

Cyber Security Strategy: Factors Affecting Performance at Security Operation Center (SOC) In Indonesia

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Abstract

The Strategy Human Resource Management (SHRM) is suspected of controlling cybercrime referring to strategic management such as strategic planning, strategic implementation, and strategic control and evaluation. This research aims to develop a Cyber Security Strategy from the perspective of human resources by testing, analyzing empirical models, and obtaining comprehensive information about the influence of leadership style on performance mediated by persistence, procedural justice, and integrity at the Security Operation Center (SOC). In Indonesia. The causal survey method used involved 243 respondents who are leaders, policymakers, and decision-makers in the SOC team in Indonesia and processed using SEM. The study results found that leadership style had a significant direct effect on Persistence and integrity, Persistence and integrity had a significant direct effect on task performance, leadership style had no immediate impact on procedural justice, and procedural justice had no direct effect on task performance significantly. Then leadership style on task performance through persistence and integrity mediation has a significant influence, but no significant impact through procedural justice mediation.

Keywords - (SHRM, performance, leadership style, persistence, procedural justice, integrity)

Introduction

Technology has an essential role in supporting online school activities, working from home (WFH), and other activities such as meetings, communication with other families to transactions for goods and services. The global Covid-19 pandemic has forced all countries to carry out strategies to survive the problems that have arisen since the beginning of 2020 and change habits in carrying out activities. Based on data from the monitoring results of the National Cyber Security Operations Center at the National Cyber and Crypto Agency (BSSN) BSSN RI, it has detected cyberattacks of a technical nature during 2020, as many as 495,337,202, and this number has doubled compared to last year's 228,277,875. Attack [1]. Therefore, most of the activities carried out have a threat of cybercrime risk.

This is corroborated by President Jokowi's statement virtually at the Indonesia Fintech Summit 2020, reminding financial technology or fintech innovators of the development of crime in the digital world [2].

To control the threat of cybercrime, during the Commission I working meeting of the Indonesian House of Representatives with BSSN, they became the supervisor of the significant project for Strengthening the National Security Operation Center – Security Operation Center (NSOC-SOC) and Formation of 121 (one hundred and twenty-one) Computer Security Incident Response Teams (CSIRT) involving Ministries/Agencies and Local Governments. which is expected to be able to overcome and control cybercrime problems that may occur in Indonesia [3]. Cyber security protects systems, data, networks, and programs from the threat of cybercrime or digital attacks. Cyber defense relies heavily on team performance, and this perspective can contribute to cyber defense, both industrial and military [4]. In an organization or Information Technology (IT) department, the security operations center, commonly known as the Security Operation Center (SOC), investigates alert notifications to decide whether they are genuinely malicious or not. [5]. K The Computer Supported Collaborative Work (CSCW) and cognition in high-risk situations are at SOC, so good SOC performance is needed. This security organizational unit relies on the work of experts, and they work together under high pressure. They must react as quickly as possible to protect their assets and data [6].

Security Operations Center or SOC is a centralized function within an organization that employs People, Processes, and Technology to continuously monitor and improve organizational performance, maintaining security by preventing, detecting, analyzing, and responding to cybersecurity incidents. [7]. To suppress cybercrime performance from SOC members is required [8]. HRM or People are considered to influence the effectiveness and performance of SOC as a supporter of strategies to suppress cybercrimes that occur. Thus, high individual performance in teams is critical in the work context [9]. According to Gyanchandani [10], leaders who work in the field of Information Technology (IT) make employees work in more creative ways that create a creative environment that encourages team performance. Transformational leadership occurs when one (or more) people relate to others so that leaders and followers elevate themselves to higher levels of motivation and morality [11, p. 20].

