

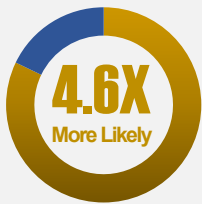


BTAC BULLETIN

EMERGING ISSUES, TRENDS, CAPABILITIES, AND BEST PRACTICES IN INSIDER THREAT ANALYSIS

BUILDING POSITIVE CULTURE

REDUCING THREATS THROUGH BUILDING ORGANIZATIONAL TRUST



Insider threats are more likely to occur when employees feel their workplace is “unjust”

IMPACTS OF NEGATIVE ORGANIZATIONAL CULTURE

Insider Threats:

Employees who perceive their workplace as unjust are 4.6 times more likely to engage in insider threat behaviors than those who feel their organization is fair and just².

Increased Turnover:

High turnover rates are disruptive and lead to poor continuity, impacts to mission readiness, and strains on current employees that can result in low morale.

Vulnerabilities in the Workforce:

Employees who lack necessary leadership support may experience increased stress, potentially leading to a higher likelihood of unintentional mistakes.

Workplace Stress:

94% of American workers experience stress at their workplace, with 63% considering quitting due to stress-related issues¹.

Building Positive Organizational Culture

Creating organizational trust and a positive workplace culture is not just about compliance; it's a strategic advantage and a duty to employees that, in turn, boosts organizational morale. By understanding the unique challenges faced by diverse individuals, including social stigmas, discrimination, and barriers to success, organizations can foster a more inclusive and supportive environment that positively affects ALL employees. By fostering open communication, psychological safety, mutual respect, and providing necessary support and resources, organizations can cultivate a collaborative workplace culture that is crucial for detecting early signs of insider threats, mitigating risk, and enabling all employees to thrive.

Actionable Strategies for Enhancing Positive Organizational Culture to Reduce Insider Threats

- **Managing Workplace Stress:** Employees who experience high levels of work-related stress are more likely to engage in counterproductive work behaviors³. Organizations should prioritize stress management initiatives to mitigate insider threat risks and foster a positive organization culture. By investing in employee well-being through stress management programs, companies can demonstrate their commitment to their workforce, reduce the likelihood of insider threats, decrease turnover, and create a supportive work environment that promotes engagement and loyalty.
- **Promoting Mental Health Awareness:** Raise awareness about mental health and encourage a culture where employees feel comfortable seeking support. Utilize open discussion, handouts, flyers, and speakers on organizationally relevant health topics.
- **Encouraging Open Dialogue:** Build and earn trust, encouraging healthy dialogue, and active listening. Examples can be holding regular check-ins where open-ended questions are asked, normalizing and openly sharing healthy behaviors, active listening without interruptions or judgments, and addressing concerns promptly with established feedback loops demonstrating input is valued.
- **Partnerships:** Establish or collaborate with employee resource groups to foster relationships and bring in novel programs and resources.

1. American Institute of Stress. (2019). 2019 Workplace Stress Survey. <https://www.stress.org/workplace-stress>

2. Keller, J., Kotyza, D., & Probst, C. W. (2020). Exploring the insider threat: How susceptible are individuals to engage in malicious insider activities? *Computers & Security*, 92, 101758J

3. Li, H., Sarathy, R., Zhang, J., & Luo, X. (2021). Work stress and employee cyberloafing: A moderated mediation model of moral disengagement and perceived insider threat severity. *Computers & Security*, 105, 102230. <https://doi.org/10.1016/j.cose.2021.102230>



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