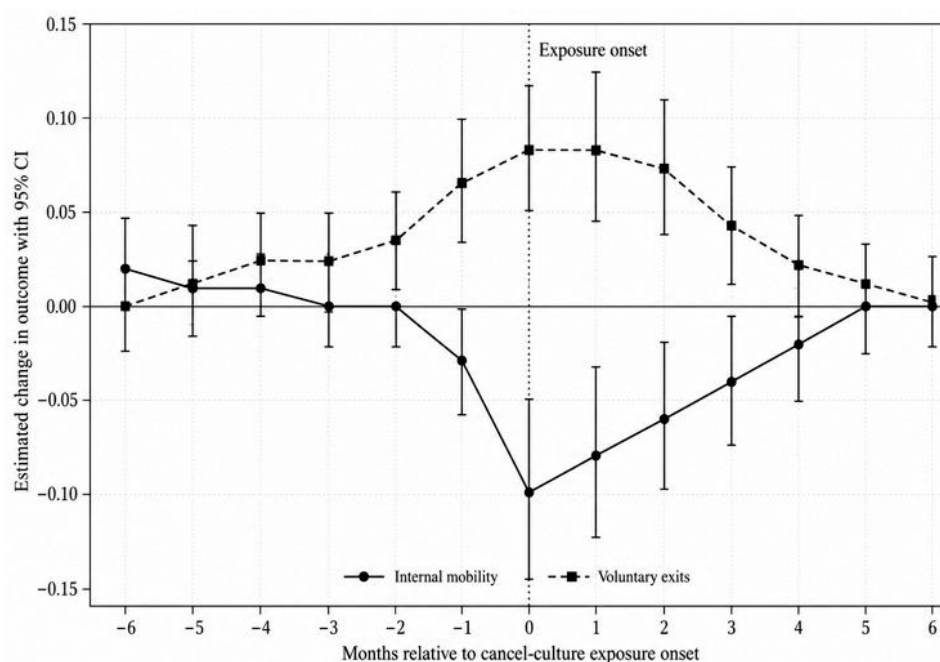


Figure 4. Event-Study Estimates of Internal Mobility and Voluntary Exit Around Cancel-Culture Exposure

Note: Estimates are centered on exposure onset; internal mobility and voluntary exit are plotted with 95% confidence intervals.

The archival models estimate realized mobility and exit behavior; the survey models below test the hypothesized psychological paths.

Survey Diagnostics and Hypothesis Tests

Survey evidence is presented as measurement and aggregation diagnostics, zero-order associations, direct paths (H1a–H3b), mediation (H4), first-stage moderation (H5–H6), and moderated mediation (H7a–H7b).

Measurement, Aggregation, and Model Diagnostics

Across constructs, Cronbach's alpha ranged from 0.85 to 0.91, composite reliability from 0.90 to 0.94, and AVE exceeded 0.60; HTMT values met the reported discriminant-validity criterion. DEI climate aggregation was supported by $\text{rwg} \geq 0.80$, $\text{ICC}(1) = 0.09\text{--}0.15$, and $\text{ICC}(2) = 0.65\text{--}0.78$. Structural-model VIF values ranged from 1.45 to 2.45.

Table 2. Descriptive Statistics and Reliability

Variable	Mean	SD	Cronbach's Alpha
Psychological Safety	4.1	0.6	0.89
Leader Procedural Justice	4.3	0.5	0.91
DEI Climate	4.2	0.6	0.90
Cancel Culture Exposure	2.8	0.7	0.85
Internal Mobility Intent	3.9	0.8	0.87
Turnover Intention	2.7	0.9	0.88

Zero-Order Associations

Cancel Culture Exposure correlated negatively with psychological safety ($r = -0.42$) and internal mobility intent ($r = -0.30$), and positively with turnover intention ($r = 0.33$). These coefficients are descriptive rather than hypothesis tests.

Table 3. Correlations among Study Variables

No.	Variable	1	2	3	4
1	Cancel Culture Exposure	—			
2	Psychological Safety	-0.42	—		
3	Internal Mobility Intent	-0.30	0.36	—	
4	Turnover Intention	0.33	-0.33	-0.29	—

Note: $N = 486$; entries are Pearson correlations.

