POLICY IMPLEMENTATION PRACTICES IN INSTITUTIONAL PERFORMANCE OF PUBLIC ENTERPRISES: A CASE OF GORKHAPATRA CORPORATION

Submitted to:

Central Department of Public Administration

Faculty of Management, Tribhuvan University, Kathmandu, Nepal

Submitted by:

Shreeram Phuyal

Roll No.: M.Phil.274/2020

TU Registration No.: 5-1-33-480-2001

In the Partial Fulfillment of the Requirement of Degree of Master of Philosophy (M.Phil.)
in Public Administration.

Balkhu, Kathmandu

November, 2022

DECLARATION

I hereby declare that the thesis entitled "**Policy Implementation Practices in Institutional Performance of Public Enterprises: A Case of Gorkhapatra Corporation"** is all my own work and the resources of information and material I have used are fully identified and properly acknowledged as and when required. I affirm that it is a pioneering and deserving work for award of Master of Philosophy (M. Phil.) degree.

…………………..

ShreeramPhuyal

Roll No.: M.Phil. 274/2020

TRIBHUVAN UNIVERSITY

Faculty of Management

Central Department of Public Administration

Kathmandu, Nepal

RECOMMENDATION LETTER

This is to certify that Mr. Shree Ram Phuyal has completed M.Phil. Dissertation on **"Policy Implementation Practices in Institutional Performance of Public Enterprises: A Case of Gorkhapatra Corporation"** under my supervision and guidance. He made this thesis ready as per the prescribed format of Central Department of Public Administration, Faculty of Management, Tribhuvan University. Therefore, I recommend this thesis for the evaluation.

………………………………….

Associate Prof. Dr. Haribhakta Shahi

Thesis Supervisor and Campus Chief

Public Administration Campus

Faculty of Management, Tribhuvan University

Balkhu, Kathmandu, Nepal.

VIVA-VOCE SHEET

ACKNOWLEDGMENT

ABSTRACT

Globally, Public enterprises are showing poor institutional performance. The multiple objectives and targeted goals set by the government are not fulfilled on time. Effective policy implementation is lagging far behind so that policy innovation and its proper utilization are vital for enhancing institutional capacity of public enterprises. The research therefore assessed the major dimensions of policy implementation practices in institutional performance of Gorkhapatra Corporation. On the given case domain, this study tries to explore the constraints arisen during policy implementation practices and the possible reform measures regarding effective implementation of major dimensions of policy implementation. It has tried to fill the gap between policy instruments and their measures of implementing policy paving a way to rediscover public enterprises. A mix research design was adopted for the given case study. The Correlational research design in quantitative data analysis gets followed by in-depth analysis of key informant interviews in qualitative data analysis. The practical implication of the study is to suggest the best dimensions of policy implementation practices for enhancing the institutional performance of public enterprises. In addition, it can be instrumental for other similar enterprises or governmental bodies to build entrepreneurship and institutional accretion. The criteria of autonomy, entrepreneurship and their ease to innovate constructive policy for strengthening the feeble stature of various public enterprises can be the benefit of this study.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURE

Page No.

LIST OF ABBREVIATION

PEs   : Public Enterprises

PI   : Policy Implementation

SPSS   : Statistical Package for Social Science

EAC   : Enterprise Autonomy and Control

PCE   : Public and Corporate Entrepreneurship

PIIC   : Policy Innovation and Institutional Capacity

IP   : Institutional Performance

ANOVA   : Analysis of Variance

VIF   : Variance Inflation Factor

TV   : Tolerance Value

EO   : Entrepreneurial Orientation

CHAPTER I

INTRODUCTION

This chapter deals with general introduction to the policy implementation practices in public enterprises. It begins with the concept, definition and theories of the policy implementation practices in public enterprises in general and evaluating policy implementation practices in the institutional performance of Gorkhapatra Corporation in particular. It includes background of the study, statement of the problem, research question, research objective, research hypothesis and significance of the study, scope of the study, limitation of the study and organization of the study.

1.1. Background of the Study

Public enterprise is a hybrid, sharing characteristics with both private enterprises and public governmental entities. Goals for public enterprises are challenging to define because of the issues with having various aims. Goals must be clear in order to differentiate between excellent and weak performance, compensate managers based on performance, and prevent inefficiency (Jones, 1991).

Prior to the 2008–2010 economic crises, when additional nationalizations occurred, privatization of public corporations had been the predominant tendency since 1980. Privatization failed to address the problem of control over many corporations. To keep these corporations in the public sector and ensure that they serve goals other than commercial ones, better corporate governance came as a solution (Bernier, 2011).

Government control, managers of public enterprises, strategic behavior, and goal concentration has only minimal correlations in reality. The ability of the government to appoint the board members of a public corporation remains a vital control since the vast control structure is sometimes perceived as being too bureaucratic and cumbersome. Boards have been haphazardly put together with participation from the ministry, industry professionals, consumers, interest organizations, etc. Their finances, which are frequently

inadequate, are also under supervision. Their capacity to be entrepreneurial was constrained by excessive control and ambiguity around these corporations' roles (Bernier, 2011).

Institutional strength also affects how well a policy is implemented. The implementers of the government's production programs are public corporations (Del Bo & Florio, 2012). An enterprise classified as public is one that is owned and managed by the local, state or federal government. The government makes all or the majority of the investment. Although making a profit is not entirely excluded, the core goal of a public corporation is to offer goods and services to the general public at a reasonable price (Bernier, 2014).

If governments have policy objectives for them and there are governance systems in place to ensure that these objectives are communicated to or discussed with the managers, public corporations can be intriguing policy instruments. Public enterprises may offer a fresh alternative if insufficient private sector regulation is one of the main causes of the economic crisis. Recently, governments that have previously privatized a number of public corporations during the past three decades have discovered them again as tools for policymaking. In public sector enterprises with entrepreneurial teams, innovations frequently occur. According to some policy scientists, the managerial teams should have entrepreneurial spirit rather than control, governance, or ownership i.e. the best policy instruments what makes motives of public enterprises into effective policy tools (Bernier, 2014).

However, success depends on having enough resources, a clear structure of roles, and hierarchical control to monitor the implementers' actions. This develops through several stages that transform policy into action, as is the case with many other models of policy implementation (Ladner, 2016).

The top-down method of policy implementation emphasizes central actors who concentrate on a central implementation strategy, such as the national government and bureaucracy. Target groups and service providers are emphasized as crucial players who must be included in the policy-making process as per the bottom-up approach of policy implementation (Pradhan et al., 2017). The gap between the model of top-down and

bottom-up approach if can be coordinated by hybrid approach to the policy implementation practices, it could be an overwhelming milestone in reinventing public enterprises (Hottenstein, 2017).

Through a planned growth process, public enterprises (PEs) were created and promoted after World War II for a welfare state. Governments and academicians have rediscovered public enterprises as an important policy instruments since the 2008 economic crisis. PEs has existed in Nepal since the 1930s (K.C, 2019). The primary goals of public enterprises are to establish a welfare state, to ensure easy access to essential goods and services for citizens, to guarantee easy access to the goods and services for citizens, to create employment opportunities, to frame the groundwork for physical infrastructures development and good governance, to develop self-reliant and self-sustainable economies, to aid in import substitution and export promotion, to establish an environment that is conducive for development (Shrestha & Pokharel, 2021).

This study attempted to focus on role played by dimensions of the policy implementation practices in institutional performance of public enterprises. It examines both the relationships between practices of policy implementation in institutional performance and impact between them.

1.2. Statement of the Problem

Evaluation of the institutional performance of the public enterprises is necessary to determine how well they are implementing their policies. Institutional performance and implementation outcomes may be problematic if the policy design, the sociocultural context, and the institutional structures are not in alignment. Institutional performance and implementation capacity are also restricted by insufficient institutional capacity. Better understanding is needed for the intricate interactions between organizational systems and the surroundings in which they attempt to maximize the delivery of policy in response to questions of effectiveness (Batterbury, 2002).