Research by Hidayati et al. [12] states a direct positive influence of motivation (Persistence) on performance and leadership. According to Kundu (2019), procedural justice plays a part in mediating the relationship between HR practices that focus on diversity and perceived company performance and is related to decision-making procedures addressed to its members [13]. According to Sabil [14], integrity also has a partially significant effect on performance. A culture of integrity allows HR executives to influence the integrity and ethical behavior of the top management team [15]. Previous research literature has not explained much about improving SOC performance to control cybercrime. According to Hidayati et al. [12], task performance is influenced by persistence, integrity [16], and procedural justice [17]. However, other literature finds leadership style variables affect Persistence [18], integrity [19], and procedural justice [20]. Based on the integrative theoretical model of organizational culture [21, p. 2] and the previous research literature, a new model was tested empirically. The research uses a Strategic Human Resource Management (SHRM) approach to improve performance on SOC based on the determinants. The instrument variable grid used leads to the concept of strategic management issues such as planning strategy, implementation strategy and control, and evaluation strategy. It is based on the fundamental proposition that the HR of an organization plays a strategic role in its success [22]. Supported by research by Yuswanto and Wibowo [23], HRM in the SOC organization has succeeded in reducing the number of hacks of e-Government service websites.

Objective

The Research Uses A Strategic Human Resource Management (Shrm) Approach To Improve Performance On Soc Based On The Determinants. The Instrument Variable Grid Used Leads To The Concept Of Strategic Management Issues Such As Planning, Implementation, And Control And Evaluation. The Research Objective Is To Develop A Cyber Security Strategy With An Hr/Shrm Strategy Approach By Testing, Analyzing Empirical Models, And Obtaining Comprehensive Information Regarding The Relationship Between The Main Determinants Of Performance On Soc In Indonesia.

Literature Review

Leadership Style and Persistence

Persistence is one of the main characteristics of a great leader. Getting it requires determination and the mindset that you will stick to your principles and goals no matter what happens. Colquitt et al. [24, pp. 475–476] emphasize that the missing piece in leadership is transformative leadership that motivates and inspires followers to have high commitment and work beyond expectations to achieve goals to give deep meaning to every task that is assigned to them done. Ken Blanchard [25, p. 10] emphasizes the theoretical study of leaders in an organization to ensure that all members have the organization's vision and goals, understand their duties and contribute to efforts to achieve the vision and objectives of the organization. In an implementation, the leader is tasked with empowering each organization member to have adequate competence (knowledge and skills) to carry out their duties [25, p. 12]. The same thing was expressed by John C. Maxwell [25], that the hallmark of a successful leader, even the main requirement for the success of an organization, is to increase the capacity of its followers. But Alghazo and Al Anazi [26] revealed a strong relationship between leadership style and motivation, where the correlation is positive with transformational style and negative with transactional style. According to several previous studies, leadership and mentoring affect the motivation of subordinates in carrying out their tasks, Afrizal's [18], [27], [28]. Based on the relationship between Leadership style and persistence variables, it is suspected that "Leadership Style directly affects Persistence."

Leadership Style and Procedural Justice

Procedural fairness refers to the perceived fairness of the procedures to allocate outcomes. Transformational leadership provides an opportunity for employees to express their opinions where this is shown as a form of right from the employee's point of view. According to Raharjo and Witiastuti [29] (2016), transformational leadership positively affects distributive justice, procedural justice, and interactional justice. Meanwhile, the research of thing S. K. & Maier [30] emphasizes the importance of procedural justice in leadership decision situations because there is no difference in reactions to procedural justice of human or system decisions. The results of Schuh then reinforced them. [31] and the research of Cenkci [32] revealed a significant and positive relationship between leader awareness and the enforcement of leaders' procedural justice, thereby expanding our understanding of attention to the leadership domain. Based on the above review, the relationship between leadership style and procedural justice can be assumed that "leadership style directly affects procedural justice."