Direct Effects: H1a–H3b

Bivariate analysis showed that psychological safety was positively correlated with internal mobility intention ($r = 0.36$, $t(484) = 8.49$, $p = 2.57 \times 10^{-16}$, 95% CI [0.28, 0.44]) and negatively correlated with turnover intention ($r = -0.33$, $t(484) = -7.69$, $p = 8.24 \times 10^{-14}$, 95% CI [-0.41, -0.25]). The structural model produced a positive coefficient for the relationship between psychological safety and internal mobility intention ($\beta = 0.28$) and a negative coefficient for its relationship with turnover intention ($\beta = -0.33$). The direction and magnitude of these estimates were consistent with H3a and H3b.

Table 4. Hypothesis-to-Result Mapping

Hypothesis	Tested path	Decision
H1a	CCE $\rightarrow$ internal mobility intent (-)	Supported
H1b	CCE $\rightarrow$ turnover intention (+)	Supported
H2	CCE $\rightarrow$ psychological safety (-)	Supported
H3a	Psychological safety $\rightarrow$ internal mobility intent (+)	Supported
H3b	Psychological safety $\rightarrow$ turnover intention (-)	Supported

Hypothesis	Tested path	Decision
H4	CCE → psychological safety → both outcomes	Supported; partial mediation
H5	CCE × leader procedural justice → psychological safety	Supported
H6	CCE × DEI climate → psychological safety	Supported
H7a	Conditional indirect effects through psychological safety by leader procedural justice	Supported
H7b	Conditional indirect effects through psychological safety by DEI climate	Supported

Note: The table summarizes hypothesis decisions. CCE was measured at Time 1, psychological safety at Time 2, and both outcomes at Time 3; the model accounts for employee nesting within units.

H1a, H1b, H2, H3a, and H3b were supported in their hypothesized directions.

Table 5. VIF Diagnostics for SEM Constructs

Construct	VIF
Cancel Culture Exposure	1.45
Psychological Safety	1.88
Leader Procedural Justice	2.12
DEI Climate	2.45
Internal Mobility Intent	1.76
Turnover Intention	1.58

Note: VIF values ranged from 1.45 to 2.45.

Mediation Effects: H4

Table 6. Indirect Effects via Psychological Safety

Indirect Path	Indirect Effect	Boot SE	95% Boot CI	p-value	Direct Effect	Total Effect	Mediation Type
CCE → Psychological Safety → Internal Mobility Intent	−0.087	0.023	−0.136 to −0.047	<0.001	−0.120	−0.207	Partial mediation
CCE → Psychological Safety → Turnover Intention	0.102	0.026	0.058 to 0.158	<0.001	0.150	0.252	Partial mediation

The indirect effect on internal mobility intent was −0.087 (boot SE = 0.023, 95% boot CI [−0.136, −0.047], $p < 0.001$), with direct and total effects of −0.120 and −0.207. The indirect effect on turnover intention was 0.102 (boot SE = 0.026, 95% boot CI [0.058, 0.158], $p < 0.001$), with direct and total effects of 0.150 and 0.252. Both confidence intervals excluded zero and both direct paths remained nonzero, indicating partial mediation; H4 was supported.

Moderation Effects: H5 and H6

The CCE × leader procedural justice interaction was positive ($\beta = 0.14$, SE = 0.050, $z = 2.80$, $p = 0.005$, 95% CI [0.042, 0.238]; H5). The CCE × DEI climate interaction was also positive ($\beta = 0.12$,

SE = 0.050, $z = 2.40$, $p = 0.017$, 95% CI [0.022, 0.218]; H6). Figure 5 integrates the estimated direct, mediated, and buffering paths.