This study is focused to explore how various factors influencing the degree of policy implementation practices are related to institutional performance of Public enterprises.

Gorkhapatra Corporation is taken as a unit of analysis to evaluate the effectiveness of policy implementation and its practices.

1.3. Research Questions

- How the Enterprise Autonomy and Control practices are analyzed in institutional performance of Gorkhapatra Corporation?
- Does Public and Corporate entrepreneurship practices are working effectively in institutional performance of Gorkhapatra Corporation?
- Does Policy innovations and the institutional capacity practices are effective in institutional performance of Gorkhapatra Corporation?

1.4. Research Objectives

Policy implementation is the task of putting formulated policies to practice. The main objective of the study is to evaluate the factors influencing the degree of policy implementation in institutional performance of Gorkhapatra Corporation. The functional objectives are as follows:

- To analyze Enterprise Autonomy and Control practices in institutional performance of Gorkhapatra Corporation.
- To evaluate Public and Corporate entrepreneurship practices in institutional performance of Gorkhapatra Corporation.
- To evaluate Policy innovation and the institutional capacity in institutional performance of Gorkhapatra Corporation.

1.5. Research Hypothesis

H1: There is significant relationship between Enterprise Autonomy and Control practices in institutional performance of Gorkhapatra Corporation.

H2: There is significant relationship between Public and Corporate entrepreneurship practices in institutional performance of Gorkhapatra Corporation.

H3: There is significant relationship between Policy innovation and the institutional capacity practices in institutional performance of Gorkhapatra Corporation.

1.6. Significance of the Study

This study has much significance. This study focuses on evaluating the effectiveness of policy implementation for institutional performance on Gorkhapatra Corporation. It helps to seek the more pertinent answers to the above mentioned research questions that has been raised to address the research problem so that research objectives can be fulfilled. Since there are not many researches of this kind in Public Enterprises of Nepal, it can be an exploratory as well as explanatory and can be instrumental for other types of Public enterprises as well. It may be helpful for public policy making, policy implementation and Policy evaluation. It can improve policy and governance approaches in Public enterprises to supplement the welfare rationale and social accountability through enhanced institutional performance.

1.7. Scope of the Study

The focus of the study is to evaluate the policy implementation practices in institutional performance of Gorkhapatra Corporation. In this study, the research parameters considered are the Enterprise Autonomy and Control, Public and Corporate Entrepreneurship and Policy Innovation and Institutional Capacity as independent variables under policy implementation practices and institutional performance as dependent variable. This research study is bounded within the domain of Gorkhapatra Corporation. Only the policy implementation practices in institutional performance will be the major area of this study.

1.8. Limitation of the Study

This study is confined on the limited domain. It covers only one unit of analysis viz., Gorkhapatra Corporation. The respondents taken are also limited on particular niche only. Only certain dimension of policy implementation practices and statistical tools are taken in this study. An instrumental case study may give little opportunity to generalize. There may be concerns regarding time, financial sources, reliability and validity of questionnaires and readability of actual interpretation of respondents under study. This study is more prone to exploratory in nature so the researcher had to evolve a suitable

conceptual approach on his own. The practicability of this study can only be measured and tested through the in-depth knowledge of the researchers in the area.

1.9. Organization of the Study

This research study is organized into different chapters which are summarized briefly as follows:

First chapter is "Introduction" which covers background of the study, statement of the problem, research question, objective of the study, research hypothesis, significance of the study, scope of the study, limitation of the study and organization of the study.

Second chapter is "Literature Review" which focuses on review of related studies and conceptual framework.

Third chapter is "Research Methodology" which covers overall methods and techniques used in this study. This includes philosophical foundation, research design, justification of research area, source of data, sampling design, population and sample, sample selection, data collection techniques, measuring scales, data analysis tools and techniques, data presentation, validity and reliability and ethical considerations.

Fourth chapter is "Data Presentation and Analysis" which covers presentation and analysis of data, findings and discussions.

Fifth chapter is "Summary and Conclusion" which contains the summary of all chapters of this research, conclusion and implications for further research.

CHAPTER II

LITERATURE REVIEW

2.1. Concept of Policy

Kraft and Furlong (2013) suggested that once a policy is formulated and adopted, it must be implemented. Three activities i.e. organization, interpretation, and application are particularly important to successful implementation. Organization is the establishment of resources, offices, and methods for administering a program. Interpretation means translating the program's language, the plans, directives, and regulatory requirements that are typically found in a law or regulation into language that those affected can understand. Application is the routine provision of services, payments, or other agreed upon program objectives or instruments.

Pülzl and Treib (2017) stated that policies have results that could or might not have been anticipated. Although policy refers to a course of action with a purpose, this does not rule out the idea that purposes could be determined after the fact. A process that takes place over time and entails interactions within and across the organizations produces policy.

Dunn (2018) has suggested that a desired course of action could be the answer to a dilemma. Both knowledge of predicted policy results and awareness of the worth or utility of the expected outcomes are required in order to choose a preferred policy. Sukristyanto et. al. (2018) opined that the bureaucracy gets fixed through public policy. Goals and strategies for reaching those goals are typically included in policies. In addition to goals, behavior and inaction are both factors of public policy.

Anyebe (2018) has overviewed that according to elite theory, public policy generally reflects the interests of the ruling elite. Public policy is a result of group conflict, claims the group theory of politics. According to systems theory, public policy is the way that the political system responds to pressure from the outside world. According to

institutional theory, the legislative, executive, and judicial branches of government are competently responsible for formulating and carrying out public policy. According to incremental theory, minor alterations or additions to current policies constitute public policy. The creation of improved public policy is a topic covered by the rational choice theory.

2.2. Concept of Policy Implementation

DeGroff and Cargo (2009) opined that the process through which government decisions are translated into policies, programs, rules, and practices intended to advance society gets reflected in the implementation of policies. An analysis of implementation is an analysis of change: how it takes place, and perhaps even how it might be produced. Implementing policies involves a series of iterative steps where ideas stated as policy are converted into behaviors expressed as social action. The social action derived from the policy is often intended to improve society and frequently takes the form of programs, processes, laws, or customs.

Birkland (2013) defined that implementation is the method by which the appropriate agencies implement the policies that the government has passed. The way that a policy is implemented depends on how the implementers and the policy targets behave. In order to ensure that policies achieve the impact that their designers intend, it is important to learn from the implementation challenges that were faced. Studies on implementation have focused on offering guidance to decision-makers on how to set up programs to maximize the possibility of successful implementation. Therefore, when policy implementation students discuss top-down or bottom-up implementation designs, they are discussing methods for researching policy design and strategies to organize policy implementation to increase the possibility that it will succeed.

Kraft and Furlong (2013) overviewed that policy implementation is a crucial stage of the policy process because one can observe true governmental action with tangible social repercussions.

Pülzl and Treib (2017) put forwarded that implementation of policies describes the relationship between declared governmental intentions and actual outcomes. The process typically involves several steps, starting with the passage of the fundamental statute, then the policy outputs (decisions) of the implementing agencies, target group compliance, the actual impacts both intended and unintended of those outputs, the perceived impacts of agency decisions, and finally the significant revisions (or attempted revisions) to the fundamental statute.

Ajulor (2018) suggested that the identification of policy plans, programs, projects and activities, the precise definition of the various roles of implementation organizations or agencies, the specifics of strategies, the necessary connections and coordinating mechanisms, as well as resources, are all part of the implementation of policies (human, financial, material, technology, information acquisition, and utilization). To prevent the policy implementation gap, efficient and effective policy implementation would require the addition of sound managerial and administrative competencies.

