

Factors of Risks and Challenges that Influence the Pursuit of Greater Happiness in a Complex Society

C. I. Chen*

Abstract

The evolution of society and nature advancements in science and technology, and the expansion of human society activities contribute to the risks and challenges of dynamic policy tasks. We used quantitatively analyze (n=675) the characteristics of the independent variables, and to understand which independent variables have the best predictive effect on each dependent variable with the least number of variables. We find that policy tasks and personal factors reciprocally interact. Policy tasks and public values need to shift from focusing on efficiency and effectiveness to emphasizing ecology and human cultural assets. Artificial intelligence, network, technology applications, and robots jointly form new thinking that has brought new interpretations or domains of humanistic situations. This will contribute to sustainable practices of innovation, maintenance and service in the evolution of complex society for shared greater happiness for people.

Keywords: policy, gray zone, collaboration, public management, organizational behavior.

I. Introduction

The advancements in human power, science and technology, society and nature evolution, resource demands, and public services increasingly affect the ability of individuals and organizations to maintain ecology, order, and public safety. Three risks and challenges affect policy today.

First, conflicts in the gray zone (GZ) involve the simultaneous use of a combination of traditional weapons, unconventional tactics, terrorism, and criminal behavior to achieve victories without escalating into open war and crossing established red lines. Dynamic policy tasks influence our psychology, behavior, and situations. Furthermore, information safety and human rights of tensions in Asia or cross-domain drug smuggling are examples of activities conducted to achieve political goals (Agnew, 2010; Brands, 2016; Chen, 2021b; Chen, 2023; Dutton, 2011; Fravel, 2011; Huang & Meng, 2018; Mazarr, 2015; Votel et al., 2016; Xu, 2018; Żywucka & Broniecka, 2024).

Second, the use of resources, artificial intelligence, network, technology applications, and robots jointly form new risks and challenges. such as nuclear safety (Huang, 2023); cyber-attacks (Alcaide & Llave, 2020); oil pollution in the Gulf of Mexico (Bellwood et

*PhD candidate, Graduate School of Police Policy, Central Police University, Taoyuan City, Republic of China.
Received: July 12, 2025. Accepted: November 21, 2025

al., 2004; Carpenter, 2019; Cooper, 2000; Mityagina & Lavrova, 2016; Lavrova & Kostianoy, 2011); overexploitation; illegal, unreported, and unregulated (IUU) fishing have a profound effect on the ocean (Edgaret al., 2014; Jackson et al., 2001; Katsanevakis et al., 2011; McCay & Jones, 2011; Yu et al., 2022).

Third, natural evolution, like extreme climates or earthquakes off the coast of Japan, as well as coronavirus disease in 2019 (COVID-19) and other infectious diseases have a global effect on environment (McHugh et al., 2006; Rapkiewicz et al., 2020; Ummenhofer & Meehl, 2017; Verschuur, Koks, Li, S., & Hall, 2023).

How to innovate, maintain and serve practices with rational, political, cultural and institutional goals. However, We may face a harsh environment, misunderstand science and digital technology, or encounter criminals and their resistance. Therefore, we need to understand and study the influence of people and organizations on policy task execution and improve greater happiness.

II. Literature Review

Natural evolution and the expansion of anthropogenic activities in the global threaten the balance of the society ecosystem services. We are facing that 1. Technological progress, social and natural evolution affect the psychology, behavior and situation of safety; 2. Leaders' behavior may have a "butterfly effect" that affects global security; 3. Ethical and security issues of new algorithm application may threaten human survival and development. Collaborative governance on the use of technology is needed to formulate international, regional and country policies to govern and protect the society ecosystem (Ansell & Gash, 2007; Bellwood et al., 2004; Bekkers et al., 2017; Carpenter, 2019; Cooper, 2000; Costa et al., 2016; Edgar et al., 2014; Lank, 2006; Li, 2004; McCay & Jones, 2011; Wilson, 1887; Wu, 2023; Yu et al., 2022). In policy task implementation, individuals and organizations must maintain the values and structures of the society's environment and political culture and maintain control and balance and improve greater happiness. The first, is shoulder society security, crime prevention, and preventive maintenance project tasks. Individuals and organizations regulate interpersonal relationships in the community and society policies by imposing coercive force and regard society security, ecology, and sustainable management as core values (Bayley, 1985; Carpenter, 2019; Yu et al., 2022). In addition, based on satisfying the complex and diverse needs of the people and security, the effective governance of the society, welfare, and service roles shifted towards a more ecological and legitimate policy (Bekkers et al., 2017; Lank, 2006; Li, 2004; Wu, 2023). Subsequently, changes in the execution of policy tasks affect the well-being of individuals and organizations.

A. Policy Tasks Implementation Risks to Greater Happiness

The implementation of policy tasks is transferred in time and space using a cross-field (organizational) collaboration model to integrate science, technology information, and dynamic learning principles. Policy tasks were to learn to adapt to a world that was ever more uncertain and unpredictable, and confront the challenges to their stability without freezing and without flying apart at the seams (Lank, 2006; Parsons, 2002). The analyzes four perspectives of the policy's implementation (Table 7). 1. Rational Perspective suggests that using science and technology can maximize the effectiveness and efficiency of policies. For example, uses artificial intelligence and aerial drone to identifies risks (Mityagina & Lavrova, 2016; Moon, 2023; Wu, 2018, 2023). 2. Political Perspective insinuates that social networks work together to connect the wisdom of all people to promote policy and security. For example, in OCEAN2012, 193 groups from 24 European Union (EU) member states and

other countries implement the European Union's Common Fisheries Policy (CFP) globally (Hauser, 2017; Lank, 2006; Vento, 2024). 3. Cultural Perspective recommends formulating various authoritative texts to improve policy navigation and expand the market (Koschmann, 2012; Tolbert & Zucker, 1999). For example, the International Atomic Energy Agency (IAEA) formulates various authoritative texts for peaceful development of atomic energy (Cooper, 2000; Peng & Ross, 2023). 4. Institutional Perspective proposes integrating multiple and multi-level social systems to institutionalize policies. For example, the European Union (EU) constructs various public administration systems (Carpenter, 2019; McDonald et al., 2022; Hauser, 2017; Wilson, 1887; Wu, 2018, 2023; Yackee, 2024).

According to the system needs, system procedures and system situations of the policy system, we "input" the required labor trust, technology, resources and intelligence. After its "transformation" and then "output" policy products or services as they attain a steady state (Bekkers et al., 2017; Choo et al., 2006; Haidt, 2008; Olsen, 2005; Von, 1973). This paper included three items as dependent variables (DV), as shown in Figure 1 and Table 1. In implementing policy tasks, individuals and organizations face situational risks, which affect their gratitude, diminished health, and intention to leave.

The World Health Organization (WHO) points out that greater happiness is a state of well-being in which people realize their potential, adjust to life pressures, and contribute to the community, all of which contribute to work effectiveness (Niebrój, 2006; WHO, 2013). *Gratitude*- Individuals' appreciation for someone or something in implementing policy. It is associated with many positive traits, including social support, self-esteem, and satisfaction with life (Diener et al., 1985; McCullough et al., 2002; McCanlies et al., 2018). *Diminished Health*- Policy workers' perceptions of diminished health status (Bircher, 2005; Niebrój, 2006; WHO, 2013). *Intention to Leave*- Affected by work stress, role stress, and job autonomy in the implementation of policies, there is a reaction to the intention to leave (Houdmont et al., 2010; Kim & Stoner, 2008). This paper defined Greater Happiness as the subjective or objective perception of physical and mental conditions in response to policy tasks (Bircher, 2005; Niebrój, 2006; WHO, 2013). *Greater happiness* with the execution of policy tasks is related to individual factors, policy task characteristics, and organizational factors (Manzoni & Eisner, 2006; Queirós et al., 2020). Job stress is positively associated with burnout, emotional exhaustion, and health impairment (Berg et al., 2006).

B. Crisis Management of Personal Factors in Dynamic Policy Implementation

In implementing policy tasks, personnel's need for survival, safety, love, belonging, esteem, and self-realization must be met (Maslow, 1943). Administration authority (Bayley & Shearing, 1996; Biddle, 1986; Wilson, 1887), science and technology (Carpenter, 2019; Mityagina & Lavrova, 2016), knowledge of policy (Bekkers et al., 2017; Hauser, 2017; Lank, 2006), ethics (Chu, 2007), and culture education (Sakurai et al., 2019; Wu, 2021) are important in maintaining efficient law enforcement, order, and services. Policy interaction is the reciprocal relationship between knowledge, policy-making and power (Parsons, 2002). Personal factors influencing policies include resilience, work routine, shift work, job satisfaction, situational stress, assessment of crisis management capabilities, psychosocial stress, risk of infectious disease infection, and criminal behaviors (Hackman & Oldhan, 1975; Houdmont et al., 2010; Houdmont et al., 2012; McCanlies et al., 2018; Noblet et al., 2009; Southwick et al., 2014; Zeidner et al., 2013). This paper defined factors influencing an individual's psychological, behavioral, and situational coping (Hackman & Oldhan, 1975; Yu et al., 2022). It included three independent variables, labeled personal factors in Figure 1 and Table 1.

