

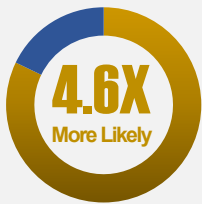


# BTAC BULLETIN

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 just<sup>2</sup>.

#### 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 issues<sup>1</sup>.

### 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 behaviors<sup>3</sup>. 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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