Bochel and Bochel (2018) defined that putting policies into effect is known as implementation. The proper theory of cause and effect provides the foundation for the proposed policy. The subject and its context should determine how a policy is implemented. The degree of disagreement and ambiguity surrounding a policy is likely to have an impact on how it gets implemented.

Dunn (2018) suggested that one option to address many complaints about the lack of focus on issues of political viability and policy implementation in policy analysis is to use the feasibility assessment technique. Despite the fact that issues with policy implementation are a significant factor in the majority of policy issues, this issue is rarely addressed in most of today's policy analyses. Objectives mapping is helpful for explaining the goals of action i.e. why as well as for mapping the difficulties of policy implementation i.e. how questions. The majority of goals can be seen as both ends and means.

2.3. Different Approaches of Policy Implementation

An explicit theory of change is applied along the causal chain from policy outputs to outcomes and ultimate impacts in theory-based evaluations of policy implementation.

2.3.1. Top-down Approach of Policy Implementation

This approach maintains that the creation and execution of policies are clearly distinct processes. Once formulated, policy is only an input during the implementation phase. The top-down strategy begins with a policy choice (often a statute) and considers the steps required for execution.

Birkland (2013)suggested that by examining the objectives and plans set forth in the law or other policy, as designed by the policy's implementers, one can comprehend how the policy is put into practice. These studies concentrate on the discrepancies between the objectives established by the policy's authors and its actual application and results.

Sapru (2017) opined that according to top-downers, implementation is the capacity to bring about desired effects after the fulfillment of initial requirements (such as adopting legislation and allocating finances). Pressman, Wildavsky, Van Meter & Van Horn, Bardach, Sabatier, and Mazmanian are the leading proponents of the top-down strategy.

2.3.2. The Bottom-up Approach of Policy Implementation

This approach sees policy as the result of implementation that is tailored to the requirements of the client. It begins by defining the network of players involved in service delivery and then includes their objectives and tactics into the formulation of policy. It places a strong emphasis on discretion and the need to make the most of it as a tool for enhancing the dependability and effectiveness of policies. It also acknowledges the reciprocal nature of authority relations: while formal authority flows from top to bottom of organizations, informal authority derived from knowledge, skill, and proximity to crucial tasks that an organization performs flows in the opposite direction.

Wang et. al. (2005) suggested that bottom-up implementation is a decentralized approach in which members of the organization negotiate with their clients to define the policy. The founding father of the bottom up theory is Lipsky, along with Elmore, Berman, Hull, Hjern, Porter, Barrett, and Fudge.

Birkland (2013) opined that in order to determine whether implementation is more or less successful, it is best to start at the lowest levels of the implementation system or chain and work way up. The ability and devotion of the implementers are well known to policy designers. The availability of resources for an implementing body to complete its obligations, including financial and human resources, legal authority and autonomy, and the knowledge required to successfully implement the policy, all fall under the category of capacity. Policy implementation can be seen as a continuation of the disagreements and agreements made during the entire policy-making process, not just at the beginning and end.

2.3.3. Hybrid Approach of Policy Implementation

Birkland (2013) opined that the demands and motives of lower-level implementers must be taken into consideration so that the top policy makers can choose which policy instruments or tools could be used to structure implementation. It is important to create a conceptual framework that fuses the top-down and bottom-up strategies in the best possible way.

Hottenstein (2017) stated that this approach tries to combine parts of top-down, bottom-up, and other theoretical models in order to bridge the gap between the other two approaches. Public policy theorists like Randall Ripley, Majone and Wildavsky, Scharpf, Mayntz, and Franklin describe the hybrid approach to the public policy process. The linkages between the environment, governmental policymaking, social policymaking, and political actors' perceptions of the environment are highlighted by Ripley's methodology.

2.4. Theory of Institutional Performance

There are different theories of institutional performance. Performance appraisal theory is one of them which try to discover the gaps between what is planned and what is really achieved after implementation of formulated plans.

Leonina-Emilia et. al. (2013) opined that the way in which public employees are evaluated for their performance affects their expectations, which in turn affects how motivated they are in accomplishing the work. A worker's output and accomplishments that are recognized by the system or organization in which he or she works are referred to as performance. Appraisal is the evaluation of the manner and extent of fulfilling specific objectives.

Sanyal and Biswas (2014) opined that employee performance is frequently assessed and managed through performance reviews in all public enterprises. Performance evaluation measures and controls the individual performance, merging it with organizational goals to produce the desired effects.

Araby and Ayaad (2020) suggested that this theory tries to detect the gaps in between what are planned and real achievements.

2.5. Factors of Policy Implementation

Different dimensions or factors play a pivotal role in implementing the policies effectively in the domain of public policy. Among the various factors enterprise autonomy and control, public and corporate entrepreneurship and policy innovation and institutional capacity are taken as the important factors that affect the effective policy implementation for institutional performance of public enterprises.

2.5.1. Enterprise Autonomy and Control

Puranik (1978) opined that the commercial nature of public enterprises and the necessity of their proper management highlight the need for more discretion in their management.

Although not explicitly stated, the legislative enabling act that establishes a public enterprise acknowledges the existence of two distinct spheres: one for policy-related issues and another for issues pertaining to day-to-day administration. Advantages of autonomy include freedom from governmental interference, elasticity in management, and autonomy in finance. Additionally, all nations that have established public enterprises give them some autonomy while instituting some restrictions like automatic control by the act, direct control by the government and indirect public control. Therefore, both autonomy and control are necessary. Balancing these two fundamental ideas is the main challenge in managing public enterprises.

Lioukas et. al. (1993) had suggested four categories of control in public organization that includes controls on the scope of activities, controls on the mobilization of resources, controls on operations and evaluative controls. There may also be distinction between formal and informal controls, and between ex-ante and ex-post controls. Autonomy in an organization is mainly of three types that include policy autonomy, personnel autonomy and financial autonomy.

Lægreid et. al. (2006) has stated that the degree of policy autonomy will depend on how autonomously an entity sets its own aims and objectives from the parent ministry.

2.5.2. Public and Corporate Entrepreneurship

Miragaia et. al. (2015) referred Entrepreneurship to the term as people who explore market opportunities through innovation. Kearney and Meynhardt (2016) opined that uncertainty in the public sector's climate has been noted as a requirement for entrepreneurship. Entrepreneurs are more likely to be highly activated in surroundings that are more dynamic than those that are less dynamic. A highly dynamic environment that responds to global problems and offers possibilities and confidence to an economy and society as a whole requires public sector institutions to adapt.

In essence, public sector entrepreneurship takes many different forms, such as altering the organizational landscape or the rules of the game, founding new public institutions, developing and overseeing new public resources, and capitalizing on spillover effects

from private action for the greater good. Amanati (2017) has opined entrepreneurship as a new entry.

Chang et. al. (2019) has suggested that Entrepreneurial Orientation (EO) refers to decision-making strategies that allow businesses to pursue entrepreneurial ventures and generate value. Autonomy is an independent activity done by entrepreneurial leaders or units with the goal of developing and executing a new enterprise.

2.5.3. Policy Innovation and Institutional Capacity

Batterbury (2002) opined that institutional capacity refers to the extent to which an institution has the resources, expertise, culture, power, and legal knowledge necessary to pursue a course of ideal policy execution. Three key developments in the creation and application of innovation policy are raising public support and financial resources for innovation, increasing public consensus that innovation is a development driver and a paradigm shift in policy and advancements in institutional strengthening and policy learning.

Pezzini et. al. (2010) defined that building institutional strength and managing policies requires a long-term effort. In order to promote trust-building, the creation of common routines and working practices, and policy learning, it is crucial to develop processes for policy conversation between the various levels of government.

Policy entrepreneur theory argues that individual' mindsets, capacities, and political abilities are vital in supporting policy breakthroughs. The policy entrepreneur model for policy innovation is founded on three questions: who are policy entrepreneurs, what factors affect policy entrepreneurs who are involved in policy innovation, and how do policy entrepreneurs put creative ideas into effect (Zhu & Xiao, 2015).