Job satisfaction. An individual's degree of satisfaction with the cognitive assessment of a policy job (Fu & Deshpande, 2014; Manzoni & Eisner, 2006; Vandenabeele, 2016). Job satisfaction is one of the key points of human resource management (Human Resource Management, HRD), and it is a dynamic process of professional role transfer of promoters of future change (London, 1989). Leaders exert their leadership capabilities in changing society situations, leading organizational change, innovation, and implementation of science and technology, and organizational learning (Boin, 2009; Balkundi & Kilduff, 2006; Crossan et al., 1999; Mityagina & Lavrova, 2016; Vera & Crossan, 2004; Wu, 2023; Yu et al., 2022). Intention to leave and diminished health correlated negatively with job satisfaction (Manzoni & Eisner, 2006). Gatekeepers job satisfaction affects performance and public service motivation (PSM) and role and decision-making (Alonso & Lewis, 2001; Teas et al., 1979; Vandenabeele, 2016).

Resilience is using resources to sustain policy happiness (Huang, 2023; Lee, 2018; McCanlies et al., 2018; Southwick et al., 2014). Human resilience is distributed in many interacting systems. Natural disasters, industrial disasters, global climate change, terrorist attacks, and war issues affect engineering, ecological, community, cultural, and economic resilience (Ge, Kapucu, Zobel, Hasan, Hall, Wang & Cechowski, 2023; Huang et al., 2014; Lo et al., 2020). Resilience affects gratitude, physical health, and adaptability (Southwick et al., 2014). Human needs for resources and ecological services, individual and organizational attitudes, risk perceptions and coping behaviors and information sharing have an impact on resilience, especially the weak points of the task (Busuioc, 2021; Lee, 2018; Moon, 2023; Yu et al., 2022; Zeppel, 2008).

Assessment of Crisis Management Capabilities is assessment of capabilities guides crisis planning, preparedness, and response to policy objectives (Huang, 2023; Lo et al., 2020; McConnell, 2011). The participants face possible miscommunication, mismanagement, knowledge-sharing risks, risk of uncertainty, business risk, project risk, operational risk, technical risks, and political risks or regulations (Ansell & Gash, 2007; Abreu & Calado, 2017; Lank, 2006). Scholars Kutsch and Hall (2010) stated that the key task of managing *crisis* is the ability to plan, identify, analyze and respond when selecting and using information to control potential hazards that affect the scope, time and cost of project objectives. Science and technology influence work safety in policy implementation tools (Mamedieva & Moynihan, 2023; Wu, 2017, 2023). The intertwined role of tacit and explicit policy knowledge in influencing psychology and behavior (Berman et al., 2024; Nonaka & Takeuchi, 1995). Assessing crisis management capabilities has implications for perceived diminished health and intention to leave, especially when making critical decisions and coordinating large-scale networks (Boin, 2009; Dastous et al., 2008).

Hypothesis (1): Personal factors significantly influence happiness.

C. Innovation and Role of Policy Tasks Characteristics

Based on the safety culture, implementing policies has reciprocal effects on the situation, psychology, and behavior (Cooper, 2000; Hetherington et al., 2006). Therefore, information and communication technology (ICT) interactive models illustrate different empirical cases and provide corresponding theoretical reflections that enrich and constrain the intent and purpose of policy services (Choo et al., 2018). Security behavior in the society domain and its capacity for strategic autonomy contribute to well-being (European Union, 2018; Wu, 2023). Characteristics affecting policy tasks include coping skills, task importance, roles, job

autonomy, and innovation (Anderson et al., 2002; Biddle, 1986; Hackman & Oldhan, 1975; Manzoni & Eisner, 2006; Ohly et al., 2006; Queirós et al., 2020). This article defines implicit or explicit characteristics of individuals or organizations in policy tasks (Biddle, 1986; Queirós et al., 2020). It included three independent variables, labeled policy tasks factors in Figure 1 and Table 1.

Coping Skills is variable refers to using positive or negative coping strategies to cope with stressors (Labrague et al., 2018; Morgan & Hunt, 1994; Parsons, 2002; Southwick et al., 2014). They affect gratitude and intention to leave (Hackman & Oldhan, 1975). Social networks and connections are associated with positive emotions and well-being (McCanlies et al., 2018). Knowledge is shared through information technology, coding, storage, and dissemination through instruction, dialogue, and interaction between people in social networks (Choo et al., 2006; Siddiki, Kim & Leach, 2017). Community-based management of resources has become a popular approach to society conservation and sustainable management. In risk processes that we need behavioral decoding and digital decoding to respond to the risks we face, especially when structural high-stress points (Chen, 2023; Katsanevakis et al., 2011; Lank, 2006; Li, Liao, Wang & Cheng, 2024; Li, Liao, Wang & Cheng, 2024; Mangku et al., 2020; Marques et al., 2014; Moon, 2023; Rawford et al., 2004).

Role refers to socially accepted behavior, part, or identity formed by participating in society and meeting people's behavioral expectations (Biddle, 1986; Bekkers et al., 2017; Hassan et al., 2012; Vera & Crossan, 2004). Task cognition and organizational factors lead to individual psychological and behavior effects that affect self-learning (Chen, 2021a). Leaders must be prepared for a crisis or disaster while maintaining high morale within the organization to maintain safety and order (Boin, 2009; Nyhan, 2000; Kotzian, 2011; Yackee, 2024). View policy tasks as dynamic situational developments in response to novel and ambiguous cases that allow to quickly deal with violent crimes or life-threatening situations, particularly regarding collaborative collective action decisions about disaster preparedness and socio-ecological systems. The structural holes link complex multiplex networks containing cross-layer effects derived from trust (Bhati, 2015; Collins, 2007; Kotzian, 2011; Mcallister, 1995; Morgan & Hunt, 1994; Teas et al., 1979; Yu, Chiau & Lu, 2022), resources (Han, 2017; Lowndes & Skelcher, 1998), and decision-making interactions (Chen, 2019; Chen & Li, 2020). Emotional intelligence, role and management traits are inversely related to turnover intentions (Teas et al., 1979; Zeidner et al., 2013).

Innovation refers to modernizing services, processes, technologies, organizations, concepts, or governance in policy implementation (Battilana & Casciaro, 2012; Carlile, 2002; Bekkers et al., 2017; Li, 2002). Policy collaboration involves the integration of technology, network, market, and hierarchical governance models; innovative ways to solve problems that cross organizational boundaries, especially in an environment of scarce resources where innovation emerges in the form of strategies; and the development of social value, social trust, and greater happiness (Chu, 2007; Huang, 2023; Lowndes & Skelcher, 1998). Innovation affects future survival and development, security and performance (Manso, 2011; Mendez, 2024).

Hypothesis (2): The characteristics of policy tasks significantly affect greater happiness.

D. Motivation and Reflection of Organizational Factors in Policy

Cross-disciplinary (cultural) organizations work together on risky and dynamic society

to accomplish policy missions. Local collaboration is the collaboration between the public, private, and third sectors. A Local Strategic Partnership (LSP) needs to be established with local government, police, health, fire and rescue, voluntary organizations, and local businesses to implement policy tasks (Chen, 2021b; Lank, 2006; Yamaguchi, 2007). Global collaboration is the collaboration between countries and international organizations. International organizations include the IAEA, the United Nations Environment Program (United Nations Environment Programme, UNEP), the International Association of Classification Societies (IACS), and others (Chen, 2021b; Lank, 2006). Factors affecting organization include social support (Santos et al., 2013), motivation, perceived organizational support, job autonomy, organizational politics, feedback, open communication, administrative support, and social support (Anderson et al., 2002; Emerson et al., 2012; Fu & Satish, 2014; McCreary & Thompson, 2006; Murray & Gibbons, 2007; Queirós et al., 2020; Santos et al., 2013; Vila, 2006). Intention to leave and diminished health are positively associated with organizational stress (Manzoni & Eisner, 2006). This paper defined subjective, objective, or internal and external factors that affect an organization's influence on policy (Anderson et al., 2002; Santos et al., 2013). We utilized three items as independent variables in this study. The definitions of the research questions and theoretical operations that guided this study are shown in Figure 1 and Table 1.