Table 7. Moderation Effects on the Cancel Culture Exposure–Psychological Safety Relationship

Moderator	Interaction Path	β	SE	z	p-value	95% CI	Empirical pattern
Leader Procedural Justice	CCE $\times$ LPJ $\rightarrow$ Psychological Safety	0.14	0.050	2.80	0.005	0.042 to 0.238	Procedural justice weakens the negative effect of CCE on psychological safety
DEI Climate	CCE $\times$ DEI $\rightarrow$ Psychological Safety	0.12	0.050	2.40	0.017	0.022 to 0.218	Stronger DEI climate weakens the negative effect of CCE on psychological safety

Table 7 (continued). Conditional Slopes by Moderator Level

Moderator Condition	Conditional Effect of CCE on Psychological Safety	SE	p-value	95% CI
Low Leader Procedural Justice	−0.45	0.066	<0.001	−0.579 to −0.321
Mean Leader Procedural Justice	−0.31	0.045	<0.001	−0.398 to −0.222
High Leader Procedural Justice	−0.17	0.066	0.010	−0.299 to −0.041
Low DEI Climate	−0.43	0.064	<0.001	−0.555 to −0.305
Mean DEI Climate	−0.31	0.045	<0.001	−0.398 to −0.222
High DEI Climate	−0.19	0.064	0.009	−0.315 to −0.065

Note: Low and high denote one standard deviation below and above the mean. For leader procedural justice, the CCE slope changed from −0.45 ($p < 0.001$) at low justice to −0.17 ($p = 0.010$) at high justice. For DEI climate, it changed from −0.43 ($p < 0.001$) to −0.19 ($p = 0.009$).

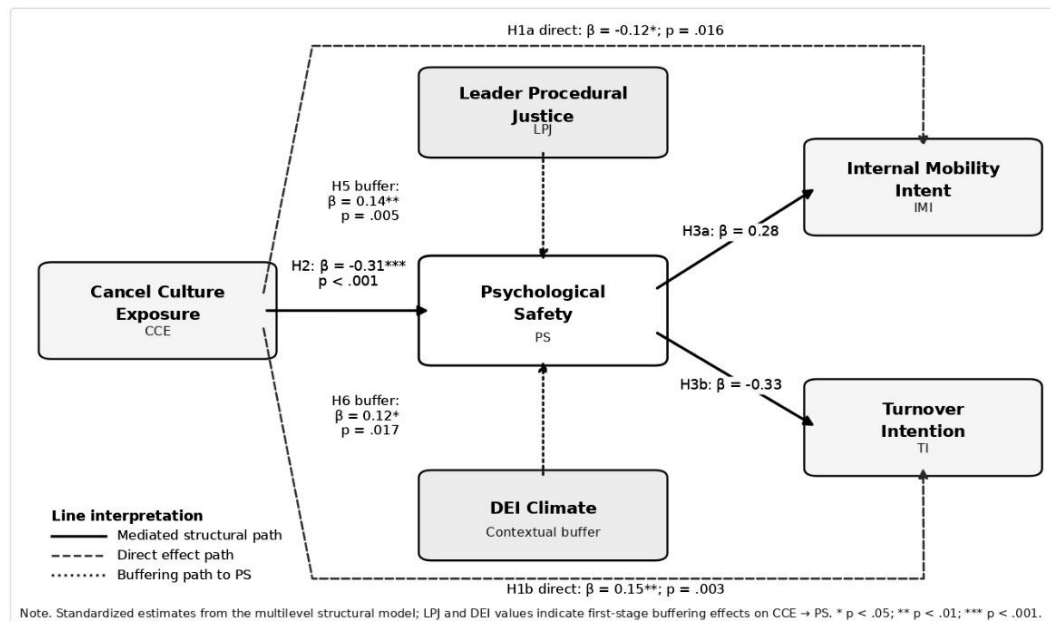


Figure 5. Integrated Results Diagram

Note: Solid lines show mediated structural paths through psychological safety; dashed lines show direct effects; dotted lines show first-stage buffering paths.