Karo and Kattel (2018) illustrated that policy innovation in the public sector is not just any change. It is rather the implementation and dissemination of fresh ideas that are created in a risky and uncertain manner. The majority of operationalization of policy capacities occurs at the level of outcomes, i.e., the capacity, efficacy, or effectiveness of certain political, analytical, or operational skills, competencies, or resources to support the achievement of public policy objectives.

2.6. Concept of Institutional Performance

Shibru (2017) opined that leadership experience, managers' academic standing, the use of policies and procedures, the creation of professional learning communities, effective financial management, and accountability are elements that affect an institution's effectiveness. The capacity of an organization to accomplish its objectives is referred to as organizational performance.

Shibru (2017) further stated that leadership is the skill of inspiring others to work at their highest level in order to complete any job, aim, or project. The leader influences the group by taking the initiative, promoting communication, creating structure, and putting their own leadership ideology into practice. Public and corporate entrepreneurs in public businesses can take the lead in successfully executing policy for the operation of the organization.

Araby and Ayaad (2020) stated that setting public performance indicators is not a straightforward procedure for several reasons, despite the importance placed on institutional performance evaluation. Continual adjustments and changes in development plans from one era to another have an impact on certain behaviors and performances of the government in numerous governmental sectors as well as public enterprises. Because government structures and leaders frequently change, especially in regions with a lack of political and economic stability, it can be challenging to develop a single model for evaluating performance, even for a single state's public body. The variety of public sectors and government services offered to citizens, as well as the range of delivery methods, locations, and timings determines the degree of institutional performance of various governmental organizations.

Hanan and Obeed (2021) overviewed that three dimensions are used to study the quality of institutional performance, which is included as a dependent variable (financial performance, internal operations, customer satisfaction). Because of their significant and effective roles in organizing employee work and enhancing the quality of services offered

in these institutions, administrative levels are one of the fundamental principles and pillars in achieving job performance and the quality of institutional performance, particularly in government institutions.

2.7. An Overview of Public Enterprises of Nepal along with Gorkhapatra Corporation

In Nepal, PEs has been established since the 1930s (K.C, 2019). Biratnagar Jute Mill was established as Nepal's first public venture in 1936, when the First Five Year Plan was just getting started (1956-1961). The government established public enterprises such as National Trading Ltd., The Timber Corporation of Nepal and National Construction Company Limited respectively in financial, trading and industrial sectors. During the Fourth Five-Year Plan, the process of establishing state businesses appears to have accelerated significantly. The overall number of public firms with majority government ownership and full government ownership by the end of the seventh five-year plan (1985–1990) reached 62 (Ministry of Finance, 2019).

44 PEs are now in operation, of which 10 are in the industrial sector, 5 are in the trading sector, 10 are in the services sector, 5 are in the social sector, 5 are in the public utility sector, and 9 are in the financial sector. 33 PEs are the only ones that are still in use today. Even though they are legally recognized, National Trading Company Ltd., Janakpur Cigarette Factory, Butwal Spinning Mills Ltd., and Nepal Engineering Consultancy Service Center Ltd. do not conduct any business or engage in any commercial activity. Metal Company Ltd. has not yet started doing business (Ministry of Finance, 2020).

In Nepal, public enterprises have been established under various acts. 33 PEs have been founded under the Company Act, 7 under the Special Act, 2 under the Communication Act, and one each under the Cooperative Act and the Corporation Act, out of 44 PEs with a majority of government shareholdings. Public enterprises are subject to a number of rules and bylaws that regulate their day-to-day management and operations. The Public Service Commission has implemented standards of appointment and promotion in the

organized institution in accordance with Nepal's constitution, maintaining uniformity in the hiring process and career growth (Ministry of Finance, 2020).

The employee perks, however, have continued to differ between PEs. The operation and management of PEs is carried out at three levels: General Assembly (GA), Board of Directors (BoD), and management staff. For overall operation and management, the GA's BoD is in charge. The BoD members have made provisions for a minimum of five and a maximum of eleven members in accordance with the Company Act. According to the types of PEs established by the Special Act and other relevant Acts, the number of BoD appears to vary (Ministry of Finance, 2020).

23 of the 44 PEs that are currently active as of FY 2018/19 are fully owned by the government. The government owns 100% of all PEs in the social sector. The ratio of operational income to GDP in the social sector is the lowest. The social sector has 5 PEs. They are Rastriya Aawas Company Ltd., Nepal Television, Gorkhapatra Sansthan, Janak Education Materials Center, and Cultural Corporation.

Gorkhapatra Corporation is a public enterprise entirely owned and run by the government of Nepal. It is accountable to the Ministry of Communication and Information Technology, Nepal. Two provincial publication offices are housed in Biratnagar and Kohalpur under the administration of the central office, and six provincial offices are dispersed over Provinces 2, 3, 4, 5, and 6 and Province 7 accordingly. The financial situation of the social sector for FY 2018/19 showed that, in the case of Gorkhapatra Corporation, operating income is 560.4, administrative expenses are 311.8, net profit/loss is (86), and accumulated profit/loss is (38.2) respectively in million dollars, and debt equity ratio in percent is 11.54 (Ministry of Finance, 2020).

2.8. Review of Related Studies

Del Bo and Florio (2012) has published an article entitled as "*Contemporary public enterprises: innovation, accountability, governance*" in which he opined that Public enterprises are significant participants in the world economy. Recent empirical evidence supports the claims that more than 10% of the largest multinational corporations are

owned by the government, that European public enterprises successfully compete with their private counterparts in network industries like electricity, gas, and telecommunications, and that PE are present globally on both sides of the market for corporate control, i.e., they are both targets of privatization and acquirers of both private and public firms. Three research themes i.e. entrepreneurship and managerial motivation in public enterprises, measurement of users' satisfaction and accountability and relations of public enterprises with regulators and governments are represented by the papers.

Scott (2016) has published an article entitled as "*Creativity for Invention Insights: Corporate Strategies and Opportunities for Public Entrepreneurship*" in which he introduces and describes the invention-insight sample space and utilizes it to explain the imaginative discovery of invention insights. It is the crucial combinations of information to imagine the fundamental functioning configurations of inventions and the working concepts for new technologies. The paper's discussion of the innovation-insight discovery process provides context for the evidence about invention insights and business initiatives to promote them. Then, that description is used to identify a novel new opportunity for public sector entrepreneurship to speed the pace of technological advancement and the opening up of completely new fields of science and technology, as well as to delineate the proper form of policy. It is for the promotion of competition and the free exchange of ideas to speed up the pace of technological advancement.

Kearney and Meynhardt (2016) has published an article entitled as "*Directing Corporate Entrepreneurship Strategy in the Public Sector to Public Value – Antecedents, Components and Outcomes*" in which he opined that Corporate entrepreneurship has been employed by businesses all over the world for the past three decades as a means of developing new capabilities, reviving operations, accomplishing renewal and producing value for stakeholders. However, little is known about what causes corporate entrepreneurship strategy in businesses that are not profit-driven.

Amanati (2017) has published an article entitled as "*Privatization and corporate entrepreneurship in telecommunication companies*" in which he investigates privatization's impact on corporate entrepreneurship at Iran's Telecommunication Company. The study looks at the five aspects of entrepreneurial orientation i.e. risk-

taking, proactivity, competitive aggression, autonomy, and innovativeness both before and after privatization. The findings demonstrate that the corporation acts more entrepreneurially following privatization. The most important aspect is its intense competition, which it exhibits by entering crowded markets and taking greater risks to create novel services, goods, and procedures.