Motivators are internal or external drivers of concerted action in policy (Choudhry et al., 2007; Emerson et al., 2012; Vera & Crossan, 2004; Zeppel, 2008). They are one of the drivers of policy synergy and guide human behavior to achieve strategic goals (Emerson et al., 2012; Kapucu et al., 2009; McCay & Jones, 2011; Vera & Crossan, 2004). However, in resource-dependent relationships, collaborative strategies help organizations learn organizational contingencies, improve science and technology, and acquire dynamic policy coping wisdom, construct authoritative texts, lead the society-policy, institute deepen the society-policy system, and, combined with the multiple multi-level tentacles of the social network of the cross-domain (organization) collaboration model, perceive changes in the society situation (Crossan et al., 1999; Donaldson, 2006; Fan, 2017; Han, 2017; Koschmann, 2012; Lank, 2006; Lowndes & Skelcher, 1998; Mityagina & Lavrova, 2016; Nonaka & Takeuchi, 1995; Rimkutė & Mazepus, 2025; Tolbert & Zucker, 1999; Wilson, 1887; Wu, 2023). When in times of danger, motivational factors increase PSM (Lank, 2006; Mills, 2024; Vandenabeele, 2016).

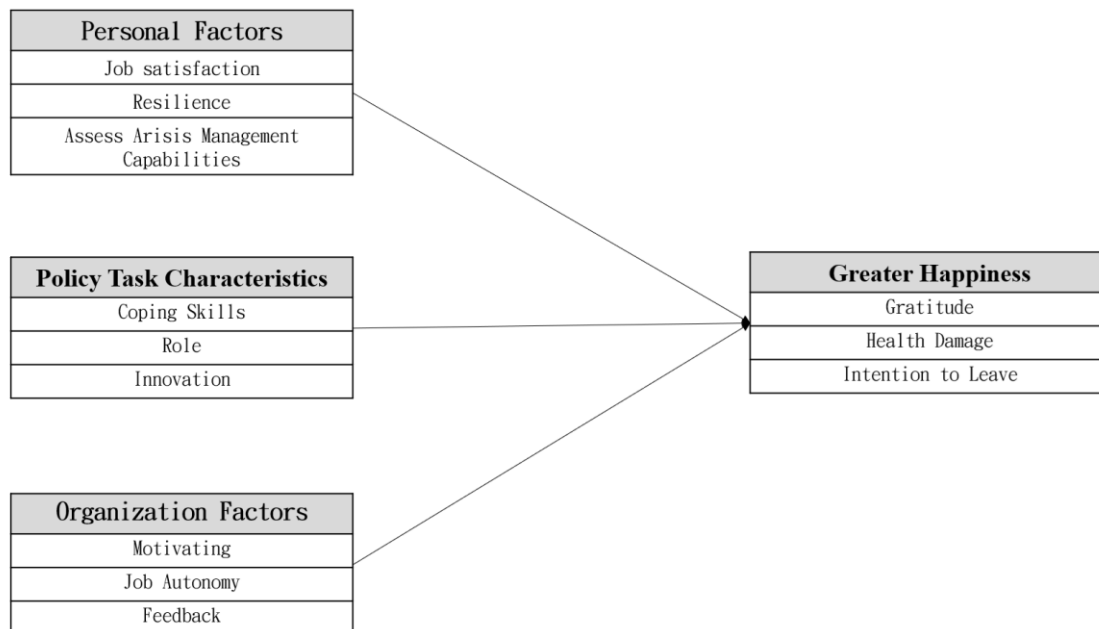
Job autonomy refers to Individuals and organizations respond to different enforcement policies based on their attitudes, values, and norms (Hackman & Oldhan, 1975; Haidt, 2008; Paoline, 2003; Queirós et al., 2020; Thompson & Prottas, 2006). Automatic processes are what brains have been doing for hundreds of millions of years: fast, effortless, and efficient mental processing that is closely linked to the perceived world (Haidt, 2008). They must have the wisdom to make organizational learning dynamic and perform morally to create public value and public trust and greater happiness (Crossan et al., 1999; Headley & Kalesnikaite, 2024; Nonaka & Takeuchi, 1995; Peng & Ross, 2023). Job autonomy affects the intention to leave (Hackman & Oldhan, 1975; Kim & Stoner, 2008). Continuously motivating policy reflections can lead to effective, stable, and safe operations of the society-policy system, especially when critical infrastructures facing hybrid threats (Piatak, McDonald & Mohr, 2022; Schön, 1973; Van et al., 2010; Żywucka & Broniecka, 2024).

Feedback is effective, direct, and clear information on implementing policy (Choo et al., 2006; Hackman & Oldhan, 1975; Hassan et al., 2012; Nyhan, 2000; Pierson, 2000). Feedback includes the perception, meaning, understanding, and prediction of the future state of

elements in a country or organization in a space-time environment (Choo et al., 2006; Chen & Li, 2020; Levi & Reuter, 2006; Lemieux & Bales, 2012; Vento, 2024). In addition, in terms of task evaluation, we assessed issues, procedures, implementations, and outcomes in response to task needs, task situations, and task procedures to guide task dynamics and task reflections (including legitimacy, integrity, responsibility, system analysis, and knowledge inside and outside the country), enhancing society security, ecology, and prosperity (Bekkers et al., 2017; Gong, 2004; Primecz et al., 2011). Feedback loop influences the needs, leadership, and issues (Schmidhuber, Willems & Krabina, 2023; Teas et al., 1979). As the complexity and dynamics of the society environment increase, many decisions need to be made within a fairly narrow time frame, and tasks depend on continuous, up-to-date analysis of the environment, especially when cyber-attack and global supply chain networks disrupted (European Union, 2018; Endsley, 1995; Votel et al., 2016; Wu, 2023; Zhong, 2019).

Hypothesis (3): Organizational factors significantly affect greater happiness.

Figure 1.
Research framework



III. Research Methods

A. Research Design and Data Collection

This paper complied with the Taiwan Sociology Association's Research Ethics Code regulations to conform to the norms of academic ethics (December-10-2011), and all participants provided informed consent (Lincoln & Guba, 1989, pp. 221-226). All questionnaires were anonymous to ensure the privacy of the respondents. The survey data were collected over three months, from November 2020 to January 2021. Among the 2,850 sea public security officers, **908** questionnaires were distributed, and 759 questionnaires were returned. The researcher reviewed the returned questionnaires one by one.

Initially, 84 questionnaires with more than five missing questions or the same response

to all items were considered invalid, and 675 valid questionnaires were collected. The researcher entered the compiled data into an Excel spreadsheet and converted them to SPSS format. A code was created for each questionnaire. The staff working at in 18 units of a public security organization served in the areas (including the Pacific Ocean, the Indian Ocean, the Atlantic, and the surrounding sea areas of Taiwan). Regarding gender, 12.2% of the participants were women. To avoid identifying any participants based on age, gender, and the serving unit, we did not collect any identifying information from the participants.

B. Questionnaire Survey

Besides the basic demographic information, other measures included the “Personal Factors scale,” “Policy Tasks Characteristics scale,” “Organizational Factors scale,” and “Greater Happiness scale.” Some questions for each scale, identified from the relevant literature references, were adapted from the questionnaires developed by other researchers. In addition, experts in survey development reviewed the questions and offered suggestions twice until the contents were all finalized. The questionnaire items were measured on a four-point Likert scale, where a higher score indicated a greater frequency of behavior. First, the paper describes sociodemographic data. Second, the personal factors scale depicts the personal’ opinions towards the current policy tasks. Fifteen items measured job satisfaction and resilience and assessed crisis management capabilities. The two-item scale showed poor reliability and validity; thus, three items were deleted, and the shorter scale achieved significance. Third, the policy tasks characteristics scale assesses the personal and organizational perception of the characteristics of policy tasks, specifically, coping skills, role, and innovation, with 14 items. Fourth, the organizational factors scale assesses opinions on the organizational specificities in policy tasks. The scale measures motivation, job autonomy, and feedback from the job with 15 items. Fifth, the greater happiness scale assesses employees’ happiness states, specifically gratitude, health damage, and intention to leave, using 15 items. One item of the scale showed poor reliability and validity, and the shorter version of the scale achieved significance.

C. Statistical Analysis

The data were analyzed using Statistical Package for Social Sciences (SPSS) software, version 18. The previously collected data were analyzed, with some questions being reverse-coded. After principal component analysis, post-rotation screening was performed, and those items with poor reliability were deleted. The reliability and validity were analyzed after finalizing items for each subscale. The factor structure showed that “motivators” accounted for 72.02% of the variance in the overall model, with Cronbach’s α being 0.903. The largest difference between men and females was in the assessment of crisis management capabilities (1.037), as shown in Table 2.

IV. Data Analysis and Discussion

The study examined interviewees’ backgrounds and analyzed differences between different continuous variables. Scheffé’s method was used in statistical operations to test all the possible contrasts. With the characteristics of the largest critical value and the least significance, Scheffé’s method can be applied to groups with different numbers of members per group and abnormal distributions (Fisher & Aguinis, 2017; Qiu, 2010). Stepwise regression analysis explored the factors that affect greater happiness, as follows.

A. Backgrounds of Interviewees and Differences Between Continuous Variables

Scheffee test was used to compare seniority categories by different continuous variables. As summarized in Table 3, “Coping skills” was significant -1.850 ($p = 0.024 < 0.05$), indicating that 11-15 years of seniority was associated with better coping skills, which is conducive to greater happiness.