Table 8. Conditional Indirect Effects by Moderator Level

Moderator	Outcome	Moderator Level	Conditional Indirect Effect	Boot SE	95% Boot CI	Magnitude pattern
Leader Procedural Justice	Internal Mobility Intent	Low	-0.126	0.027	-0.184 to -0.079	Stronger negative indirect effect under low justice
Leader Procedural Justice	Internal Mobility Intent	Mean	-0.087	0.023	-0.136 to -0.047	Significant indirect effect
Leader Procedural Justice	Internal Mobility Intent	High	-0.048	0.019	-0.091 to -0.017	Weaker indirect effect under high justice
Leader Procedural Justice	Turnover Intention	Low	0.149	0.032	0.092 to 0.218	Stronger positive indirect effect under low justice
Leader Procedural Justice	Turnover Intention	Mean	0.102	0.026	0.058 to 0.158	Significant indirect effect
Leader Procedural Justice	Turnover Intention	High	0.056	0.021	0.019 to 0.102	Weaker indirect effect under high justice
DEI Climate	Internal Mobility Intent	Low	-0.120	0.026	-0.176 to -0.073	Stronger negative indirect effect under low DEI climate
DEI Climate	Internal Mobility Intent	Mean	-0.087	0.023	-0.136 to -0.047	Significant indirect effect

Moderator	Outcome	Moderator Level	Conditional Indirect Effect	Boot SE	95% Boot CI	Magnitude pattern
DEI Climate	Internal Mobility Intent	High	−0.053	0.020	−0.096 to −0.019	Weaker indirect effect under high DEI climate
DEI Climate	Turnover Intention	Low	0.142	0.031	0.086 to 0.209	Stronger positive indirect effect under low DEI climate
DEI Climate	Turnover Intention	Mean	0.102	0.026	0.058 to 0.158	Significant indirect effect
DEI Climate	Turnover Intention	High	0.063	0.022	0.023 to 0.110	Weaker indirect effect under high DEI climate

Table 9. Indices of Moderated Mediation

Moderator	Outcome	Index	Boot SE	95% Boot CI	Decision
Leader Procedural Justice	Internal Mobility Intent	0.039	0.016	0.011 to 0.074	Supports H7a
Leader Procedural Justice	Turnover Intention	−0.046	0.018	−0.086 to −0.014	Supports H7a
DEI Climate	Internal Mobility Intent	0.034	0.015	0.006 to 0.066	Supports H7b
DEI Climate	Turnover Intention	−0.040	0.017	−0.077 to −0.008	Supports H7b

Conditional indirect effects decreased in absolute magnitude as procedural justice and DEI climate increased (Table 8). All four moderated-mediation indices had bootstrap confidence intervals excluding zero; their absolute magnitudes ranged from 0.034 to 0.046 (Table 9). These results support H7a and H7b.

Qualitative Themes and Cross-Stream Convergence

The qualitative analysis included 18 interviews with HR managers, area managers, and unit leaders from exposed and comparison settings. Data adequacy was supported by variation across roles and settings, recurring patterns, independent coding (Cohen's $\kappa = 0.82$), and triangulation with archival and survey evidence.

Risk of visibility captured accounts of employees avoiding internal moves when a new role would increase scrutiny during controversy. Procedures as a sanctuary described how consistent criteria, transparent decisions, and correctable processes reduced uncertainty. Inclusion as a buffer captured accounts in which inclusive communication and respect for diverse voices preserved participation and reframed the event as a collective issue rather than individual blame.

The themes were retained as explanatory qualitative patterns and compared with the direction of archival and survey estimates; no causal coefficient was inferred from interview material.

Table 10. Qualitative Themes and Cross-Stream Alignment

Qualitative theme	Interview-based meaning	Cross-stream evidence
Risk of visibility	Employees avoid visible internal moves during controversy	Lower archival mobility and negative CCE → IMI path

Qualitative theme	Interview-based meaning	Cross-stream evidence
Procedures as a sanctuary	Fair process preserves safety under scrutiny	Leader procedural justice interaction and slope attenuation
Inclusion as a buffer	DEI norms reduce withdrawal and silence	DEI climate interaction and slope attenuation

Across streams, lower mobility and higher exit in the archival data aligned with the survey path signs and the visibility-risk theme. The procedural-justice and DEI climate interactions aligned with the procedures and inclusion themes. Divergent accounts were retained during coding and integration.

DISCUSSION

This study examined whether a digitally amplified reputational episode can alter internal talent flows, how psychological safety transmits that disturbance, and when organizational conditions contain it. The archival estimates, time-separated survey paths, and managerial accounts converged on a consistent pattern. Exposure was followed by weaker mobility-pipeline activity and slower internal movement, while voluntary separation and exit hazards increased. The survey evidence located a parallel psychological process: exposure reduced perceived safety, and lower safety was associated with diminished internal mobility intent and stronger turnover intention. The interviews supplied an organizational interpretation of that pattern by identifying visibility risk, dependable procedures, and inclusive communication as recurring concerns. Taken together, the evidence indicates that public controversy is not solely an external reputation problem; it can reorganize how employees assess the risks of visibility, advancement, and continued membership.