Howlett (2018) has published an article entitled as "*The criteria for effective policy design: character and context in policy instrument choice*" in which he opined that the nature of policy mixing, challenges surrounding policy formation, and the nature of design and designing in policy-making are just a few of the topics that have been the subject of contemporary studies on policy design. Insights into what makes a policy design effective or likely to be approved or implemented, or both, have started to emerge as a result of these investigations.

Anyebe (2018) has published an article entitled as "*An Overview of Approaches to the Study of Public Policy*" in which he opined that for the purpose of studying policy-making, political and social scientists have created a wide range of theories, models, and methodologies. Theoretical perspectives on public policy-making as a process include elite theory, group theory, political systems theory, institutionalism, policy output analysis, incremental theory, and rational-choice theory. Being eclectic, adaptable, and using the theories that seem to be most helpful for an acceptable and impartial description and explanation of policies are all important guidelines for policymakers.

Acharya (2018) has published an article entitled as "*An overview of Nepali News Media: Challenges and Prospects*" and illustrated that examining Nepali News Media, both print and online, is crucial to identifying its advantages and disadvantages in terms of journalistic excellence and media accountability. Radio and television are the two Nepali news media outlets with the shortest histories, respectively. Online media in Nepal has been around for about 20 years, but it still requires more professional standards and legal protection to be considered mainstream media. This article has identified six key challenges (i.e., legal limitations, the digital divide, excessive political influence, unprofessional practices, lack of financial resources, and poor performance of media watchdog) after reviewing a variety of literatures from national and international sources.

It also suggests some strategic interventions to address these challenges. This article makes the case that the expansion of news media outlets in terms of quantity does not always guarantee high-quality content and identifies three crucial interventions that can assist in resolving the issues.

Wicaksono (2019) has published an article entitled as "*Academics in public office as policy entrepreneurs: their important role in Indonesia's administrative reform*" in which an established practice in Indonesia is the recruitment of a certain "species" of policy entrepreneur known as Academic Administrative Entrepreneurs (AAEs). AAE is characterized as a university professor who holds public office as a result of their knowledge of particular policy issues and their access to numerous types of information, social capital, and political influence.

Bali et. al. (2019) has published an article entitled as "*Anticipating and designing for policy effectiveness*" in which they opined that problem-solving and creating efficient public policies have received greater focus as a result of the policy sciences' new design orientation. Understanding the issue and its underlying causes in detail as well as choosing and implementing the most suitable policy instruments are necessary for predicting policy effectiveness.

Shrestha (2019) has published an article entitled as "*Employee Engagement and Organizational Performance of Public Enterprises in Nepal*" in which she opined that public enterprises should always work to increase employee engagement and convert disengaged and unengaged workers into involved ones, which will ultimately improve institutional culture.

Araby and Ayaad (2020) has published an article entitled as "*Dilemma of institutional performance assessment in governmental sector*" in which the researchers tried to handle this issue through assessing institutional performance in the state owned units on many levels starting from individual level (HR and leaders), sub-units, organization level, then deriving an aggregated formula for assessing general institutional performance of the whole public body in one state, depending on reviewing some of concerned literatures. Although the topic is considered one of the most challenging areas of institutional reform

trends, the idea remains highly crucial as a step forward to improve public policy implementation in the governmental sector, besides that it is associated to institutional capacity development process in practice.

Hanan and Obeed (2021) has published an article entitled as "*The quality of institutional performance according to the entrepreneurial management Applied research in the Municipality of Baghdad*" in which the research aims to define the role of the entrepreneurial administration in achieving the quality of institutional performance in the Baghdad Municipality. He defines the role of the administration at various levels in achieving the quality of institutional performance. The researcher has reached, through theoretical framing and related studies, to build a hypothetical scheme that clarifies the relationship and influence of the research variables, as that the dimensions of the entrepreneurial management as an independent variable consists of four dimensions (strategic orientation, resource orientation, management structure, and orientation towards growth), while the quality of institutional performance is included as a dependent variable of three dimensions (financial performance, internal operations, customer satisfaction) (financial performance, internal operations, customer satisfaction).

Shrestha and Pokharel (2021) has published an article entitled as "*Financial Performance of Public Enterprises of Nepal*" in which they opined that Public enterprises are established, owned, and managed by the government to run industrial and commercial activities. The financial health of Nepal's Public Enterprises (PEs) has been evaluated by the study.

Rifai (2022) has published an article entitled as "*The Impact of Business Entrepreneurship on Organizational Performance: an Empirical Study At Jordanian Telecommunication Companies*" in which he aims to determine the influence of organizational performance dimensions (ability to expand, relationship and reputation with stakeholders, ability to meet commitments and profitability) on business entrepreneurship dimensions (management support, organization culture, motivation to innovate and risk taking). According to the study, Jordanian telecommunication companies should concentrate more on business entrepreneurship factors and how they

affect organizational performance factors, as well as how to use business entrepreneurship as a tactical tool to enhance performance.

2.9. Conceptual Framework

Figure 2.1

Conceptual Framework of Policy Implementation Practices in Institutional Performance
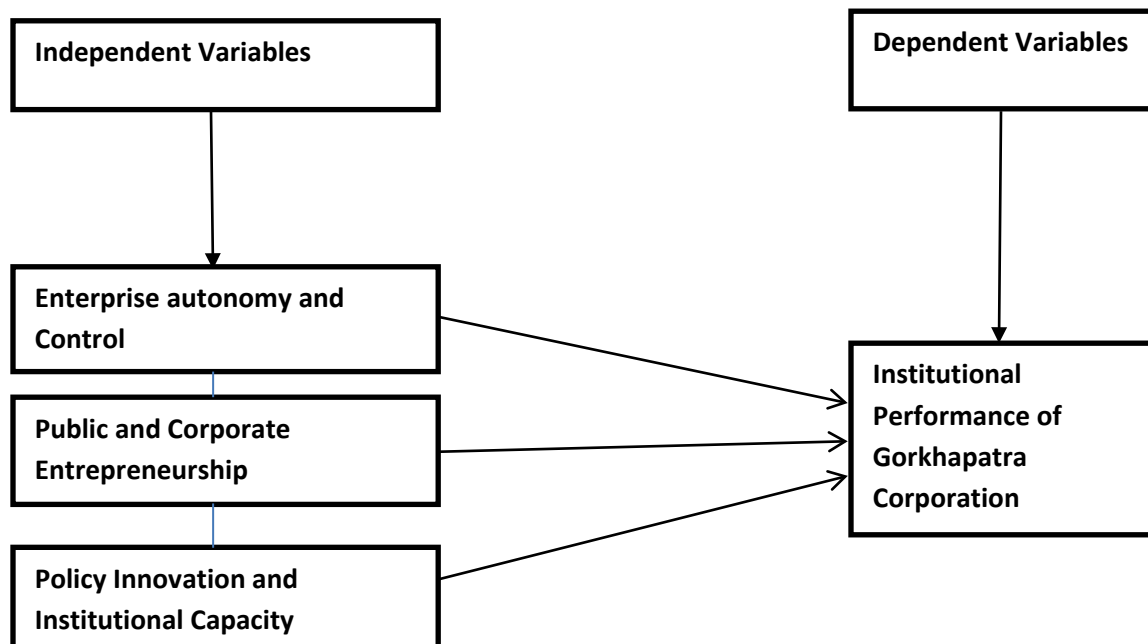
Source: developed by researcher,2022

The conceptual framework incorporates hybrid form of top-down and bottom-up approach of policy implementation. The major focus is on relating dimensions of policy implementation practices in institutional performance. This conceptual framework emphasizes the effects of important variables like Enterprise Autonomy and Control, Public and Corporate Entrepreneurship and Policy innovation and Institutional Capacity on institutional performance for the evaluation of policy implementation practices in quantitative and qualitative manner. The indicators of effective policy implementation may vary for enhancing institutional performance of Gorkhapatra Corporation (specific for this case study) depending on the perceptions of the concerned stakeholders. This

framework is considered to be evolving and, with experience and inputs, can be modified as further research takes place.