B. Stepwise Regression Analysis

Taking health damage (Mode 1), intention to leave (Mode 2), and gratitude (Mode 3) as dependent variables, we added nine items, including feedback and others, as independent variables in stepwise regression analysis and employed the least number of variables to understand which independent variables have the best predictive effect on the various dependent variables. We also performed collinearity diagnostics (Table 5).

Stepwise regression analysis was conducted with Mode 1 as the dependent variable. As shown in Table 5, six of the nine variables, including Assess crisis management capabilities, were included in the regression model as independent variables. The square of the coefficient of determination (R^2) was 0.312, indicating that the above six variables can explain 31.2% of the variance in the participants’ perception of their health damage. The collinearity (CI value) was 25.709, implying that the collinearity was not significant. Finally, the regression coefficients beta for four out of six items were positive, indicating a positive correlation with health damage. Assess crisis management capabilities (beta = 0.333, $t = 9.831$, $p = 0.000$) had a positive effect on the perception of health damage, implying that as assess crisis management capabilities increased by a standard unit, perception of health damage increased by 0.333 standard units, and the predictive power of the perceived health status was 18.84% (Table 6).

C. Research Findings and Discussion

The paper explored individual and organizational variables that affect policy task characteristics and greater happiness. All correlations between different variables were statistically significant (except job satisfaction vs. gratitude), as shown in Table 4. For example, feedback was positively associated with gratitude, and job autonomy was negatively correlated with health damage. Individual factors were significantly more predictive of greater happiness than organizational factors, as summarized in Table 6. Individual and organizational factors can be enhanced for greater happiness.

Table 4 shows that the relationships predicted in Hypotheses 1, 2, and 3 were supported. Assessing crisis management capabilities had the largest predictive effect (18.84%) on diminished health. From the perspective of the overall model, health damage had the greatest effect on greater happiness, accounting for 31.15% (Table 6). Tables 5 and 6 show insignificant differences between the resilience variables. The high technology, high complexity, and specificity of resilience, which shows that policy task implementation resources are not easily supported, may have prevented us from detecting significant differences. With the continuous development and changes in the society environment and technology, the quality and quantity of resilience will change (direct effect or indirect effect). Based on safety culture, special attention should be paid to the interaction between the policy context and tangible (intangible) resource support to facilitate responses and improve product

or service quality (Cooper, 2000).

(A) Reciprocal Effects of Personal Factors on Policy Tasks and Greater Happiness

This study used Stepwise Regression Analysis to analyze the effects. It revealed a significant predictive effect of personal factors, as seen in Tables 4 and 5. Table 6 shows that among the personal factors affecting greater happiness, assessing crisis management capabilities accounted for 18.84% of the variance in diminished health variables, which means that in assessing crisis management capabilities, putting in more effort to work consumes more physical and mental energy, further damaging one's health. We face risks and challenges in terms of security, resource demands and environmental evolution, as show in Table 4. Thus, cultivating *structural holes* of interdependent cross-layer networks and *strategic leadership* enhance technology application and trust and motivating, leading organizations to move forward together; enhance personal rationality, politics, culture and institutional theoretical perception and innovation (Table 6, 24.83%); and address situational risks and challenges of policy tasks (Biddle, 1986; Ge et al., 2023) (Table 6, 21.52%). We must invent and develop institutions which are 'new learning systems', to facilitate the resilience growth of individuals, organizations and communities that are capable of managing their own continuing transformation (Berman et al., 2024; Nonaka & Takeuchi, 1995).

(B) Science and Technology Perception to Meet the Needs of Dynamic Policy Tasks and Solve Problems

The stepwise regression analysis of the relationship proposed in Hypothesis 2 revealed that coping skills significantly predict the intention to leave (see Table 5, Beta=0.109, $p=0.004$). In addition, coping skills had the greatest effect on the dependent variable (12.29% of the variance in prediction analysis), indicating that improving coping skills will also stimulate the intention to leave (Table 6). Thus, among the policy task characteristics, technology, and cross-cutting (cultural) development, individuals and organizations apply collaborative coping skills (13.17% of the variance in prediction analysis) on multi-layered dynamic society scenarios and adopt responsive policies under resource dependence (Table 6, 23.87%). However, At the macro level, we are faced with changes in information transmission patterns and trust, risks and challenges to community resilience, and the interaction between behavior and knowledge and ethics that triggers evolution, especially in the fields of new algorithm, artificial intelligence and cybersecurity (Table 5, Beta=0.109, $p=0.004$ and Beta=0.265, $p=0.000$; Table 6, 13.17%). At the meso-level, the efforts of each role in dynamic policy tasks affect greater happiness (Tables 4, 5, 6). At a micro level, in the dynamic policy tasks, innovation learning and learning innovation affect greater happiness (Table 4; Table 5, Beta=0.086, $p=0.021$, Table 6, 1.63%). Through the interaction of authoritative texts and the adjustment of actions, consensus and wisdom sharing can be deepened over time, and the influence of organizing policy collaboration will be expanded (Siddiki et al., 2017; Yackee, 2024).

(C) We are Working Together in Organizational and Share Happiness of Dynamic Policy Tasks

The stepwise regression analysis of the relationship proposed in Hypothesis 3 revealed that feedback significantly predict the gratitude (see Table 5, Beta=0.138, $p=0.002$; Table 6, 12.50%). The stepwise regression analysis of the relationship proposed in Hypothesis 3

revealed that feedback significantly predict the gratitude (see Table 5, Beta=0.138, $p=0.002$; Table 6, 12.50%). We findings (1) Due to the influence of trust and resource dependence, organizational collaboration structure, technology, and human resources, organizations need to be flexible and resilient in policy task response based on feedback. Our results show that job autonomy on resource dependency, cyber and trust innovations lack of system strategic planning and are not systematically guided by feedback (Lemieux, & Bales, 2012) (Table 4; Table 5, Beta=0.138, $p=0.002$; Table 6, 12.50%). (2) The organization motivating us to working together, face challenges together and share happiness. The complex society focuses on the identification of policy task strategies as well as the integration mechanisms they are employing to achieve their mission, between nations, protection of sovereignty and subsidiary principles, multiple levels of cooperation, and supranational governing structures (Lank, 2006) (Table 5, Beta=0.149, $p=0.001$; Table 6, 3.69%). (3) Job autonomy enables us to face various risks and challenges flexibly (Nonaka & Takeuchi, 1995) (Table 5; Table 6, 6.35%). Because security management of policy tasks requires the ability to master changes in time, space, organization and situation, and the ability to innovate and adapt to changes in order to maintain greater happiness. (4) organizations need also system-using technology, innovation, knowledge, trust, and resource to improve their problem identification, policy guidance and planning, select legitimate tools, and seek continuous improvement. Especially the information transmission and **feedback circle of controlled channels**. The intertextual outcomes of policy-collaboration need to be extended through space and time, to become **greater happiness** to enlarge their affect beyond situated conversations (Bekkers et al., 2017) (Table 6, 23.87%).

Table 1
Operational Definition of Work Scale

Facet	Work scale	Operational definition
Personal Factors	Job satisfaction	An individual's degree of satisfaction with a policy job (Fu & Deshpande, 2014; Manzoni & Eisner, 2006; Vandenabeele, 2016)
	Resilience	The process of using resources to sustain the happiness of policy (Huang, 2023; Lee, 2018; McCanlies et al., 2018; Southwick et al., 2014)
	Assess crisis management capabilities	Assessing capacity to guide crisis planning, preparedness, and response to policy objectives (Huang, 2023; Lo et al., 2020; McConnell, 2011)
Policy Tasks Characteristics	Coping skills	Using positive or negative coping strategies to cope with the stressors (Labrague et al., 2018; Morgan & Hunt, 1994; Parsons, 2002; Southwick et al., 2014)
	Role	Socially accepted behavior, part or identity formed by participating in society and meeting people's behavioral expectations (Biddle, 1986; Bekkers et al., 2017; Hassan et al., 2012; Vera & Crossan, 2004)
	Innovation	Innovation in services, processes, technologies, organizations, concepts, or governance for policy implementation (Battilana & Casciaro, 2012; Carlile, 2002; Bekkers et al., 2017; Li, 2002)
Organization Factors	Motivating	Internal or external drivers of concerted action in policy (Choudhry et al., 2007; Emerson et al., 2012; Vera & Crossan, 2004; Zeppel, 2008)
	Job autonomy	Individuals and organizations respond to different enforce policies based on their attitudes, values, and norms (Hackman & Oldhan, 1975; Haidt, 2008; Paoline, 2003; Queirós et al., 2020; Thompson & Protas, 2006)
	Feedback	Workers receive effective, direct, and clear information on implementing policy (Choo et al., 2006; Hackman & Oldhan, 1975; Hassan et al., 2012; Nyhan, 2000; Pierson, 2000)
Greater happiness	Gratitude	Individuals' appreciation for someone or something in the implementation of policy. It is associated with many positive traits, including social support, self-esteem, and satisfaction with life (McCullough et al., 2002; McCanlies et al., 2018)
	Diminished health	Policy workers' perceptions of diminished health (Bircher, 2005; Niebrój, 2006; WHO, 2013)
	Intention to leave	Affected by work stress, role stress, and job autonomy in implementing policies, there is a reaction to the intention to leave (Kim & Stoner, 2008)

