

Influences of Affectivity and Organizational Commitment on Job Satisfaction and Work Performance of Information Security Professionals

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정보보안 종사자의 정서성과 조직몰입이 직무만족 및 업무성과에 미치는 영향

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Abstract The purpose of this study empirically examined relationship among affectivity(positive affectivity vs. negative affectivity) and organizational commitment on job satisfaction and work performance of information security professionals. To this end, we conducted a questionnaire survey on 174 information security professionals and analyzed the collected data using structural equation modeling (SEM). It was found that positive affectivity had a positive influences on organizational commitment. But negative affectivity was not significantly related to organizational commitment. In addition, organizational commitment had a positive relationship with job satisfaction and work performance. The results of the empirical study are meaningful to understand the effects of the positive affective aspect of information security professionals on job satisfaction and work performance.

Key Words : Positive Affectivity, Negative Affectivity, Organizational Commitment, Work Performance, Job Satisfaction

요 약 본 연구는 정보보안 종사자가 경험하는 감정적 반응인 정서성(긍정 정서 vs. 부정 정서)과 조직몰입이 직무만족 및 업무성과에 미치는 영향을 분석하는데 그 목적이 있다. 이를 위하여, 국내 기업에서 근무하고 있는 정보보안 종사자 174명을 대상으로 한 설문자료를 통해 구조방정식모형 (SEM)을 활용하여 검증하였다. 분석 결과는 다음과 같다. 긍정정서는 조직몰입에 긍정적인 영향을 미치는 것으로 나타났다. 부정정서는 유의미한 관계가 나타나지 않았다. 또한 조직몰입이 직무만족 및 업무성과에 미치는 영향에 있어서 모두 유의적인 정적 관계를 갖는 것으로 나타났다. 이러한 연구결과는 정보보안 종사자의 긍정적인 정서 측면이 직무만족 및 업무성과에 미치는 영향을 검증하는데 의미를 두고 있다.

주제어 : 긍정 정서, 부정 정서, 조직몰입, 직무만족, 업무성과

1. Introduction

The keyword of the 4th industrial revolution era are AI (artificial intelligence), IoT (internet of things), big data, fusion. The common point of these is

'connection'. At this point, the government selected eight categories as the "Fourth Industrial Revolution Leader Training Project" in response to the fourth industrial revolution, which included information security. This is likely to continue to foster

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high-quality talent in promising areas[1]. With the recent expansion of security intelligence, it is important to actively cope with security in almost all fields such as corporations, medical and public sectors. Big data analysis shows the threats that have been neglected in the past, and there are various ways to cope with security incidents quickly and accurately. Despite the importance of information security, according to the survey conducted by RSA 2015 (the world's largest information security conference) and ISACA (Information Systems Audit and Control Association), information security professionals were satisfied with information security. However, satisfaction with each individual company was low[2].

The domestic security industry is experiencing a slowdown in growth and a decline in recruitment. Despite the increase in overseas exports, exports are continuing to suffer. This is the growth of the industry, but the decrease in the number of new hires has to be approached from the structural point of view, and the characteristics of the security industry with high social importance should be considered. The information security task requires a high level of expertise compared to the general task and attempts to manage and control the security policy within the organization. As a result, the conflict with the internal staff becomes more intense and the unilateral sacrifice, patience, In this study, the satisfaction rate of job satisfaction is lower than that of other jobs because it is frequently asked to take a supervision[3]. Therefore, it is necessary to closely analyze the internal conflicts and emotional states of information security professionals, to identify factors that affect their security stresses, and to improve their job satisfaction and work performance by lowering the stress level[4].

However, there is insufficient research on the individual characteristics that mediate the emotional effects of relative organizational commitment, and it is necessary to reconsider whether organizational commitment had a positive effect on all members in the same way. It had been focused mainly on improvement

of conflict management and quality of work due to conflict of interests occurring within the organization, and had been limited to education and selection programs to solve human tragedies in this field[4,5]. Therefore, this study focuses on the emotional inner workings of information security professionals, and it is necessary to make effort for emotional management considering the characteristics of jobs to them rather than engineering or technology. As mentioned earlier, the main purpose of this study was to uncover the relationship between affectivity(positive affectivity vs. negative affectivity) and to examine its effect on job satisfaction and work performance. As a result of a comprehensive literature review, it was found that this topic has been hardly researched in previous studies. The specific research questions of this study were stated as follows:

1. What are the relationships between the components of affectivity (positive affectivity vs. negative affectivity) and organizational commitment?
2. What are the effects of organizational commitment on job satisfaction and work performance?