2.10. Research Gap

There is an implementation gap between different policies under Gorkhapatra Corporation Act, 2019 (1963), Corporation Act, 2021 (1964), Gorkhapatra Corporation bylaws, 2077 (2020) and Communication Corporation Act, 2028 (1971) and their implementation. It can also be called as policy failure. There is an emergence of literature gap between the concept and new idea regarding new policy innovations and the institutional capacity so that implementation of new policies becomes critical. A gap is also found in rediscovering of Public Enterprises as new policy instruments useful for fulfilling the role of economic policy and social welfare. Most of the existing researches were found to be outdated that justify the time gap. Hence a descriptive case study was performed to evaluate policy implementation practices in institutional performance of Gorkhapatra Corporation.

CHAPTER III

RESEARCH METHODOLOGY

A mix of quantitative and qualitative method i.e., mixed research design was adopted for the study to address the sequential explanatory design of the research and perception study. The Correlational research design in quantitative data analysis was followed by in-depth analysis of key informant interviews in qualitative data analysis. This study conceptualized a framework to evaluate the effectiveness of policy implementation practices with a specific focus on Gorkhapatra Corporation.

The framework defined the policy implementation practices in institutional performance with special reference to different variables such as Enterprise Autonomy and Control, Public and Corporate entrepreneurship and Policy Innovation and Institutional Capacity to assess the effectiveness of policy implementation practices in Gorkhapatra Corporation.

The feedback loops between policy implementation practices and institutional performance provided inputs to decision makers for planning and implementing policies on the ground. To evaluate the effectiveness of policy implementation practices, a case study of Gorkhapatra Corporation was considered. The methodology applied was Mixed Research Analysis. Deductive reasoning was made and conclusion drawn out. A critical analysis and interpretation of data was carried out along with in-depth discourses of interviews taken in the organization.

3.1. Philosophical Foundation

The Philosophical foundation of research mainly consists of four components, viz. ontology, epistemology, axiology and methodology. The ontological foundation of this study is objectivism followed by subjectivism. This epistemological study is mainly based on positivism followed by interpretivism mode of research paradigm. Under axiology, there comes ethics, logics and aesthetics. Axiology is the study of value, the

investigation of its nature, criteria and procedures for arguing that brings people to valid conclusions. This aspect plays a significant role in drawing conclusion regarding the policy implementation practices in institutional performance of public enterprises. Methodology comprises a prime questions of how does a researcher goes whilst collecting various knowledge regarding the research study. The methodological aspects of the study must align with ontological and epistemological perspectives. This foundation consists of a case study in which quantitative method gets followed by qualitative method. It is a deductive approach and conclusive in nature. According to post-modernists or interpretivists, government representatives can be good listeners i.e., responsive through increasing citizens' obligations to communicate with one another and resolve conflicts. If we evaluate over epistemological attitude in deliberative democracy, positivists are the participatory policy makers whereas interpretivists or most frequently post-modernists are the listening bureaucrats (Pülzl & Treib, 2017).

This research study is mainly based on evaluation of policy implementation practices in institutional performance of public enterprises. Outcome and consequences analysis traversing from input, process and output in policy evaluation emphasizes more on interpretivists approach of philosophical foundation strengthening hybrid theories of policy implementation.

3.2. Research Design

It was a case study research design. It consisted of a mix of descriptive correlational research design for quantitative data analysis followed by in-depth critical analysis of key informant interviews for qualitative data analysis which could also be instrumental for other public enterprises. The field survey was conducted in a single phase. To evaluate the policy implementation practices, a case study of Gorkhapatra Corporation was considered. The methodology applied was Mixed Research Analysis. Deductive reasoning was followed by drawing conclusions and implications. A critical in-depth analysis of data was carried out through in-depth discourses of interviews in the organization. The total population under study area was 180 staffs including two political appointee and 178 permanent staffs working under the Corporation. Out of the total

population, 66 samples were selected for random sampling up to the level of senior manager. Whole sample was selected from population in case of director level and above. In addition, 10 samples were selected for purposive sampling method ensuring the reliability and quality of data collection.

In Gorkhapatra Corporation, five levels of Key Informant Interviews was done that may provide an understanding of the policy implementation process in the corporation and the involvement of the employee in the decision making for policy implementation. The key informants were 1 Executive chairman and 1 General Manager, 1 Chief Editor, 2 Departmental chiefs among different departments, 2 officers and 3 non-officers.

3.3. Justification of Research Area

This research tries to analyze the effect of policy implementation practices in institutional performance. Effective implementation of policy is necessary for the betterment of institutional performance of public enterprises. Since the public enterprises are not operating as per the set objectives and goals of government it is a dire need of reform in them mitigating the constraints regarding the implementation of policy and operationalization so as to catch up the market opportunities. The independent variables taken so far in this research study are enterprise autonomy and control, public and corporate entrepreneurship and policy innovation and institutional capacity. If these dimensions can be effectively implemented timely as per the market needs and changing trends, the constraints that is faced by policy implementers during implementation of policy in public enterprises can be reformed so that institutional performance can be enhanced. This research can be instrumental for other public enterprises and governmental bodies. This research should be justified on the basis of the welfare rationale logic of social enterprises and the constraints they are facing regarding fulfilling the multiple objectives set by Government related to public enterprises. The performances of public enterprises are not as per the expectation and goals of government. They have poor return on investment. Hence in order to mitigate or lessen these problems, the researcher thinks that constraints are arisen due to improper implementation of policy. Hence the different variables of policy implementation that has

strong impact on institutional performance should be effectively implemented on public enterprises for their better performance and continuity in future. Major gaps are seen while implementing policy in Gorkhapatra Corporation.

3.4. Source of Data

The required data for the study were collected from two major sources: primary and secondary sources. Primary data were collected through semi-structured questionnaire and Key Informant Interviews. Key Informant Interviews were taken for the respondents as per necessary for the study. The secondary data were collected from the various sources like international and national official websites, official websites of Gorkhapatra Corporation, official institutional memory, journals, periodicals, reports etc.

3.5. Sampling Design: Population and Sample, Sample Selection

The total population under study area was 180 staffs including two political appointee and 178 permanent staffs working under the Corporation. Out of the total population, 66 samples were selected for random sampling up to the level of senior manager. All sample were selected from population in case of director level and above. In addition, 10 samples were selected for purposive sampling method ensuring the reliability and quality of data collection. In Gorkhapatra Corporation, five levels of Key Informant Interviews were done that provided an understanding of the policy implementation practices in the corporation and the involvement of the employee in the decision making for policy implementation. The key informants were 1 Executive chairman and 1 General Manager, 1 Chief Editor, 2 Departmental chiefs among different departments, 2 officers and 3 non-officers.

Table 3.1

Size of Sample and Selection of Sample

Level of Designation	Numbers of Employees	Sample Selection
12/Executive chief	1	1
11/General Manager	1	1
10/Director	7	7
9/Senior Manager	24	9
8/Manager	8	3
7/Senior Officer	25	8
6/Officer	48	13
5/Junior Officer	66	24
Total:	180	66

Source: Field Survey 2022

3.6. Data Collection Techniques

Semi-structured questionnaires with open and closed ended questions were designed for data collection in the study area. All the respondents were asked to fill up the questionnaires either manually or through Google form. Key informant interviews were taken upon the consent of individual respondent. The questionnaires were distributed and collected from September 18, 2022 to October 14, 2022. The interview schedule for Key Informant Interviews was taken during lunch time at the premises of Corporation. The pilot study was done and the questionnaire get modified and re-distributed for validity of construct and content validity. This was done for clarity and operationalization of variables under study so as to internalize and validate the case study of Gorkhapatra Corporation.