Personal Factors	influencing an individual's psychological, behavioral, and situational coping (Hackman & Oldhan, 1975; Noblet et al., 2009; Wu, 2023; Yu et al., 2022)
Policy Tasks Characteristics	implicit or explicit characteristics of individuals or organizations in policy tasks (Biddle , 1986; Queirós et al., 2020)
Organization Factors	subjective, objective, or internal and external factors that affect an organization's influence on policy (Anderson et al., 2002; McCreary & Thompson, 2006; Santos et al., 2013)
Greater happiness	a state of well-being in which people realize their potential, adjust to life pressures, and contribute to the community, all of which contribute to work effectiveness (Bircher, 2005; Niebrój, 2006; WHO, 2013)

Table 2

Descriptive Statistics (Data Sheet 1, n = 675)

Working scale	Mean	SD	Min.	Max.	Cronbach's α	Explained variation	Male (n = 623)	Female (n = 47)
Job satisfaction	7.76	1.68	3	12	0.711	63.836	7.714	8.298
Resilience	12.79	2.88	5	20	0.888	69.142	12.809	12.617
Assess crisis management capabilities	8.73	2.45	4	16	0.851	69.330	8.644	9.681
Coping skills	14.81	2.51	5	20	0.810	57.872	14.777	15.149
Role	11.80	2.18	4	16	0.828	66.433	11.795	11.745
Innovation	13.15	2.45	5	20	0.754	50.456	13.164	12.787
Motivating	12.79	2.88	5	20	0.903	72.020	12.809	12.617
Job autonomy	12.17	2.73	5	20	0.834	60.365	12.199	11.872
Feedback	13.76	2.72	5	20	0.885	68.689	13.799	13.468
Gratitude	13.05	2.66	5	20	0.875	67.613	13.096	12.447
Health damage	11.90	2.99	5	20	0.852	62.966	11.827	12.660
Intention to leave	11.29	2.24	4	16	0.794	61.916	11.274	11.447

Table 3

Differences Between the Number of Working Years by Subscales: The Post Hoc Multiple Comparisons

Subscale	Working years (I)	Working years (J)	Analysis	A.D.	S.E.	P
Job satisfaction	6-10 years	26-30 years	Scheffee	.955	.191	.001
Coping skills	5 years or less	11-15 years	Scheffee	-1.850	.459	.024
Coping skills	5 years or less	21-25 years	Scheffee	-1.472	.368	.027
Coping skills	5 years or less	26-30 years	Scheffee	-1.381	.255	.000

Coping skills	6-10 years	26-30 years	Scheffee	-1.250	.281	.006
Role	5 years or less	21-25 years	Scheffee	-1.261	.278	.015
Role	5 years or less	26-30 years	Scheffee	-1.081	.225	.002
Innovation	5 years or less	6-10 years	Scheffee	-1.160	.279	.016
Health damage	5 years or less	26-30 years	Scheffee	-1.713	0.308	0.000

Table 4

Greater Happiness in the Policy Task: Correlations Between Variables (Data Sheet 1, n = 675)

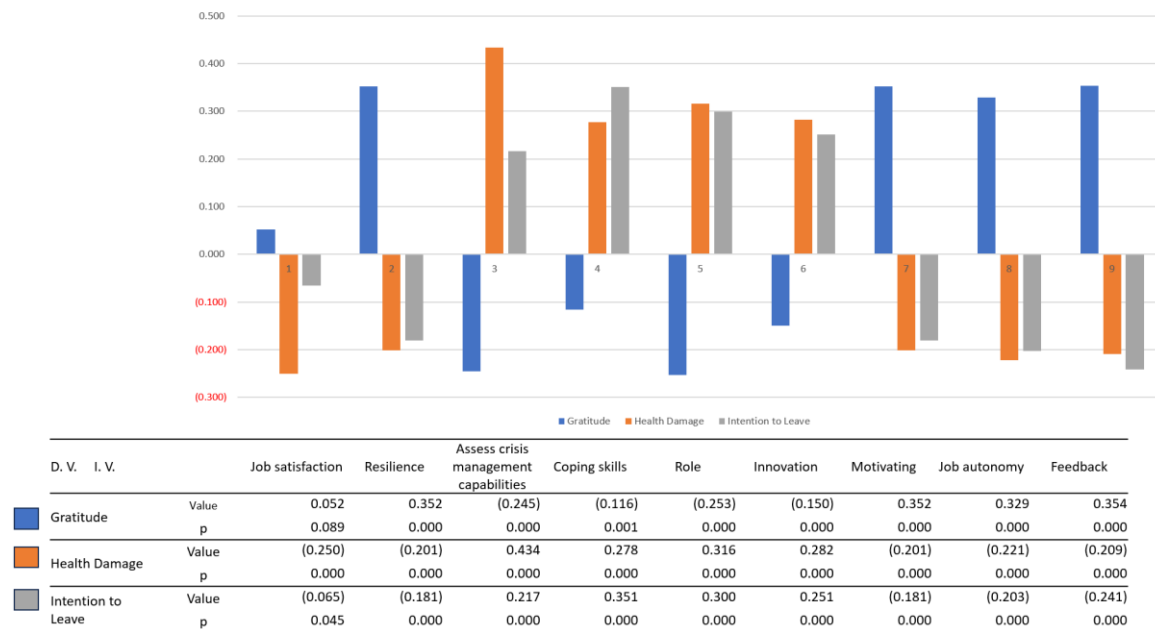


Table 5

Table of Stepwise Regression Analysis (Data Sheet 1, n = 675)

Made	Mode 1				Mode 2				Mode 3			
Variable	B	Beta	t	P	B	Beta	t	p	B	Beta	t	p
(constant)	(1.141)		(1.329)	0.184	3.800		6.212	0.000	4.618		6.997	0.000
Job satisfaction	(0.342)	(0.191)	(5.788)	0.000								
Resilience												
Assess crisis management capabilities	0.407	0.333	9.831	0.000	0.115	0.126	3.462	0.001	(0.106)	(0.098)	(2.647)	0.008
Coping skills	0.130	0.109	2.920	0.004	0.237	0.265	6.764	0.000				
Role	0.175	0.128	3.393	0.001	0.137	0.134	3.354	0.001	(0.170)	(0.140)	(3.882)	0.000
Innovation	0.106	0.086	2.315	0.021								
Motivating									0.138	0.149	3.475	0.001
Job autonomy	(0.119)	(0.108)	(3.102)	0.002	(0.112)	(0.137)	(3.797)	0.000	0.155	0.159	3.989	0.000

Feedback			0.134	0.138	3.146	0.002
<i>R</i>	0.558	0.434	0.461			
<i>R</i> ²	0.312	0.188	0.213			
CI	25.709	20.191	20.121			
Standard error	2.494	2.022	2.367			

Table 6

List of Prediction Analysis of Independent Variables vs. Dependent Variables (Data Sheet 1, n = 675)

D. V.	I. V.	Personal factors		Policy Task Characteristics			Organizational factors			Sum	
		Job satisfaction	Resilience	Assess crisis management capabilities	Coping skills	Role	Innovation	Motivating	Job autonomy		Feedback
Greater happiness	Gratitude			0.82%		2.10%		3.69%	2.17%	12.50%	21.29%
	Health damage	3.31%		18.84%	0.88%	5.61%	1.63%		0.89%		31.15%
	Intention to leave			1.86%	12.29%	1.36%			3.29%		18.80%

V. Conclusions and Directions for Future

We look forward to working together, growing and enjoying greater-happiness together. Artificial intelligence, network, technology applications, and robots jointly form new thinking that has brought new interpretations or domains of humanistic situations. In such an environment, exploring the practical, political, and moral dimensions of an increasing reliance on increasingly complex science and technology to improve greater happiness and serve people and enabling people to adapt to broader technological, policy, and administrative changes is crucial. This will contribute to sustainable practices of innovation, maintenance and service in the evolution of complex society for shared greater happiness for people.

References

- Abreu, A., & Calado, J. M. F. (2017). Risk model to support the governance of collaborative ecosystems. *IFAC*, 50 (1), 10544-10549.
- Afzal, M., & Panagiotopoulos, P. (2024). Data in Policing: An Integrative Review. *International Journal of Public Administration*, 48(7),1-20.
- Agnew, R. (2001). Building on the foundation of general strain theory: Specifying the types of strain most likely to lead to crime and delinquency. *Journal of Research in Crime and Delinquency*, 38(4), 319–361.
- Alcaide, J. I., & Llave, R. G. (2020). Critical infrastructures cybersecurity and the maritime sector. *Transportation Research Procedia*, (45), 547-554.
- Alonso, P., & Lewis, G. B. (2001). Public Service Motivation and Job Performance Evidence From the Federal Sector. *American Review of Public Administration*, 31(4), 363-380.
- Anderson, G. S., Litzenberger, R., & Plecas, D. (2002). Physical evidence of police officer stress. *Policing: an international journal of police strategies & management*, 25(2),

399-420.