Leadership Style and Integrity

The use of integrity in the leadership literature varies. Some integrity discussions define it as a general moral concept other define it as honesty, trustworthiness, and authenticity. Other arguments claim that "moral character" is an essential trait of influential leaders and do not use

the word “integrity.” However, discussions of ethics and morality when developing leadership theory are usually not questioned. The idea of leadership and integrity, linking leadership with character, is a consistent theme in modern leadership theory. Leaders with moral integrity are most likely to have an identity conferring a commitment to moral values. The transformational leadership dimension was significantly related to employee integrity, resulted in a positive and moderate relationship with employee integrity, and indicated that individual consideration was the most significant predictor of employee integrity [33]. Perceived integrity in leadership is an essential driver for employee productivity in dual-strategy and non-strategic companies [19]. Leadership and integrity are crucial factors in the relationship between leaders and employees in the Workplace, for employees want someone they can trust [34]. Based on the relationship between Leadership style and Information Security Integrity, it is suspected that "Leadership Style has a direct effect on Integrity."

Persistence and against Task Performance

The leadership role is huge in motivating employees to work following the program set by the company. Persistence in motivation will affect teamwork in the organization, which affects performance improvement. Research findings reveal that persistence is positively correlated with performance. Research by Hidayati et al. [12] found a direct positive effect of motivation on performance. SHRM plays a significant role in increasing employee motivation/tenacity and creating flexible work so that workers must be sufficiently empowered to improve higher and more productive performance [35]. Based on previous research, it is suspected that "Persistence has a direct effect on Task Performance."

Procedural Justice and Task Performance

The existence of a form of justice in the organizational environment can trigger an increase in the level of employee performance, such as joint decision making (in this case, decisions within an employee scope for the common interest of members where each member feels involved in it), regulations are made to be together not only focus on one or only a few parties. Leaders in unstable positions of power enforce procedural fairness, especially against followers they perceive to be highly competent but close to influencing performance [36]. According to Kundu [37], procedural justice plays a part in mediating the relationship between HR practices that focus on diversity and perceived firm performance [37]. Other studies also state that performance can be improved by ensuring fair procedures and dignified treatment in the work environment [38]. Perceptions of fairness and commitment predict performance directly and indirectly [39]. The study of procedural justice aspects concluded that there were few previous studies on procedural justice in performance management systems [40]. Eisenberger's research [41] found that the relationship between distributive and procedural justice and extra-role performance remains substantial and essential. Overall, justice has a more significant effect on performance [42]. Based on the explanation above, it can be assumed that "Procedural Justice has a direct effect on Task Performance".

Integrity and Task Performance

Integrity to increase trust is needed by organizations in improving performance and achieving the organization's vision and mission. If there is no high integrity, many deviations will occur. Employee integrity has been proven to improve employee performance (Sujiyanto, 2017) significantly. Other findings reveal that integrity has a positive direct relationship between performance and an indirect relationship between task performance and integrity with performance, which is through organizational commitment and job satisfaction [43]. According to Isjoni [44], integrity has a significant effect in a positive direction on performance. It is in line with Way et al. [45] that behavioral integrity positively affects task performance ratings directly and through its positive effect. Integrity resources have a positive and significant

impact on performance, and organizational integrity and commitment simultaneously positively impact performance [46]. Employee integrity has a significant positive effect on employee performance [14], [46]–[49]. Research related to SHRM, Bouaziz, and Hachicha [50] that resilience and company performance is influenced by agility and integrity. So it can be assumed that "Integrity has a direct effect on Task Performance."

Based on Wahyuni's research [51], leadership style and persistence have a direct and significant influence on task performance. Factors such as instructional leadership and persistence need to be considered to improve task performance. Simultaneously Leadership Style and Motivation have a positive and significant effect on Employee Performance [52]. Supporting previous findings, several studies suggest the importance of motivation in helping transformational leadership improve job performance [53]–[55]. Path goals leadership style positively affects employee performance mediated by persistence in employee motivation and job satisfaction; therefore, it can be assumed that "Leadership Style has a direct effect on Task Performance through Persistence mediation." Top management leadership significantly predicts ethical climate, which then results in a procedural justice climate that fully mediates the effect of top management ethical leadership on two organizational outcomes, namely, corporate-level organizational citizenship behavior and firm performance [56]. In addition, several other research results reveal a significant and positive relationship between leader awareness and leader procedural justice enforcement to improve employee performance [17], [57], [58]. So it is suspected that "Leadership style directly affects Task Performance through procedural justice mediation." The behavioral integrity of followers has a significant impact on job performance, either directly or indirectly, through the leader's trust. Research by Yang et al. [59] found that leader integrity strengthens the mediated relationship between spiritual leadership and employee performance through relational energy. The statement that leadership has a positive influence on employee performance, but the moderate effect of integrity on the relationship between leadership and performance was insignificant [60]. Educational leadership does not alone affect the performance of organizational citizenship behavior (OCB) but also depends on integrity [61]–[63]. Based on the relationship above, it is suspected that "Leadership Style has a direct effect on Task Performance through Integrity mediation".