2. Review of Literature

2.1 Affectivity

Positive affectivity reflected the tendency to experience a positive emotional state and reflected the degree of feeling enthusiastic, lively, and exhaustive. Negative affectivity was a tendency to experience an unpleasant emotional state, Strong people tend to focus on the negative side and generally tend to be less satisfied with their lives[6,7]. An employee with a high level of positive affectivity is optimistic and enthusiastic about things, while an employee with low positive affectivity showed a tendency to have no enthusiasm and indifference, rather than showing negative emotions. Also, those who showed high negative affectivity showed pessimistic and unstable, while those with low negative emotions showed more

calm emotional tendency[8]. Hotel employees' positive affectivity was positively associated with deep acting but was not significantly related to surface acting[9]. Additionally, Chinese employees with positive affectivity tended to use more deep acting and the expression of naturally felt emotion but less surface acting than employees who were low in emotional regulation[10]. Therefore, if positive affectivity was involved, it could be understood that the emotional state was canceled as the tension condition was quickly resolved.

2.2 Organizational Commitment

Organizational commitment is not based on compulsory regulations, but rather on the psychological state that organizational members are willing to attach to the particular organization they work in, and that voluntarily devote their efforts to organizational development by accepting organizational values and goals[11]. According to Meyer and Allen (1991), conceptualization of organizational commitment included three branches: affirmative commitment, continuance commitment, normative commitment. Affirmative commitment was a feeling of strong identification with an individual and an intense attachment to the organization. Continuance commitment refer to the tendency to maintain consistency and continuity of behavior. Normative commitment was based on a feeling of sense of duty to the organization and was based on the perception that it was moral to remain in the organization[12]. Organizational commitment had been found to be related to job performance in several studies, but it had received less attention than relative relevance between job satisfaction and job performance. Organizational commitment was related to job satisfaction, but object oriented was a different concept of organization. Organizational commitment was less related to job performance[13] than job satisfaction[14]. Organizational commitment had been found to increase organizational citizenship behavior, but the actual

relevance of performance had not been fully demonstrated[15].

3. Research Model and Hypotheses

3.1 Affectivity and Organizational Commitment

Organizational commitment is characterized by a strong belief in the value of an organization and a willingness to do more than a defined role for organizational commitment[16]. This implies that information security professionals with positive affectivity will try to control internal emotions and external emotions so that they are similar to each other, and relatively few psychological resources will be wasted due to emotions. Therefore, various emotional resources that can be utilized are expected to have a positive effect on organizational commitment. On the other hand, information security professionals with negative affectivity will use typical emotional expressions rather than various emotional expressions, and such limited emotional expressions are expected to negatively affect their intrinsic organizational commitment in the process of interaction within the organization[17]. Therefore, the research hypotheses regarding the relationship between affectivity(positive affectivity vs. negative affectivity) and organizational commitment are presented as follows:

H 1-1: Positive affectivity is positively related to organizational commitment.

H 1-2: Negative affectivity is negatively related to organizational commitment.

3.2 Organizational Commitment and Job Satisfaction

Job Satisfaction is a positively emotional state as subjective value that an individual gets as a result of job related evaluation[4,18]. In particular, information security professionals work in an independent environment, and their professionalism and knowledge are concentrated. Therefore, in order to satisfy the

performance within the organization, the job satisfaction of the information security professionals must be preceded. In this respect, the job satisfaction of information security workers should be utilized as a tool for quality service. As a result, companies can provide more consistent services and information security professionals can accumulate more capabilities and experience[19]. Organizational commitment reduced the turnover intention of organizational members, but the actual relevance of performance was not fully demonstrated[15]. In addition, in the previous study, it was found that HLM (Hierarchical Linear Model) was applied to analyze the level of job satisfaction and organizational commitment at the individual level. As a result, it was found that organizational commitment decreased the turnover intention of the members and increased job satisfaction[20].

Several researchers have studied the relationship between organizational commitment and job satisfaction. Though these finding imply that organizational commitment increases job satisfaction, there are also other studies which was not negatively associated with organizational commitment and job satisfaction[21]. As mentioned earlier, Wharton (1993) found that organizational commitment was positively related to job satisfaction on workers employed in the banking and hospital industries[22]. This assumption implies that suppressing one's emotions may lead to decrease satisfaction in the workplace, but if one succeeds in regulating emotions in organizational commitment, job satisfaction may actually increase. Therefore, the hypothesis regarding the relationship among organizational commitment and job satisfaction are:

H 2: Organizational commitment is positively related to job satisfaction.