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of public administration research and theory*, 18(4), 543-571.
- Balkundi, P., & Kilduff, M. (2006). The ties that lead: A social network approach to leadership. *The leadership quarterly*, 17(4), 419-439.
- Battilana, J., & Casciaro, T. (2012). Change agents, networks, and institutions: A contingency theory of organizational change. *Academy of Management Journal*, 55 (2), 381-398.
- Bayley, D. H., & Shearing, C. D. (1996). The future of policing. *Law and society Review*, 30(3), 585-606.
- Bayley, D. H. (1985). *Patterns of Policing- A Comparative International Analysis*. Rutgers University Press.
- Bekkers, V., Fenger, M., & Scholten, P. (2017). *Public Policy in Action - Perspectives on The Policy Process*. Edward Elgar Publishing.
- Berg, A. M., Hem, E., Lau, B., & Ekeberg, Ø. (2006). An exploration of job stress and health in the Norwegian police service: a cross sectional study. *Journal of Occupational Medicine and Toxicology*, 1 (1), 26.
- Bellwood, D. R., Hughes, T. P., Folke, C., & Nyström, M. (2004). Confronting the coral reef crisis. *Nature*, 429 (6994), 827-833.
- Berman, E. M., Prasojo, E., Fathurrahman, R., Samartini, A., Plimmer, G., Sabharwal, M., ... & Ferdiansyah, J. (2024). Strategic program management: Performance accountability driving use in national governments. *Public Administration Review*, 85(3), 1-23.
- Bhati, S. S. (2015). Relation between trust theory and agency theory. In S. Natarajan, M. Ganesh. Babu, B. Nagarjuna & R. Rajkumar (Eds.), *Commerce and Management - A Modern Perspective* (pp. 57-65). Archers and Elevators Publishing House.
- Biddle, B. J. (1986). Recent developments in role theory. *Annual review of sociology*, 12 (1), 67-92.
- Bircher, J. (2005). Towards a dynamic definition of health and disease. *Medicine, Health Care and Philosophy*, 8(3),335-341.
- Boin, A. (2009). The new world of crises and crisis management: Implications for policymaking and research. *Review of Policy research*, 26 (4), 367-377.
- Brands, H. (2016). *Paradoxes of the gray zone*. Available at SSRN 2737593.
- Busuioc, M. (2021). Accountable artificial intelligence: Holding algorithms to account. *Public Administration Review*, 81(5), 825-836.
- Carpenter, A. (2019). Oil pollution in the North Sea: the impact of governance measures on oil pollution over several decades. *Hydrobiologia*, 845(1), 109-127.
- Carlile, P. R. (2002). A Pragmatic View of Knowledge and Boundaries: Boundary Objects in New Product Development. *Organization Science*, 13(4), 442-455.
- Chen L. C. (2019). *Police Principal the Grand Scribe's Records Detective Room: Beware of Black Swans: Supplementary Reader for Risk and Crisis Management* (Chinese). Common Wealth Magazine.
- Chen C. I. (2021a). Research on Influential Factors of Work Performance of Public-Private Partnerships (PPP)-Case Study of Maintenance and Repair Work of Patrol Ships in Coast Guard Administration. *Police Science Bimonthly*, 51(4), 79-104.
- Chen C. I. (2021b). Research Collaborative of Policing-A Case Study of Taiwan Cross-Border Drug Investigation. *US-China Law Review*, 18(5), 246-259.
- Chen C. I. (2023). Effects of Personal Factors, Work Characteristics, Organizational Factors, and Physical and Mental Responses on Dealing With Workplace Situations During Social Evolution. *Journal of US-China Public Administration*, 20 (1), 40-58.
- Chen, R. S., & Li, T. S. (2020). Identifying the Multiplex Network of Collaborative Decision-Making in Municipal Disaster Preparation and Response. *Journal of US-China*

- Public Administration*, 17 (5), 192-202.
- Choo, C. W., Furness, C., Paquette, S., Van Den Berg, H., Detlor, B., Bergeron, P., & Heaton, L. (2006). Working with information: information management and culture in a professional services organization. *Journal of Information Science*, 32 (6), 491-510.
- Choudhry, R. M., Fang, D., & Mohamed, S. (2007). The nature of safety culture: A survey of the state-of-the-art. *Safety Science*, 45(10), 993-1012.
- Chu C. C. (2007). *Police performance management* (Chinese). Central Police University.
- Collins, J. (2007). Level 5 leadership. *The Jossey-Bass reader on educational leadership*, 2, 27-50.
- Cooper, M. D. (2000). Towards a model of safety culture. *Safety science*, 36(2), 111-136.
- Crossan, M. M., Lane, H. W., & White, R. E. (1999). An Organizational Learning Framework: From Intuition to Institution. *The Academy of Management Review*, 24(3): 522-537.
- Dastous, P. A., Nikiema, J., Maréchal, D., Racine, L., & Lacoursière, J. P. (2008). Risk management: All stakeholders must do their part. *Journal of Loss Prevention in the Process Industries*, 21(4), 367-373.
- Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75.
- Donaldson, L. (2006). The contingency theory of organizational design: challenges and opportunities. In *Organization design*. Springer.
- Dutton, P. (2011). Three disputes and three objectives: China and the South China Sea. *Naval War College Review*, 64(4), 42-67.
- e Costa, B. H., Claudet, J., Franco, G., Erzini, K., Caro, A., & Gonçalves, E. J. (2016). A regulation-based classification system for Marine Protected Areas (MPAs). *Marine Policy*, 72(October), 192-198.
- Edgar, G. J., Stuart-Smith, R. D., Willis, T. J., Kininmonth, S., Baker, S. C., Banks, S., ... & Thomson, R. J. (2014). Global conservation outcomes depend on marine protected areas with five key features. *Nature*, 506 (7487), 216-220.
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of public administration research and theory*, 22 (1), 1-29.
- Endsley, M.R. (1995). Toward a Theory of Situation Awareness in Dynamic Systems. *Human Factors Journal*, 37 (1), 32-64.
- European Union Maritime Security Strategy* (EUMSS) (2018). *Action Plan*. European Union.
- Fan, P. (2017). *Social Transformation and State Coercion* (Chinese). Social Sciences Press.
- Fisher, G., & Aguinis, H. (2017). Using theory elaboration to make theoretical advancements. *Organizational research methods*, 20(3), 438-464.
- Hauser F. (2017). *Quality of Public Administration*. Publications Office of the European Union.
- Fravel, M. T. (2011). China's strategy in the South China Sea. *Contemporary Southeast Asia*, 33(3), 292-319.
- Fu, W., & Deshpande, S. P. (2014). The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company. *Journal of Business Ethics*. 124(2), 339-349.
- Ge, Y. G., Kapucu, N., Zobel, C. W., et al. (2023). Building community resilience through cross-sector partnerships and interdisciplinary research. *Public Administration Review*, 83 (5), 1415-1422.
- Gong, P. B. (2004). *Management* (Chinese). Sanmin.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159-170.
- Haidt, J. (2008). Morality. *Perspectives on psychological science*, 3 (1), 65-72.