The first theoretical implication concerns the boundary of the employment exchange. Social exchange accounts usually locate reciprocity within actions that employees experience directly, such as support, development, and fair treatment (Alomran *et al.*, 2024; Reynolds & Lander, 2024). The present findings suggest that employees also revise exchange judgments when external audiences challenge the organization and management's response becomes publicly observable. Cancel-culture exposure makes the employer's capacity and willingness to protect insiders more uncertain, even when employees are not themselves accused. This extends talent-management reasoning by treating reputational turbulence as a signal that can change organization-specific career investment. The lower internal-move hazard is especially informative: employees did not merely report unease; internal movement became less likely in the behavioral record. Yet the observational design does not establish that exposure alone caused every post-event change, so the contribution is best framed as a supported spillover mechanism rather than a universal causal law.

Psychological safety clarifies why mobility and exit move in opposite directions. Internal applications, stretch assignments, and visible developmental roles expose employees to evaluation. When public criticism heightens the anticipated cost of mistakes or association, avoiding visibility becomes a rational protective response. The significant indirect effects support this interpretation, while the remaining direct paths indicate that safety is not the only channel. Employer-brand deterioration, expectations of organizational instability, or outside opportunities may also affect career decisions. This partial mediation refines rather than displaces those rival explanations. It identifies an internal social mechanism through which external condemnation reaches talent systems, consistent with evidence connecting psychological safety to risk taking, withdrawal, and intention to leave (Edmondson, 1999; Eldor *et al.*, 2023; Kızrak *et al.*, 2024).

The moderation results show that organizational responses are not equivalent. Leader procedural justice weakened the adverse exposure–safety association, and its moderated-mediation indices indicated smaller downstream effects at higher justice. Transparent criteria, consistency, and opportunities for correction appear to preserve confidence that crisis decisions will not become arbitrary personnel decisions. DEI climate produced a comparable, cross-level buffer. An inclusive

unit climate may reduce the likelihood that employees interpret controversy as a threat to voice, identity, or belonging. These results integrate procedural and climate perspectives: justice governs how contested decisions are made, whereas DEI climate governs whose participation remains legitimate while those decisions are made. Their effects were attenuating rather than eliminating. Even at high moderator levels, the conditional exposure–safety slopes remained negative, implying that fair and inclusive practices build resilience but cannot fully neutralize a salient reputational shock.

The multi-method evidence also reveals a useful distinction between intent and realized behavior. Survey paths captured employees' prospective willingness to move or leave, while HRIS/ATS models captured applications, movement, and separation. Directional convergence across these levels strengthens the interpretation that career withdrawal is not merely attitudinal. At the same time, the three evidence streams answer different questions and should not be treated as interchangeable replications. The archival models identify event-linked change, the time-lagged survey model tests a time-ordered psychological pathway, and the interviews explain how managers understood the resulting staffing dynamics. The study's contribution lies in this complementarity rather than in claiming that any single stream proves the entire process.

For practice, organizations need an incident-response protocol that protects talent flows as well as public reputation. First, HR teams should establish baseline dashboards for internal applications, mobility completion, voluntary exits, and pulse measures of psychological safety so that post-incident deviations can be detected early. Second, leaders should publish the decision criteria used during an investigation, separate verified conduct from online allegation, document review and appeal routes, and apply equivalent standards across status groups. Third, internal vacancy, development, and transfer processes should remain open unless a specific legal or operational reason requires suspension. Fourth, communication should invite questions without compelling employees to take public positions. DEI practices matter here as operating safeguards: representative response teams, accessible reporting channels, and protection from retaliation can keep disagreement from becoming silence. These actions carry trade-offs. Rapid communication can outpace verified facts, while procedural thoroughness may be criticized as delay; the appropriate design combines an early statement of principles with staged factual updates and a reviewable decision process.