3.3 Organizational Commitment and Work Performance

Though a number of researchers have studied the negative consequences of affectivity, such as job stress,

there is lack of quantitative research on the effect of affectivity on work performance[5,23].

As a result of empirical analysis on the part-time employees' job satisfaction and organizational commitment on performance. their organizational commitment had positive effect on performance[24]. Organizational commitment was more strongly related than job satisfaction with turnover intentions for the tellers, but not for the professionals. Job satisfaction was related more strongly than organizational commitment with supervisory ratings of performance for both samples[25]. And organizational commitment of members in social welfare organization had a positive impact on job performance[26]. If the performance is effective, it may result in a feeling of accomplishment. Thus, the research hypotheses are described as follows:

H 3: Organizational commitment is positively related to work performance.

We present the research model which contains hypotheses derived in Fig. 1.

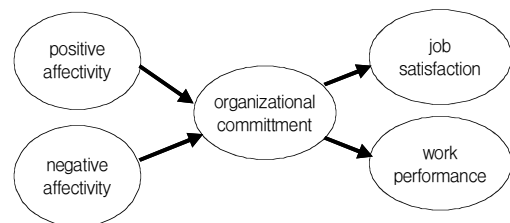


Fig. 1. Research Model

4. Methods

4.1 Sample and Data Collection

Convenience sampling was used for this study. The survey questionnaires were distributed to 200 information security professionals who work in 8 companies located in the metropolitan area in Korea. As a result, a total of 181 copies were collected, and the data collected through a total of 174 copies were used for the analysis, except for the 7 cases that had missing

values. The demographic information of the participants was presented in Table 1.

Table 1. Demographic Information

Demographics		Number	Percentage (%)
Gender	Male	95	54.6
	Female	79	45.4
Age	20-29	72	41.4
	30-39	72	41.4
	40-49	25	14.4
	50-59	5	2.8
Academic level	College,	50	28.7
	University,	119	68.4
	Graduate school	5	2.9
Employment type	Full-time	83	47.7
	Incentive contract	91	52.3
Job titles	clerk/senior clerk	36	20.7
	assistant manager	44	25.3
	manager	45	25.9
	senior manager	33	19.0
	general manager	16	9.2

4.2 Measurements

One inventory which adopts items from different measurements would be used to assess affectivity, organizational commitment, and job satisfaction. Another inventory was used to assess work performance. PANA was defined as it is possible for a person to be high in both positive affectivity and negative affectivity, high in one and low in the other, or low in both[27]. To measure affectivity, 10 items of the positive and negative affectivity scale (PANAS), which was suggested by Watson, Clark, and Tellegen's (1988) research[27], would be used. This test was most frequently used in organizational contexts. One item of negative affectivity that lowered the reliability of the instrument were deleted (items : "I like myself, I can solve any problems that occur to me", "I can not get rid of the feeling of failing" etc). Organizational commitment refers to the individual's attachment to the organization as a psychological adhesive between the worker and the organization, inducing the worker to devote to the organization and to remain in the organization[16,28]. In order to measure organizational

commitment, we used a scale consisting of 7 items used[29] (items : "I am proud to tell others that I am part of our company", "I am very satisfied with my choice" etc). Job satisfaction was defined as one of the attitudes related to the job is the pleasant and positive emotional state that an individual gets as a result of an assessment of their job or job experience[3,5]. Job satisfaction was measured using the JDS (Job Diagnostic Survey), 5 items scale developed by Hackman and Oldham (1975)[30] (items : "In general, I like working here", "In general, I don't like my job(R)", "All in all, I am satisfied with my job" etc). Work performance was defined as the degree of responsibility and responsibilities imposed upon the performance of a job[5,14]. The test assessed the information security professionals' expertise, the efficiency of performance, the effectiveness of performance, and the results of recent job performance. Participants indicate the extent to which they feel each emotion on average using a 5-point Likert scale from 1 (very slightly or not at all) to 5 (extremely).