3.7. Measuring Scales

Policy implementation related variables were measured on interval and ratio scales. The respondents were asked to express their response on the semi-structured questionnaire in printed and Google form that cover two major parts. The first part of the questionnaire is background information regarding to demographic variables such as gender, age, caste, marital status, office designation, education and so on. The second part of the

questionnaire covers the questions regarding study variables such as enterprise autonomy and control, public and corporate entrepreneurship, policy innovation and institutional capacity, overall policy implementation and institutional performance. A five point and three point likert scale was used as the survey instrument for perception related measurement, ranging from strongly disagree (1) to strongly agree (5). The objectivity related variable has been measured in descriptive way as a nominal scale. The Key Informants Interviews were coded, schematized and analyzed in in-depth manner for data triangulation.

3.8. Data Analysis Tools

The SPSS version 26 was used as statistical tools for analyzing the quantitative data. Manual coding was used for analyzing the collected data under qualitative data analysis. The data were further thematized and analyzed in in-depth manner. The independent variables and dependent variable showed the normal behavior as predicated from histogram, Q-Q plot and other relevant tests of normality. These tests validate that the variables were eligible to undergo further tests under quantitative data analysis.

Descriptive Analysis (Mean, Median and Standard Deviation): Descriptive statistics such as mean, median and standard deviations on all the respective independent and dependent variables were used to describe the variables under study.

Multiple Regression Analysis: This empirical analysis was done for analyzing the impact of policy implementation practices in institutional performance of public enterprise (Gorkhapatra Corporation). Generally, significant level of 0.01, 0.05 and 0.10 has been used to explain the p-value. For regression analysis, the Durbin –Watson was tested (*normal range 1.50 -2.50*). For range (*under 1 or more than 3),* it causes autocorrelation (Field, 2015). There are no issues of multicollinearity. It was checked by using two methods: Variance Inflation Factor (*VIF<10 or max 5 or max 4*) (Hair et al., 2010; Cornell et al., 1988) and Tolerance Value (TV= minimum 0.10 or 0. 20 or 0.25) (Tabachnick & Fidell, 2001). These values were commonly used in research.

Table 3.2

Multicollinearity Statistics

Independent Variable	Tolerance Value	VIF
*Constant		
EAC	.882	1.134
PIIC	.650	1.539
PCE	.722	1.384

Constant: overall factors of policy implementation

Source: SPSS data analysis, 2022

Multiple linear regressions were used to predict the best measure of impact of various independent variables to change the dependent variable in a research study. The regression model was expressed in the following regression equation.

For Institutional performance:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where,

Y= Institutional Performance

β_0= Constant

β_1-β_3= Intercepts of independent variables (EAC, PCE and PIIC)

X_1= Enterprise Autonomy and Control (EAC)

X_2= Public and Corporate Entrepreneurship (PCE)

X_3= Policy Innovation and Institutional Capacity (PIIC)

ε = Standard error

3.9. Data Presentation

The responses were categorized, tabulated, processed and analyzed. While presenting the data, simple statistical tools like; frequencies, percentage, mean, median and standard deviation were used. Likewise, tabulation was also done. Data coding, theme making and in-depth interpretation were done for the presentation of data under qualitative analysis.

3.10. Validity and Reliability

Reliability refers to the extent to which a scale produces consistent results if repeated instruments are made. For a test to be reliable, it also needs to be valid. Validity defines as the best available approximation to the truth or falsity of a given inferences, proposition or conclusion. Validity encompasses the entire experimental concept and establishes whether the results obtained meet all the requirements of the scientific research method. Validity involves ensuring the use of adequate sampling procedures, appropriate statistical tests, and reliable measurement procedures. In order to create reliability and validity to this research, clear and understandable questions were designed in the questionnaires. For validity, accurate information is received from various sources prior to confirmation. Considerable content and construct validity are made by reviewing authentic literatures and expert's consultation. Reliability (alpha) was employed to validate the reliability of the construct used in the questionnaire survey. For internal consistency, the values ranging from 0.4 to 0.59 is fair, from 0.60 to 0.74 is good and above 0.75 is excellent (Cicchetti, 1994). These values were commonly used for reliability test.

Table 3.3

Test for Reliability

Variables	Reliability
EAC	83%
PIIC	74%
PCE	71%
IP	68%

Source: SPSS data analysis, 2022

3.11. Ethical Consideration

It is essential to make sure that ethical considerations are taken into account when conducting the study. Before the study could begin, permission was obtained from the Gorkhapatra Corporation administration in the form of an ethical clearance. The autonomy of the respondents was protected, and steps were taken to shield them from social shame and additional victimization. The respondents' rights, anonymity, and confidentiality were upheld throughout the whole research process. Prior to data collection, verbal informed consent from the interested respondents was obtained. The type and purpose of the interview, issues of anonymity and confidentiality, voluntary participation and the freedom to end the interview or discussion at any time, and the lack of any known risks or benefits for participating in the study were all explained in advance through the verbal consent process. In this research study, extreme care was taken to avoid plagiarism.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

This chapter deals with overall outline of the set objectives regarding research questions. It tries to assess and evaluate policy implementation practices in institutional performance. This chapter includes different inferential analysis to depict the relationship between policy implementation practices and institutional performance of Gorkhapatra Corporation.

4.1. Presentation and Analysis of Data

In this section, data are analyzed using SPSS 26 software tools for quantitative and manual coding and thematic analysis for qualitative data. They are presented in the form of different tables as illustrated below for different sort of questions either single answer type or multiple response type or 3 and 5-likert scale type questions.

4.1.1. Demographic Characteristics of Respondents

The demographic characteristics of respondents describe the essential traits of the respondents. The motive of taking demographic characteristic of respondent like age, level and designation, work experience, educational faculty and educational level is to investigate the impact of these demographic factors while implementing policies for institutional performance of Gorkhapatra Corporation. The various demographic factors taken during data collection and their respective responses were analyzed as under:

Table 4.1

Demographic Characteristics of Respondents

Age of Respondent	N	%
20-30	2	3.0
30-40	27	40.9
40-50	25	37.9
50-60	12	18.2
Minimum Age	25	
Maximum Age	58	
Mean Age	42.42	
sex of Respondent		
Female	29	43.9
Male	37	56.1
Level and Designation		
5/Junior officer	24	36.4
6/officer	13	19.7
7/Senior officer	8	12.1
8/Manager	3	4.5
9/Senior Manager	9	13.6
10/Director	7	10.6
11/General Manager	1	1.5
12/Executive Chief	1	1.5
Work Experience		
<5 years	21	31.8
5-10 years	6	9.1
10-15 years	14	21.2
>20 years	25	37.9
Level of Education		
Certificate level	6	9.1
Bachelor	15	22.7
Master	43	65.2
M.Phil.	2	3.0
Faculty of Respondents		
Humanities	35	53.0
Management	18	27.3
IT/Computer	1	1.5
Science	1	1.5
Journalism	7	10.6
Others	4	6.1
Caste of Respondents		
Brahmin	50	75.8
Chhetri	14	21.2
Janajati	2	3.0
Religion of Respondents		
Hindu	66	100
Marital Status of Respondents		
Married	64	97.0
Unmarried	2	3.0
Total	66	100

Source: Field Survey, 2022

The above table obtained from the survey showed that out of the total respondents, 40.9% are in between age range of 30 to 40 followed by 37.9% for age range 40 to 50. The least 3% are in between 20 to 30 and 18.2% of the respondents are in between age range of 50 to 60. The mean age of respondent is found as 42.44. The percentage of male respondent is 56.1 followed by 43.9 of female. Out of the total respondents, 36.4% are junior officer followed by 19.7% officer and 12.1% senior officer. The top level officer consists of 4.5% manager followed by 13.6% senior manager and 10.6% director. The governmental political appointees are general manager 1.5% followed by executive chief who comprise 1.5% of total respondents. Work experience of more than 20 years is found on 37.9% respondents followed by less than 5 years' work experience in 31.8% respondents. 9.1% of total respondents have work experience between 5 to 10 years while 21.2% between 10 to 15 years. 65.2% of the total respondents hold master's degree followed by 3% having M.Phil. 53% of the total respondents have humanities as educational faculty followed by management having 27.3%. Only 10.6% holds degree on journalism followed by 1.5% each on IT/computer and science. Others faculty consists of 6.1% of total respondents. Brahmins are 75.8% followed by 21.2% Chhetris and 3.0% Janajatis. All the respondents are Hindus and out of total respondents 97% are married followed by 3% as unmarried.