The broader social implication is that crisis management can reproduce the punitive dynamics it seeks to control. An organization that responds to public pressure through opaque or identity-insensitive personnel action may transfer reputational risk onto employees who had little influence over the contested event. Fair procedure and inclusive communication do not excuse misconduct or suppress accountability. Their role is to ensure that accountability remains evidence-based, proportionate, and compatible with employee voice. This distinction is central to ethical talent management: organizational resilience should not be purchased through fear-driven silence or indiscriminate career withdrawal.

CONCLUSION

Cancel-culture exposure can spill across the external boundary of reputation management and disturb internal mobility and retention. The evidence indicates that psychological safety is a central, but partial, transmission mechanism: public scrutiny raises the perceived risk of visibility, reducing employees' willingness to pursue internal roles and increasing exit-oriented responses. Leader procedural justice and DEI climate constrain this process by preserving confidence in decision rules, voice, and belonging, although neither removes the adverse association entirely. The study's central contribution is to recast reputational controversy as an HR system shock whose effects depend on how employees experience protection and fairness inside the organization. For managers, the implication is direct: a credible crisis response must protect due process and internal career participation at the same time that it addresses external accountability.

LIMITATIONS AND FUTURE RESEARCH

Several limitations qualify the conclusions. First, the archival event-study design improves temporal ordering but remains vulnerable to time-varying organizational changes that coincide with exposure, including leadership turnover, restructuring, local demand shocks, or unobserved communication campaigns. Parallel-trend and placebo checks reduce this concern but cannot remove it. Future studies should combine event designs with matched incidents, synthetic controls, or staggered-adoption estimators and should document the content and intensity of each organizational response.

Second, the survey used three waves but analyzed complete cases without imputation. If attrition was related to exposure, psychological safety, or turnover intention, the path estimates may be selective. The absence of wave-by-wave attrition comparisons, missingness diagnostics, and sensitivity estimates based on full-information maximum likelihood, multiple imputation, or inverse-probability weighting limits confidence in the complete-case estimates. Time separation supports temporal sequence rather than causality; cross-lagged or random-intercept panel designs would better distinguish within-person change from stable individual differences.

Third, perceived cancel-culture exposure relied on researcher-developed items. Expert review and a pilot provide initial content evidence, but construct distinctiveness from general reputational threat, crisis severity, organizational instability, and social-media intensity requires stronger validation. Replication should use cognitive interviews, independent samples, test–retest evidence, and predictive comparisons with rival measures. The complete item wording and event-classification protocol are available from the corresponding author upon reasonable request.

Fourth, DEI climate was aggregated from employees nested within 60 units, and the reported ICC values indicate meaningful but not overwhelming between-unit variance. More units and repeated climate measurement would improve cross-level precision. Finally, the Indonesian foodservice context offers strong visibility and labor-intensive conditions but limits transferability. Comparative research across professional services, public organizations, manufacturing, and platform-mediated work could test whether employment protection, occupational status, collectivism, and controversy type alter the spillover. Qualitative follow-up should also include employees, not only managers, and report anonymized extracts that preserve disagreement as well as convergence.

DECLARATIONS

Ethics approval:

The study was approved by the Faculty of Economics and Business Research Ethics Committee on 20 August 2025. No separate approval number was issued. The approval covered the use of de-identified HRIS/ATS records, employee surveys, and managerial interviews.

Informed consent:

All survey respondents and interview participants provided informed consent before participation. Interviewees also gave separate permission for audio recording. Participating firms formally authorized access to de-identified HRIS/ATS records.

Conflict of interest:

The authors declare no competing financial or non-financial interests.

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Data availability:

Individual-level data are not publicly available because of participant confidentiality and organizational data-sharing agreements. De-identified aggregate data and supporting documentation may be obtained from the corresponding author upon reasonable request, subject to ethical approval and permission from the participating organizations.

Code and materials availability:

Redacted analytical code, survey instruments, interview protocols, codebooks, and event-classification procedures are available from the corresponding author upon reasonable request. Public deposition is restricted because some materials contain organization-specific information protected by confidentiality agreements.