4.3 Data Analyses

We used SPSS 22.0 and AMOS 22.0 to analyze the relationship between variables. Structural equation modeling (SEM) would be conducted to test the research hypotheses. Anderson and Gerbing's (1988) two-step approach would be used[31], whereby a measurement model was first examined, followed by a series of structural models aimed at testing the hypothesized relationships. That is, the value estimated by applying the structural equation modeling can be more reliable than the model based only on the measurement variables since the measurement error can be taken into consideration.

The validity and reliability of the inventory that were measured using multi-item scales that have been previously developed and used was examined. The internal reliability of the group items from the PANAS (Cronbach α = .777 and .561), organizational commitment (Cronbach α = .828), and JDS (Cronbach α = .864), and

items of the work performance (Cronbach $\alpha=.895$) evaluation inventory was assessed with Cronbach's coefficient alpha. Confirmatory factor analysis (CFA) would be used to examine the validity of the each construct measured by items adopted from tests of positive affectivity, negative affectivity, organizational commitment, and job satisfaction. Also, the construct validity of the performance evaluation inventory was examined with CFA. The inventories was revised to improve its reliability and validity if required.

Table 2. Descriptive Statistics and Correlations

Variables	1	2	3	4	5
1. positive affectivity	1				
2. negative affectivity	-.061	1			
3. organizational commitment	.246**	-.025	1		
4. job satisfaction	.196**	-.098	.326**	1	
5. work performance	.150*	-.039	.382**	.477**	1
Mean	3.67	3.26	3.33	3.58	3.33
SD	.562	.509	.451	.482	.505

5. Results

5.1 Assessment of the Measurement Model

As presented in Table 3, A confirmatory measurement model specifies the relations of the observed measures to their posited underlying constructs, with the constructs allowed to intercorrelate freely. A confirmatory structural model then specifies the causal relations of the constructs to one another, as posited by some theory. the model fit estimates indicated that the measurement model appropriately fit the data ($\chi^2=352.47$, $df=280$; $RMR=.031$; $RMSEA=.039$; $GFI=.970$; $TLI=.946$; $CFI=.954$). In evaluating the adequacy of the measurement and structural models, the following fit indices would be used. The upper bound of goodness-of-fit indices for the CFI, TLI, GFI was typically considered .90, and for the RMR, RMSEA, the lower bounds of goodness-of-fit indices are .08.

Table 3. Results of Confirmatory Factor Analysis

Variables		C.R.	Standard factor loading	CCR	AVE
positive affectivity	PA1	-	.542	.915	.685
	PA2	6.023	.720		
	PA3	5.740	.649		
	PA4	5.573	.615		
	PA5	5.864	.677		
negative affectivity	NA1	-	.505	.801	.524
	NA2	2.642	.516		
	NA3	3.748	.719		
	NA4	3.451	.589		
organizational commitment	OC1	-	.563	.906	.650
	OC2	6.051	.565		
	OC3	4.907	.537		
	OC4	5.860	.798		
	OC5	5.451	.682		
	OC6	5.416	.672		
	OC7	5.762	.759		
job satisfaction	JS1	-	.703	.961	.833
	JS2	6.835	.584		
	JS3	7.784	.634		
	JS4	10.467	.908		
	JS5	10.186	.843		
work performance	WP1	-	.744	.967	.858
	WP2	7.932	.690		
	WP3	8.295	.722		
	WP4	9.022	.779		
	WP5	6.828	.571		

5.2 Assessment of the Structural Model

The overall fit of the model was good ($\chi^2=406.84$ with 281 degrees of freedom) and the CFI was .920. Other goodness of fit indexes also reached a reasonably good level ($GFI=.917$; $TLI=.907$; $RMR=.042$; $RMSEA=.051$). As presented in Table 4, Information security professionals' positive affectivity was positively related to organizational commitment but negative affectivity was not significantly related to organizational commitment (path coefficient=.297, $t=3.106$, $p<.05$; path coefficient=.046, $t=.593$, $p=.553$). Therefore, hypothesis 1-1 was supported, but hypothesis 1-2 was rejected. Second, organizational commitment was positively related to job satisfaction (path coefficient=.743, $t=3.575$, $p<.01$). Thus, hypothesis 2 was supported. Finally, organizational commitment was positively related to work performance (path coefficient=.532, $t=4.033$, $p<.01$). Therefore, hypothesis 3 was supported.