- Han, J. (2017). Social Marketisation and Policy Influence of Third Sector Organisations: Evidence from the UK. *International Society for Third Sector Research*, 28(March), 1209–1225.
- Hassan, M., Toyman, N. V., Semerciöz, F., & Aksel, I. (2012). Interpersonal trust and its role in organizations. *International Business Research*, 5 (8), 33-39.
- Headley, A. M., & Kalesnikaite, V. (2025). Exploring the limits of collaboration and the fragility of its outcomes: The case of community policing. *Public Administration Review*, 85 (2), 326-348.
- Hetherington, C., Flin, R., & Mearns, K. (2006). Safety in shipping: The human element. *Journal of Safety Research*, 37 (4), 401-411.
- Houdmont, J., Kerr, R., & Randall, R. (2012). Organizational psychosocial hazard exposures in UK policing: Management Standards Indicator Tool reference values. *Policing: An International Journal of Police Strategies and Management*, 35(1), 182-197.
- Houdmont, J., Cox, T., & Griffiths, A. (2010). Work-related stress case definitions and prevalence rates in national surveys. *Occupational Medicine*, 60 (8), 658-661.
- Huang, C. N., Liou, J. J., & Chuang, Y. C. (2014). A method for exploring the interdependencies and importance of critical infrastructures. *Knowledge-Based Systems*, 55(Jan.), 66-74.
- Huang C. W., & Meng W. D. (2018). *Police and crime prevention* (Chinese). Wunan.
- Huang, C. N. (2023). Protection of National Critical Infrastructure—On Risk Management and Resilience Assessment. *The Supreme Prosecutors' Office Law Review*, (2), 100-127.
- Jackson, J. B., Kirby, M. X., Berger, W. H., et al. (2001). Historical overfishing and the recent collapse of coastal ecosystems. *Science*, 293 (5530), 629-637.
- Kapucu, N., Yuldashev, F., & Bakiev, E. (2009). Collaborative public management and collaborative governance: Conceptual similarities and differences. *European Journal of Economic and Political Studies*, 2 (1), 39-60.
- Katsanevakis, S., Stelzenmüller, V., South, A., et al. (2011). Ecosystem-based marine spatial management: review of concepts, policies, tools, and critical issues. *Ocean & coastal management*, 54 (11), 807-820.
- Kim, H., & Stoner, M. (2008). Burnout and turnover intention among social workers: Effects of role stress, job autonomy and social support. *Administration in Social work*, 32 (3), 5-25.
- Koschmann, M. A. (2012). The Communicative Constitution of Collective Identity in Interorganizational Collaboration. *Management Communication Quarterly*, 26(1), 139–146.
- Kotzian, P. (2011). Conditional trust: The role of individual and system-level features for trust and confidence in institutions. *Zeitschrift für vergleichende Politikwissenschaft*, 5 (1), 25-49.
- Kutsch, E., & Hall, M. (2010). Deliberate ignorance in project risk management. *International Journal of Project Management*, 28(3), 245–255.
- Labrague, L. J., McEnroe-Petitte, D. M., Al Amri, M., et al. (2018). An integrative review on coping skills in nursing students: implications for policymaking. *International nursing review*, 65 (2), 279-291.
- Lank, E. (2006). *Collaborative advantage-how organization win by working together*. Palgrave.
- Lavrova, O. Y., & Kostianoy, A. G. (2011). Catastrophic oil spill in the Gulf of Mexico in April–May 2010. *Izvestiya, atmospheric and oceanic physics*, 47(Jan.), 1114-1118.
- Lee, Y. J. (2018). Relationships among environmental attitudes, risk perceptions, and coping behavior: A case study of four environmentally sensitive townships in Yunlin County, Taiwan. *Sustainability*, 10 (8), 2663.

- Lemieux, F., & Bales, B. (2012). Cyber crime and intelligence-led policing. In S. Leman-Langlois (Ed.). *Technocrime* (2nd ed. pp.65-78). Routledge.
- Levi, M., & Reuter, P. (2006). Money laundering. *Crime and justice*, 34 (1), 289-375.
- Lincoln, Y. S., & Guba, E. G. (1989). Ethics: The failure of positivist science. *Review of Higher Education*, 12 (3), 221-240.
- Li, T.-S. (2004). The Effect and Value of Public-Private Partnership and Contracting Out: A Proceeding Governance Reform Job. *Journal of Public Administration*, (12), 41-77.
- Li, T.-S., Liao, Z. P., Wang, C. Y., & Cheng, S. K. (2024). *Security Management* (Chinese). : National Open University.
- Lo, H. W., Liou, J. J., Huang, C. N., Chuang, Y. C., & Tzeng, G. H. (2020). A new soft computing approach for analyzing the influential relationships of critical infrastructures. *International journal of critical infrastructure protection*, 28, 100336.
- London, M. (1989). *Managing the training enterprise: High-quality, cost-effective employee training in organizations*. Jossey-Bass.
- Lowndes, V., & Skelcher, C. (1998). The Dynamics of Multi-Organizational Partnerships: An Analysis of Changing Modes of Governance. *Public Administration*, 1(76), 313–333.
- Mamedieva, G., & Moynihan, D. (2023). Digital resilience in wartime: The case of Ukraine. *Public Administration Review*, 83(6), 1512-1516.
- Mangku, D. G. S., Purwendah, E. K., Itasari, E. R., & Nurhayati, B. R. (2020). Compensation for oil pollution due to tanker accidents in the Indonesian legal system in a justice value perspective. *International Journal of Criminology and Sociology* 9(Sept.), 662-669.
- Manso, G. (2011). Motivating innovation. *The journal of finance*, 66(5), 1823-1860.
- Manzoni, P., & Eisner, M. (2006). Violence between the police and the public: Influences of work-related stress, job satisfaction, burnout, and situational factors. *Criminal justice and behavior*, 33(5), 613-645.
- Marques, A., Pereira, H. M., Leadley, P. W., et al. (2014). A framework to identify enabling and urgent actions for the 2020 Aichi Targets, *Basic Appl. Ecol*, 15 (8), 633–638.
- Mazarr, M. J. (2015). *Mastering the gray zone: understanding a changing era of conflict*. US Army War College Carlisle.
- McAllister, D. J. (1995). Affect- and Cognition-Based Trust As Foundations for Interpersonal Cooperation in Organizations. *Academy of Management Journal*, 38(1), 24-59.
- McCay, B. J., & Jones, P. J. (2011). Marine protected areas and the governance of marine ecosystems and fisheries. *Conservation biology*, 25(6), 1130-1133.
- McCullough, M. E., Robert A. E., & Tsang, J. A. (2002). The grateful disposition: A conceptual and empirical topography. *Journal of Personality and Social Psychology*, 82(1), 112–127.
- McCanlies, E. C., Gu, J. K., Andrew, M. E., & Violanti, J. M. (2018). The effect of social support, gratitude, resilience and satisfaction with life on depressive symptoms among police officers following Hurricane Katrina. *International journal of social psychiatry*, 64(1), 63-72.
- McConnell, A. (2011). Success? Failure? Or something in-between? A framework for evaluating crisis management. *Policy and Society*, 30(2), 63-76.
- McDonald III, B. D., Hall, J. L., O'Flynn, J., & van Thiel, S. (2022). The future of public administration research: An editor's perspective. *Public Administration*, 100(1), 59-71.
- McHugh, C. M., Seeber, L., Cormier, M. H., Dutton, J., Cagatay, N., Polonia, A., ... & Gorur, N. (2006). Submarine earthquake geology along the North Anatolia Fault in the Marmara Sea, Turkey: a model for transform basin sedimentation. *Earth and Planetary Science Letters*, 248(3-4), 661-684.
- Mendez, N. M. (2024). Do Collaborative Management Actions Lead to Better Organizational Outcomes? *International Journal of Public Administration*, 47(15), 1059-1072.

- Mills, S. (2024). Being good and doing good in behavioral policymaking. *Public Administration Review*, 85(1),1-15.
- Mityagina, M., & Lavrova, O. (2016). Satellite survey of inner seas: oil pollution in the Black and Caspian seas. *Remote Sensing*, 8(10), 875.
- Moon, M. J. (2023). Searching for inclusive artificial intelligence for social good: Participatory governance and policy recommendations for making AI more inclusive and benign for society. *Public Administration Review*, 83(6), 1496-1505.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of marketing*, 58(3), 20-38.
- Niebrój, L. T. (2006). Defining health/illness: societal and/or clinical medicine? *Journal of Physiology and Pharmacology*, 57 (Suppl 4), 251-262.
- Noblet, A. J., Rodwell, J. J., & Allisey, A. F. (2009). Police stress: the role of the psychological contract and perceptions of fairness. *Policing: An International Journal of Police Strategies & Management*, 32(4), 613-630.
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge creating company*. Oxford University Press.
- Nyhan, R. C. (2000). Changing the Paradigm: Trust and its Role in Public Sector Organizations. *American Review of Public Administration*, 30(1), 87-109.
- Ohly, S., Sonnentag, S., & Pluntke, F. (2006). Routinization, work characteristics and their relationships with creative and proactive behaviors. *Journal of Organizational Behavior*. 27(3), 257-279.
- Olsen, J. P. (2005). Maybe It Is Time to Rediscover Bureaucracy. *Journal of Public Administration Research and Theory*, 16(10),1-24.
- Paoline III, E. A. (2003). Taking stock: Toward a richer understanding of police culture. *Journal of Criminal Justice*, 31(3), 199-214.
- Parsons, W. (2002). From muddling through to muddling up-evidence based policy making and the modernisation of British Government. *Public policy and administration*, 17(3), 43-60.
- Peng, L., & Ross, J. M. (2023). Is Trust in Local Government Influenced by the “Marketplace” of Choice? *Public Administration Review*, 85(3).768-786.
- Piatak, J., McDonald, J., & Mohr, Z. (2022). The role of gender in government and nonprofit workplaces: An experimental analysis of rule compliance and supervisor trust. *Public Administration Review*, 82(3), 556-569.
- Pierson, P. (2000). Increasing Returns, Path Dependence, and the Study of Politics. *American Political Science Review*, 94(2), 251-267.
- Primecz, H., Romani, L., & Sackmann, S. (eds). (2011). *Cross-cultural Management in Practice: Culture and Negotiated Meanings*. Edward Elgar Publishing Limited,
- Qiu, H. Z. (2010). *Quantitative research and statistical analysis: SPSS (PASW) data analysis paradigm analysis* (Chinese). Wunan.
- Queirós, C., Passos, F., Bártolo, A., et. al. (2020). Job stress, burnout and coping in police officers: relationships and psychometric properties of the Organizational Police Stress Questionnaire. *International journal of environmental research and public health*, 17(18), 6718.
- Rapkiewicz, A. V., Mai, X., Carsons, S. E., Pittaluga, S., Kleiner, D. E., Berger, J. S., ... & Reynolds, H. R. (2020). Megakaryocytes and platelet-fibrin thrombi characterize multi-organ thrombosis at autopsy in COVID-19: a case series. *EClinicalMedicine*, 24, 100434.
- Rawford, B. R., Siahainenia, A., Rotinsulu, C., & Sukmara, A. (2004). Compliance and enforcement of community-based coastal resource management regulations in North Sulawesi, Indonesia. *Coastal Management*, 32(1), 39-50.