Use of generative AI:

OpenAI ChatGPT (GPT-5.6, accessed in July–August 2026) was used for language editing, structural refinement, and improving the presentation of selected text, tables, figures, and statistical results. All AI-assisted content was reviewed and verified by the authors against the original data, analytical outputs, and cited sources. The authors take full responsibility for the final manuscript, and the AI tool is not listed as an author.

CRedit authorship contribution:

S.H. (Suseno Hendratmoko): Conceptualization; Data curation; Formal analysis; Investigation; Methodology; Project administration; Software; Visualization; Writing – original draft; Writing – review and editing.

K.A. (Kartinah Ayupp): Conceptualization; Methodology; Supervision; Validation; Writing – review and editing.

F.S. (Fadilah Siali): Methodology; Supervision; Validation; Writing – review and editing.

REFERENCES

- Afif, N., Ali, S., & Singh, H. (2026). Blinking back at Big Brother: Examining threat avoidance in the face of panoptic surveillance. *Gadjah Mada International Journal of Business*, 28(2), 213–238. <https://doi.org/10.22146/gamaijb.v28i2.22544>
- Alomran, A. M., Ahmed, T. S. A., & Kassem, A. M. (2024). Impact of organizational trust on organizational commitment: The moderating effect of national identity. *Cogent Social Sciences*, 10(1), 2309712. <https://doi.org/10.1080/23311886.2024.2309712>
- Atay, S., Müftüoğlu, C. T., Gülmez, N., & Şahin, M. (2025). Society 5.0 and human-centered technology: Redefining talent management in the digital age. *Sustainable Futures*, 9, 100733. <https://doi.org/10.1016/j.sfr.2025.100733>
- Ayele, B. K., Wu, W., & Chen, C. (2024). Does diversity climate matter? The more respected I feel, the better I can do: Unravelling the mechanisms enabling employees' extra-role performance. *Behavioral Sciences*, 14(12), 1164. <https://doi.org/10.3390/bs14121164>
- Bhattacharjee, M., & Tiwari, V. (2026). Woman at work: Can self-efficacy enhance perceived career advancement opportunity? The boundary role of work volition. *Gadjah Mada International Journal of Business*, 28(2), 239–266. <https://doi.org/10.22146/gamaijb.v28i2.18001>
- Broder, J. L. (2024). Complex dynamics of cancel culture in the media. In G. J. Rich, V. K. Kumar, & F. H. Farley (Eds.), *Handbook of media psychology: The science and the practice* (pp. 243–257). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-56537-3_17
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383. <https://doi.org/10.2307/2666999>
- Eldor, L., Hodor, M., & Cappelli, P. (2023). The limits of psychological safety: Nonlinear relationships with performance. *Organizational Behavior and Human Decision Processes*, 177, 104255. <https://doi.org/10.1016/j.obhdp.2023.104255>
- Farries, E., Kerrigan, P., & Siapera, E. (2025). Introduction to the special issue: The platformization of cancel culture. *Television & New Media*, 26(1), 3–16. <https://doi.org/10.1177/15274764241277469>
- Gooty, J., McBride, A., Kreamer, L., Banks, G. C., & Tonidandel, S. (2025). When super (wo)man fails to appear: Beyond idealized prototypes in crisis leadership. *Journal of Organizational Behavior*, 46(6), 813–832. <https://doi.org/10.1002/job.2881>
- Grailey, K. E., Murray, E., Reader, T., & Brett, S. J. (2021). The presence and potential impact of psychological safety in the healthcare setting: An evidence synthesis. *BMC Health Services Research*, 21(1), 773. <https://doi.org/10.1186/s12913-021-06740-6>
- Hobbs, M. J., & O'Keefe, S. (2024). Agonism in the arena: Analyzing cancel culture using a rhetorical model of deviance and reputational repair. *Public Relations Review*, 50(1), 102420. <https://doi.org/10.1016/j.pubrev.2023.102420>