Table 4. Hypotheses Testing

Hypothesis	Standardized Coefficient	T-values	Result
H 1-1	.297	3.106*	Supported
H 1-2	.046	.593	Not Supported
H 2	.743	3.575**	Supported
H 3	.532	4.033**	Supported

*p < .01, **p < .05

5.3 Mediating Effects of Organizational Commitment

An alternative model that added direct paths from positive affectivity and negative affectivity to work performance and job satisfaction also was tested. It was tested this proposition and found that negative affectivity contributed to a diminished sense of personal accomplishment, whereas positive affectivity contributed to a greater sense of personal efficacy at work. Based on these findings, it can be assumed that positive affectivity rather than negative affectivity may improve job satisfaction and work performance. But positive affectivity significantly didn't show a positive relationship with work performance (path coefficient=.061, t=.378, p=.706) and job satisfaction (path coefficient=.090, t=.959, p=.338). Also, negative affectivity was not significantly associated with work performance (path coefficient=-.118, t=-1.333, p=.182) and job satisfaction (path coefficient=-.026, t=-.173, p=.863). In order to verify the multiple mediating effects of organizational commitment, 5,000 bootstrapping samples were tested by bias-corrected method. As a result, if both the percentile and bias-corrected methods did not include 0 in the 95% confidence interval, $\alpha = .05$, the mediating effects was significant except for the cases of negative affectivity → job satisfaction and work performance.

Table 5. Test of Indirect Effects

Indirect Effect	Estimate	SE	Bootstrap 95% Confidence Interval	
			Percentile	BC
PA→OC→JS	.103	.089	(.035, .250)	(.034, .252)
PA→OC→WP	.029	.152	(.221, .296)	(.214, .304)
NA→OC→JS	-.126	.088	(-.301, .027)	(-.314, .017)
NA→OC→WP	.029	.143	(-.249, .290)	(-.258, .285)

Note. PA=positive affectivity, NA=negative affectivity, OC=organizational commitment, JS=job satisfaction, WP=work performance

6. Discussion

6.1 Summary of the Findings

This study uses quantitative methods based on results of recent studies on measurements of affectivity and organizational commitment. There is still lack of quantitative research on the effect of affectivity and organizational commitment on work performance. The information security task is basically stress level because it is exposed to extreme information security demands based on high level of expertise compared with general work. Thus, it is necessary to make an effort for emotion management considering the job characteristics of information security worker. Therefore, this study focuses on analyzing the elements of emotion for information security professionals and seeking to maximize job satisfaction and work performance according to the influence on organizational commitment. The main results of the analysis are as follows.

First, information security professionals' job satisfaction and work performance were improved when they were asked to express positive emotions. Positive affectivity level of organizational commitment seems to be due to participation in the decision-making process and the influence on their work, so that they can experience self-efficacy and find meaning through their own work[6].

Second, there is a need to strengthen and acquire the organizational commitment to control the negative emotions issued by the work process in order to improve the work performance of information security professionals. Therefore, it is necessary to concentrate on managing the various emotional aspects of information security professionals' work process, and various business guidelines need to be prepared for this. The need to pay attention to the level of organizational commitment that organizational members perceive is becoming more and more important as they are increasingly recognized as being able to imitate motivation by actively changing their

work environment[32].

6.2 Implications and Future Research Directions

The purpose of this study is to investigate the factors affecting the performance of information security professionals including positive affectivity and organizational commitment, which were proven through previous studies. This study suggests a research model to provide useful basic data to improve the understanding of positive affectivity and organizational commitment, which is a leading factor for information security, and to efficiently convert information security workers' behavior. This study may contribute to the field of information security by adding to the knowledge of affectivity in the workplace. Affectivity have been a main research topic in the articles of information security journals. This study results have important practical implications for various areas, such as improving organizational commitment, designing emotional training programs, and creating more productive working environments. It is possible to strengthen the organizational commitment to control the negative emotions issued by the work process in order to improve the job performance of the information security professionals and to enhance the job satisfaction. There is also a need for a way to learn. The results of this study showed the importance of positive affectivity among emotions. Positive affectivity would increase organizational commitment during work. As a result, it is necessary to select a person with a high positive affectivity and a low negative affectivity to select an information security professionals and his or her feelings will be changed positively through organizational commitment.

This study focused on the effects of affectivity and organizational commitment on the relationship between job satisfaction and work performance. Recently, moderated mediation has been actively studied. Therefore, it is necessary to verify whether the variables such as individual characteristics are controlled by future research. In addition, because this

study used cross-sectional research methods, there is a limit to the causal relationship between variables. In future studies, causality between variables should be more clearly verified by measuring variables at different time points.

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