Research Methods

This research is to answer the problem formulation of the direct or indirect influence of leadership style, persistence, stress, and integrity on task performance and its combination. The analytical method used in this study is Structural Equation Modeling (SEM) to determine this effect. This method was chosen because SEM can explain the relationship between observed and latent variables through its indicators.

The research population is all managers of IT affairs in government, banking, BUMN, and private parties included in the coordination of the BSSN. Then the Sampling Frame (list of respondents/names contained in the population) was taken based on data from members of the official WhatsApp and Telegram groups managed by BSSN with 692 members. The respondent's criteria in this study are the determinants of decisions or policies on SOC. Sampling was carried out by multistage random sample, and the first step was based on the selected population of DKI Jakarta Province with purposive sampling, which was considered a national SOC representative because it was deemed to be ready in terms of human resource competence, technology, infrastructure and governance supporting SOC. A total of 252 SOCs in DKI Jakarta were used as random cluster sampling. Each SOC organization has 1 leader as a decision-maker or strategic policy, and then an instrument is given to fill it out. Of the 250

respondents, the researchers took 243 samples worthy of analysis and were selected as samples by simple random sampling.

Based on the theory and literature review literature, original research hypotheses can be made. that is:

1. Leadership style has a direct effect on persistence.
2. Leadership style has a direct effect on procedural justice.
3. Leadership style has a direct effect on integrity.
4. Persistence has a direct effect on task performance.
5. Procedural justice has a direct effect on task performance.
6. Integrity directly affects task performance.
7. Leadership style has an indirect effect on task performance through persistence.
8. Leadership style has an indirect effect on task performance through procedural justice.
9. Leadership style has an indirect effect on task performance through integrity.

Based on the research hypothesis, it is formed into a hypothetical research model as follows:

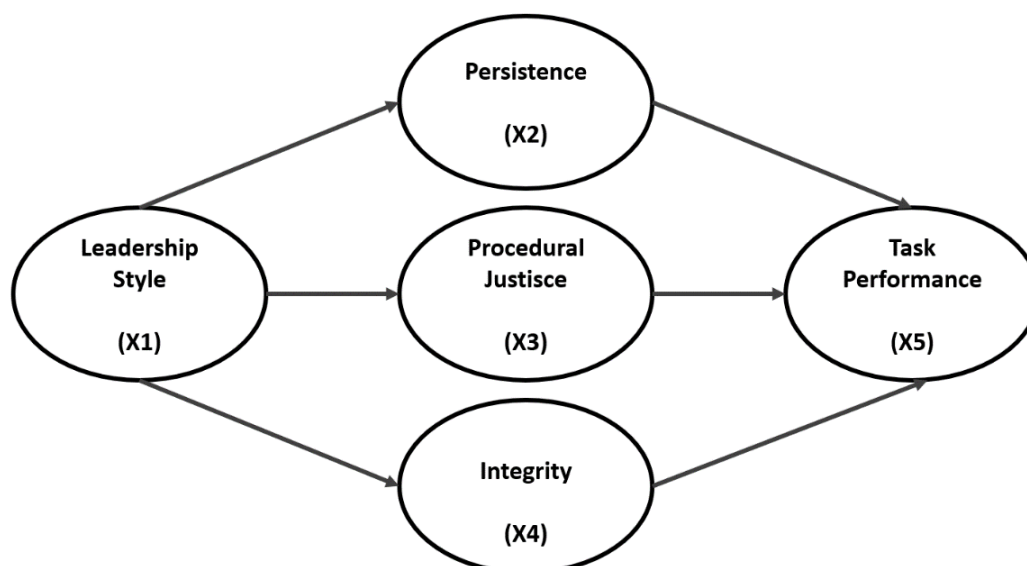


Figure 1. *Research Hypothetical Model*

Result and Discussion

To confirm or test the model using Confirmatory Factor Analysis (CFA), a measurement model whose formulation comes from theory. Thus, CFA can be said to have two focus studies, namely: (1) whether the indicators are conceptualized as unidimensionally valid, and (2) what are the dominant indicators forming the construct studied. Then the loading factor of each indicator on the construct if the value is < 0.60 , which means the indicator is not valid as an indicator to measure the construct and must be deleted. Based on confirmatory factor analysis (CFA) on all variables, the results obtained are as follows:

Eight dimensions measure leadership style variables: idealized influence, inspiration motivation, intellectual stimulation, individual consideration, contingent reward, management by exception (active), management by exception (passive), and laissez-faire.

Table 1. *Loading Factor variable Leadership Style*

Dimension	Item	Loading Factor	
		Item	Dimension
Idealized Influence	LS1	.738	0,695
	LS2	.778	
	LS3	.108	
	LS4	.233	
Inspiration Motivation	LS5	.811	0,945
	LS6	.764	
	LS7	.806	
	LS8	.782	
Intellectual Stimulation	LS9	.789	0,887
	LS10	.801	
	LS11	.154	
	LS12	.695	
Individual Consideration	LS13	.161	0,749
	LS14	.775	
	LS15	.720	
Contingent Reward	LS16	.793	0,885
	LS17	.766	
Management by Exception (active)	LS18	.780	0,940
	LS19	.737	
	LS20	.696	
	LS21	.769	
	LS22	.776	
Management by Exception	LS23	.763	0,856
	LS24	.743	
Leissez-Fare	LS25	.799	0,846
	LS26	.677	

Based on confirmatory factor analysis (CFA), the results of the research shows that the strongest dimension as a measure of leadership style is inspiration motivation (loading factor 0.945) compared to the dimensions: contingent reward (loading factor 0.885), intellectual stimulation (loading factor 0.887), idealized influence (loading factor 0.695), management by exception active (loading factor 0.940) and passive (loading factor 0.856), individual consideration (loading factor 0.749) and leissez-fare (loading factor 0.846).

Measurement of task performance variables. These variables are measured in dimension by routine TP, adaptive TP, and creative TP.

Table 2. *Loading Factor variable Task Performance*

Dimension	Item	Loading Factor	
		Item	Dimension
Routine TP	TP1	.801	0,916
	TP2	.753	
	TP3	.790	
	TP4	.786	
	TP5	.784	
	TP6	.799	
Adaptive TP	TP7	.727	0,947
	TP8	.689	
	TP9	.762	
	TP10	.782	
Creative TP	TP11	.717	0,706
	TP12	.787	
	TP13	.782	
	TP14	.002	
	TP15	-.052	
	TP16	.297	
	TP17	.268	
	TP18	.293	

Based on Confirmatory Factor Analysis (CFA), the strongest dimension as a measure of task performance is routine TP (loading factor 0.916) compared to the dimensions: creative TP (loading factor 0.706) and adaptive TP (loading factor 0.947).

Measurement of Persistence variables. These variables were measured by two dimensions: consistency of interests and perseverance of effort.

Table 3. *Loading Factor variable Persistence*

Dimension	Item	Loading Factor	
		Item	Dimension
Consistency of Interests	PS1	.689	0,728
	PS2	.781	
	PS3	.175	
	PS4	.667	
	PS5	.733	
	PS6	.770	
Perseverance of Effort	PS7	.719	0,743
	PS8	.677	
	PS9	.764	
	PS10	.754	
	PS11	.802	

Based on confirmatory factor analysis (CFA), the strongest dimension as a measure of persistence is the perseverance of effort (loading factor 0.743) compared to the dimension: consistency of interests (loading factor 0.728)

Measurement of procedural justice variables. These variables are determined by indicators related to procedural justice.