- Jolly, P. M., & Self, T. T. (2020). Psychological diversity climate, organizational embeddedness, and turnover intentions: A conservation of resources perspective. *Cornell Hospitality Quarterly*, 61(4), 416–431. <https://doi.org/10.1177/1938965519899935>
- Kaliannan, M., Darmalingam, D., Dorasamy, M., & Abraham, M. (2023). Inclusive talent development as a key talent management approach: A systematic literature review. *Human Resource Management Review*, 33(1), 100926. <https://doi.org/10.1016/j.hrmmr.2022.100926>
- Kızrak, M., Çınar, E., Aydın, E., & Kemikkıran, N. (2024). How psychological safety influences intention to leave? The mediation roles of networking ability and relational job crafting. *Current Psychology*, 43(10), 9485–9503. <https://doi.org/10.1007/s12144-023-05028-8>
- Lendvai, G. F. (2025). More than just a buzzword—Mapping the evolution of research on cancel culture in social sciences. *Human Behavior and Emerging Technologies*, 2025(1), 4671293. <https://doi.org/10.1155/hbe2/4671293>
- Loudoun, R., Doshi, H., Townsend, K., Cafferkey, K., & Robertson, A. (2025). The critical role of psychological risk and safety in eliciting worker well-being. *Asia Pacific Journal of Human Resources*, 63(2), e70009. <https://doi.org/10.1111/1744-7941.70009>
- Maley, J. F., Dabić, M., Neher, A., Wuersch, L., Martin, L., & Kiessling, T. (2024). Performance management in a rapidly changing world: Implications for talent management. *Management Decision*, 62(10), 3085–3108. <https://doi.org/10.1108/MD-07-2023-1162>
- Milesi, P. (2025). Exemplifying procedural justice while strengthening organizational identification: The complex relationship between identity leadership and unethical pro-organizational behavior. *Journal of Applied Social Psychology*, 55(2), 103–122. <https://doi.org/10.1111/jasp.13080>
- Minibas-Poussard, J., Bingol, H. B., Ak Akyol, F., & Roland-Lévy, C. (2023). Procedural justice and well-being at work: Moderating role of self-variables and work locus of control. *European Review of Applied Psychology*, 73(6), 100924. <https://doi.org/10.1016/j.erap.2023.100924>
- Montero Guerra, J. M., Danvila-del-Valle, I., & Méndez-Suárez, M. (2023). The impact of digital transformation on talent management. *Technological Forecasting and Social Change*, 188, 122291. <https://doi.org/10.1016/j.techfore.2022.122291>
- Norris, P. (2023). Cancel culture: Myth or reality? *Political Studies*, 71(1), 145–174. <https://doi.org/10.1177/00323217211037023>
- Reynolds, N.-S., & Lander, M. W. (2024). From building and preserving to eroding trust: A multi-level analysis. *Group & Organization Management*, 49(4), 1012–1044. <https://doi.org/10.1177/10596011231190155>
- Saini, G. K. (2023). Employer branding: A critical review and future research. *NHRD Network Journal*, 16(3), 220–232. <https://doi.org/10.1177/26314541231170424>
- Saldanha, N., Mulye, R., & Rahman, K. (2023). Cancel culture and the consumer: A strategic marketing perspective. *Journal of Strategic Marketing*, 31(5), 1071–1086. <https://doi.org/10.1080/0965254X.2022.2040577>
- Sapiro, A. (2024). Talent management. In A. Sapiro (Ed.), *Strategic management: Fundamental concepts for decision making and strategy execution* (pp. 275–303). Springer International Publishing. https://doi.org/10.1007/978-3-031-55669-2_10
- Thao, H. T., Kim, L. H., & Kim, Y.-J. (2024). Employer branding: How current employee attitudes attract top talent and new customers. *Administrative Sciences*, 14(12), 342. <https://doi.org/10.3390/admsci14120342>
- Wong, R. S. C. (2022). Revisiting cancel culture. *Contexts*, 21(4), 69–73. <https://doi.org/10.1177/15365042221131087>
- Yildiz, R. O., & Esmer, S. (2022). Talent management strategies and functions: A systematic review. *Industrial and Commercial Training*, 55(1), 93–111. <https://doi.org/10.1108/ICT-01-2022-0007>
- Zheng, M. X., Schuh, S. C., van Dijke, M., & De Cremer, D. (2021). Procedural justice enactment as an instrument of position protection: The three-way interaction between leaders' power position stability, followers' warmth, and followers' competence. *Journal of Organizational Behavior*, 42(6), 785–799. <https://doi.org/10.1002/job.2493>