- Rimkutė, D., & Mazepus, H. (2025). Citizens' perceptions of the legitimacy of independent agencies: The effects of expertise-based and reputation-sourced authority. *Public Administration Review*, 85(5), 1495-1511.
- Sakurai, R., Uehara, T., & Yoshioka, T. (2019). Students' perceptions of a marine education program at a junior high school in Japan with a specific focus on Satoumi. *Environmental Education Research*, 25(2), 222-237.
- Santos, V., Paes, F., Pereira, V., Arias-Carrión, O., Silva, A. C., Carta, M. G., Nardi, A. E., & Machado, S. (2013). The role of positive emotion and contributions of positive psychology in depression treatment: Systematic review. *Clinical Practice and Epidemiology in Mental Health*, 9(1), 221-237.
- Schön, D.A. (1973). *Beyond The Stable State: Public and Private Learning in a Changing Society*. Harmondsworth: Penguin Books.
- Schmidhuber, L., Willems, J., & Krabina, B. (2023). Trust in public performance information: The effect of data accessibility and data source. *Public Administration Review*, 83(2), 279-295.
- Siddiki, S., Kim, J., & Leach, W. D. (2017). Diversity, trust, and social learning in collaborative governance. *Public Administration Review*, 77(6), 863-874.
- Sorrentino, M., Sicilia, M., & Howlett, M. (2018). Understanding co-production as a new public governance tool. *Policy and Society*, 37(3), 277-293.
- Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: Interdisciplinary perspectives. *European Journal of Psychotraumatology*, 5, 25338.
- Teas, R. K., Walker, J. G., & Hughes, R. E. (1979). A path analysis of causes and consequences of salesmen's perceptions of role clarity. *Journal of Marketing Research*, 16(3), 335-369.
- Thompson, C. A., & Prottas, D. J. (2006). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of occupational health psychology*, 11(1), 100.
- Tolbert, P. S., & Zucker, L. G. (1999). The institutionalization of institutional theory. In S. Clegg, C. Hardy, & W. R. Nord (Eds.) *Handbook of Organization Studies* (pp.175-190). Sage.
- Ummenhofer, C. C., & Meehl, G. A. (2017). Extreme weather and climate events with ecological relevance: a review. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 372(1723), 20160135.
- Van Dooren, W., Bouckaert, G., & Halligan, J. (2010). *Performance Management in the Public Sector*, Routledge.
- Vandenabeele, W. (2016). The mediating effect of job satisfaction and organizational commitment on self-reported performance: more robust evidence of the PSM-performance relationship. *International Review of Administrative Sciences*, 75(1), 11-38.
- Vento, I. (2024). Trust, collaboration, and participation in governance: A Nordic perspective on public administrators' perceptions of citizen involvement. *Public Administration Review*, 84(5), 870-887.
- Vera, D., & Crossan, M. (2004). Strategic Leadership and Organizational Learning. *Academy of Management Review*, 29 (2), 222-240.
- Verschuur, J., Koks, E. E., Li, S., & Hall, J. W. (2023). Multi-hazard risk to global port infrastructure and resulting trade and logistics losses. *Communications Earth & Environment*, 4(1), 5.
- Von Bertalanffy, L. (1973). *General system theory: Foundations, development, applications*, Braziller.

- Votel, J. L., Cleveland, C. T., Connett, C. T., & Irwin, W. (2016). Unconventional warfare in the gray zone. *Joint Forces Quarterly*, 80(1), 101-109.
- World Health Organization (WHO). (2013). *Mental health*. Retrieved May 10, 2023 from www.who.int/mental_health/en/
- Wilson W. (1887). The study of administration. *Political Science Quarterly*, (2), 1-11.
- Wu, C. H. (2021). Research on the coastal marine environment and rural sustainable development strategy of island countries—taking the Penghu Islands as an example. *Water*, 13(10), 1434.
- Wu, T. M. (2017). *Marine Engineering and Logistics Maintenance Strategies in Coast Guard Administration* (Chinese). Wunan.
- Wu, T. M. (2018). *Marine Disaster Response and Sustainable Environment Management in Coast Guard Administration* (Chinese). Wunan.
- Wu, T. M. (2023). *Coast Guard Gray Zone and Ocean Scientific Research* (Chinese). Wunan.
- Xu, F. S. (2018). *Criminology and Crime Prevention* (Chinese). Angle.
- Yackee, S. W. (2024). Executive policymaking influence via the administrative apparatus. *Public Administration Review*, 85(5), 1445-1459.
- Yamaguchi, Y. (2007). *Local Strategic Partnerships in London: an investigation of local collaborative action. doctor thesis*. The Bartlett School of Planning University College London.
- Yu, D. C. Y., Chiau, W. Y., & Lu, H. J. (2022). Effective governance of a remote marine protected area: The case of Dongsha Atoll National Park. *Marine Policy*, 139(8), 105013.
- Zeidner, M., Hadar, D., Matthews, G., & Roberts, R. D. (2013). Personal factors related to compassion fatigue in health professionals. *Anxiety, Stress & Coping*, 26(6), 595-609.
- Zeppel, H. (2008). Education and conservation benefits of marine wildlife tours: Developing free-choice learning experiences. *The journal of environmental education*, 39(3), 3-18.
- Zhong, H. (2019, November). Exploitation and utilization of marine resources and protection of marine ecology. *IOP Conference Series: Earth and Environmental Science*, 369(1), 012009.
- Żywucka-Kozłowska, E., & Broniecka, R. (2024). Security Threats to Port Critical Infrastructure. *Cybersecurity and Law*, 12(2), 273-281.

APPENDIX A: The analyzes four perspectives of the policy's implementation**Table 7***The analyzes four perspectives of the policy's implementation*

Perspective item	Rational	Political	Culture	Institutional
Interpretive mechanisms	Goal rationality	Power, dependence, and interests	Sensemaking and interaction	Growing practices and established formal and informal rules; path dependencies around values.
Behavior	Finding the optimal cost-benefit ratio	Political actors defend their positions and interests in an arena	Interactive communication, (re)constructing social reality through framing and storytelling	Manifestations of formal and informal rules
Tools	Rational selection of tools from the toolkit for programming and planning	Network management	Opening up powerless dialogue, the framing of persuasive rhetoric and visual strategies	Participants construct direct and indirect rule-making
Evaluative criteria	Effectiveness, efficiency, and coherence	Support and actor satisfaction	Quality of argument and dialogue	Logics of outcomes and logics of appropriateness
Role of knowledge and information	More knowledge and information lead to better policies	Sources of power to protect interests	Using socially and culturally constructed interpretive knowledge through framing	Determine the types of knowledge and information used
Structure	Different stages in the process follow logically from one another	The garbage can theory of repeated, nonlinear, and incremental progress: a random sequence of stages	The interplay of ideas, information, knowledge, experience, and observation within discourse coalitions	Informal and formal rule definitions
Role of politics	The primacy of politics and the division between politics and administration	Power struggles	Sensemaking; discursive spaces that foster argumentation and debate	Institutions where specific informal and formal rules operate, where these rules are reproduced and contested
Role of the judiciary	Legitimacy of procedures and implementation	Trade-offs between power and interests	Comment on disputes	Procedural due process, substantive rights, and equity arbitration rules

複雜社會中影響追求更大幸福的風險與挑戰因素

陳進益*

摘要

社會與自然的演進、科技的進步和人類社會活動的擴展，構成了動態政策任務的風險與挑戰。我們透過量化分析（ $n=675$ ）自變數的特徵，以及最少的變數來了解哪些自變數對各個因變數的預測效果最好。研究發現，政策任務與個人因素相互影響。政策任務與公共價值，由以往的效率和效益，轉向永續經營之生態和人文資產。人工智慧、網路、新演算法及機器人等，共同形成新的思維和人文情境的新詮釋或新領域。這將有助於在複雜社會演進中，持續進行創新、維護和服務之實踐，而未來為人類帶來安全和幸福。

關鍵詞：政策、灰色地帶、協力、公共管理、組織行為。

*國立中央警察大學警政研究所博士候選人。
收件：2025/7/12。同意刊登：2025/ 11/ 21。