Table 4. *Loading Factor variable Procedural Justice*

Dimension	Item	Loading Factor	
		Item	Dimension
Bebas memberikan	PJ2	.748	0,879
	PJ3	.797	
Memutuskan secara adil	PJ4	.696	0,827
	PJ5	.739	
Menjelaskan keputusan	PJ6	.081	0,069
	PJ7	.042	
Mendengarkan bawahan	PJ8	.769	0,873
	PJ9	.732	
	PJ10	.772	
keputusan yang objektif	PJ11	.768	0,878
	PJ12	.765	

Based on the sub dimensional analysis, the strongest a measure of procedural justice is free to give ideas (loading factor 0.879) compared to the sub-dimensions: objective decisions (loading factor 0.878), decisions based on data (loading factor 0.742), deciding fairly (loading factor 0.827), and listening to subordinates (loading factor 0.873). Based on confirmatory factor analysis (CFA) explaining the decision (loading factor 0.069), there is no significant sub-dimension to measure the citizenship behavior variable.

Measurement of the integrity variable. These variables were measured by three dimensions: honesty, consistency, and trustworthiness. Based on confirmatory factor analysis (CFA).

Table 5. Loading Factor variable Integrity

Dimension	Item	Loading Factor	
		Item	Dimension
Honesty	IG1	.780	0,907
	IG2	.721	
	IG3	-.023	
	IG4	.032	
Consistency	IG5	.767	0,973
	IG6	.750	
	IG7	.743	
	IG8	.731	
Trustworthiness	IG9	.221	0,981
	IG10	.764	
	IG11	.714	
	IG12	.739	
	IG13	.782	
	IG14	.835	
	IG15	.778	

Based on confirmation factor analysis (CFA), the strongest dimension as a measure of integrity is trustworthiness (loading factor 0.981) compared to the dimensions: consistency (loading factor 0.973) and honesty (loading factor 0.907),

Confirmatory Factor Analysis CFA is the initial stage of the SEM measurement model and is used to test whether the scale structure matches the actual data [30]. Initially, a measurement model in which a double-headed arrow linked five variables was solved using AMOS 23.0. GOF (Goodness-of-fit) testing on the research model is presented below:

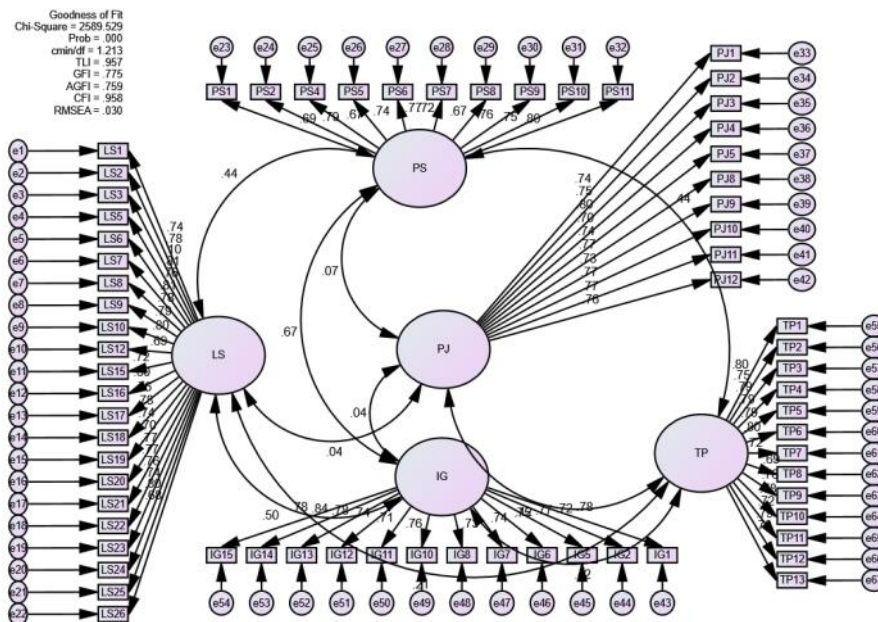


Figure.2 CFA Model Fit

Structural Equation Model (SEM) Based on the previous hypothesis, the initial structural model with zero correlation between errors was tested using Maximum Likelihood (ML). The final structural model's suitability index met the conformity (CR 1.98). Figure 3 shows the standard path coefficient of the final structural model, which was used to verify the previous hypothesis.

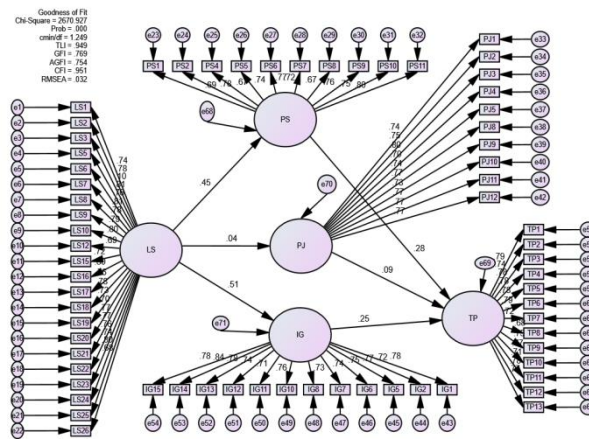


Figure 3. Path coefficient of the resulting model structure

Finally, Table 7 presents the standard Critical Ratios of the five variables. We can conclude that all Independent Variables positively affect the dependent variable (C.R.> 1.98).

Table 6. Hypothesis test results - Critical Ratio (C.R.)

Variabel	Estimate	S.E.	C.R.	P	Result
LS → PS	.430	.070	6.153	***	Accepted
LS → PJ	.041	.066	.620	.536	Rejected
LS → IG	.557	.077	7.204	***	Accepted
PS → TP	.337	.082	4.107	***	Accepted
IG → TP	.261	.069	3.803	***	Accepted
PJ → TP	.109	.073	1.492	.136	Rejected

Based on the table above, the regression weight of leadership style on persistence is obtained p-value = *** < 0.05; leadership style on procedural justice p-value = 0,536 > 0,05; leadership style on integrity p-value = *** < 0.05; persistence against task performance p-value = *** < 0.05; integrity of task performance p-value = *** < 0.05; and procedural justice on task performance p-value = 0.136 > 0.05. Thus the structural equation is:

$$PS = 0.430*LS + e$$

$$PJ = 0.041*LS + e$$

$$IG = 0.557*LS + e$$

$$TP = 0.337*PS + 0.109*PJ + 0.261*IG + e$$

The mediation test uses the Sobel test to test whether the mediator has the effect of the independent variable on the dependent variable, which is given with the following results:

Table 7. Sobel test

Test	t _a	t _b	Test statistic	p-value
LS →PS→TP	6,153	4,107	3,41594886	0,0006356
LS →Pj→TP	0,620	1,492	0,5725345	0,5669592
LS →IG→TP	7,204	3,803	3,38877392	0,0007021

From the results of the Sobel test, it can be seen that the influence of leadership style on task performance through persistence is significant because the p value = 0.0006356 < 0.05 (p-value) or the Sobel test value = 3.415 > 1.96 (statistical test), the influence of leadership style on task performance through procedural mediation justice is not significant because the

value of $p = 0.56695992 > 0.05$ (p-value) or the value of Sobel test = $0.5725345 < 1.96$ (Test statistic), the influence of leadership style on task performance through mediation integrity is significant because the value of $p = 0.0007706 < 0.05$ (p-value) or Sobel test value = $3.363 > 1.96$ (Test statistic).

The model testing results found that leadership style had a significant direct effect on Persistence and integrity, Persistence and integrity had a significant direct effect on task performance, leadership style had a significant indirect effect on procedural justice and procedural justice had no direct effect on task performance significantly. Then leadership style on task performance through persistence and integrity mediation has a significant influence, but no significant effect through procedural justice mediation.

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