4.1.2. Analyzing Enterprise Autonomy and Control Practices in Institutional Performance

This section of the dissertation contains the descriptive analysis of the first objective set for this research. It analyzes the implementation of enterprise autonomy and control practices in institutional performance. Various questions were asked to respondents regarding analysis of implementing enterprise autonomy and control for the better institutional performance of Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.2

Distribution of Respondents Regarding the Implementation of Enterprise Autonomy and Control

Possibility to Implement Autonomy and Control Side by Side.	N	%
Yes	37	56.1
No	9	13.6
Total autonomy should be given making free from government control	16	24.2
Others	4	6.1
Total	66	100

Source: Field Survey, 2022

After data analysis, the above table shows that 56.1 percent of the respondents believe in possibility to implement autonomy and control side by side in public enterprises while 13.6 percent of the respondents are against to this opinion. 24.2 percent of the respondents opine that total autonomy should be given to public enterprises making free from government control. 6.1 percent of the respondent opine for other possible suggestion discarding the above mentioned opinion.

Table 4.3

Distribution of Respondents Regarding Necessity of Control in Public Enterprises

Necessity of Control in Autonomous Public Enterprises	N	%
Complete control is necessary since public enterprise is government entity	4	6.1
Partial control is necessary	48	72.7
Autonomous entity should not be controlled	14	21.2
Total	66	100

Source: Field Survey, 2022

The above table shows that out of total respondents 72.7 percent believe that partial control is necessary in public enterprises while 21.2 percent thinks autonomous entity should not be controlled by government. 6.1% of the respondents opine that complete control is necessary in public enterprises.

Table 4.4

Distribution of Respondents Regarding Effective Coordination between Enterprise Autonomy and Control

Effective Coordination between Enterprise Autonomy and Control	N	%
By creating credible environment between government and public enterprises.	30	13.5
By recruiting skilled manpower	31	13.9
By recruiting managerial leadership who can coordinate between public and corporate entrepreneurship	34	15.2
By increasing institutional capacity	33	14.8
By formulating new policies and implementing them timely	26	11.7
By maintaining public accountability and transparency	37	16.6
By maintaining clarity on policy between institutional autonomy and control	18	8.1
By diminishing political and interest mixed attack on policy and its implementation after the change in government and leadership of public enterprise	14	6.3
*Total	223	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions*

The above table shows that out of total respondents 16.6 percent believe that by maintaining public accountability and transparency we can effectively implement policies in public enterprises by coordinating enterprise autonomy and control. 15.2 percent

believes that the goal is achieved by recruiting managerial leadership capable of coordinating public and corporate entrepreneurship. 14.8 percent opine on increasing institutional capacity while 13.9 believes on recruiting skilled manpower. 13.5 percent thinks that creating credible environment between government and public enterprise may be the best option while 11.7 focused on formulating new policies and implementing them timely. 8.1 percent of the total respondents emphasized on maintaining clarity on policy between institutional autonomy and control while 6.3 percent opine that the target can be achieved by diminishing political and interest mixed attack on policy and its implementation after the change in government and leadership of public enterprise.

Table 4.5

Distribution of Respondents Addressing the Welfare Rationale Logic

Addressing Welfare Rationale Logic of Gorkhapatra Corporation	N	%
Being a social enterprise	4	3.0
Being a public enterprise to implement important fundamental rights of citizen like right to information and communication	44	33.3
Only the autonomous entity can perform the role of knowledge accretion and communicating true and impartial news	40	30.3
Autonomy without control can be arbitrary	34	25.8
Wrong and interest motivated news if accreted it can create obstruction on building welfare logic society.	10	7.6
*Total	132	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions*

The above table illustrates that 33.3% of the total respondents are in view to support welfare rationale logic of Gorkhapatra Corporation as it being a public enterprise that implement important fundamental rights of citizens like right to information and communication followed by 30.3% respondents who opine that only the autonomous

entity can perform the role of knowledge accretion and communicating true and impartial news. 25.8% of the total respondents suggest that autonomy without control can be arbitrary followed by 7.6% respondents who view that wrong and interest motivated news if accreted can create obstruction on building welfare logic society and 3.0% opine that being a social enterprise the welfare rationale logic of Gorkhapatra Corporation can be addressed by enterprise autonomy and control.

Table 4.6

Distribution of Respondents Regarding Problems of Corporation Management in Relation to Side by Side Functioning of Enterprise Autonomy and Control

Problems of Corporation Management in Relation to Side by Side Functioning of Enterprise Autonomy and Control	N	%
Administration of corporation cannot run freely	8	12.1
No flexibility in management	13	19.7
No freedom in operationalization of resources due to unnecessary intervention by Nepal Government	44	66.7
Others	1	1.5
Total	66	100

Source: Field Survey, 2022

66.7% of the total respondents opine that there will be no freedom in operationalization of resources due to unnecessary intervention by Nepal Government followed by 19.7% who thinks that there will be no flexibility in management if enterprise autonomy and control go side by side. 12.1% of the total respondents believe that administration of corporation cannot run freely if enterprise autonomy and control go side by side followed by 1.5% having other opinions than above mentioned.

Table 4.7

Distribution of Respondents Regarding Autonomy

Criteria Regarding giving Autonomy to Public Enterprise	N	%
Independence in administrative working procedure	41	21.1
Independence in economic activities, acquisition of capital and use of resources	29	14.9
Independence in transfer and promotion of staffs	30	15.5
Independence should be given to increase corporate entrepreneurship beside giving directive order to management	32	16.5
Independence in making budget, policy making and its implementation	20	10.3
Automatic control on act, rules and bylaws as well as independence on other acts beside indirect control on welfare benefit logic of general citizens	41	21.1
Others	1	0.5
*Total	194	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions*

Out of the total respondents, 21.1% said that independence in administrative working procedure   should be given for effective policy implementation and 21.1% opine indirect control on welfare benefit logic of general citizens beside automatic control on act, rules and bylaws followed by 16.5% respondents who thinks that independence should be given to increase corporate entrepreneurship. 15.5% of the respondents are in view that there is dire need of independence to corporation in transfer and promotion of staffs followed by 14.9% who thinks that there should be independence in economic activities, acquisition of capital and use of resources to the corporation. 10.3% vow their opinion for independence in making budget, policy making and its implementation followed by 0.5% who have their opinion different to above mentioned one.

Table 4.8

Distribution of Respondents Regarding Control Measure for Effective Policy Implementation

Control Measure for Effective Policy Implementation	N	%
Control in arbitrary use of Act, rules and bylaws	52	78.8
Control in illegal sales and distribution of property owned by corporation as it is the property of Government	14	21.2
Total	66	100

Source: Field Survey, 2022

Table shows that 78.8% of the respondents want control in arbitrary use of acts, rules and bylaws of corporation followed by 21.2% who want control in illegal sales and distribution of properties of corporation as the corporation is fully owned by government.

Table 4.9

Distribution of Respondents Regarding Operation of Enterprise Autonomy

Operation of Enterprise Autonomy	N	%
By making and amending bylaws and regulations upon the recommendation of management of corporation and final approval by corporation board.	24	36.4
By making annual budget of corporation and its final approval by Board	19	28.8
By giving performance agreement led rights, duties and obligation to executive chief, general manager and departmental heads	19	28.8
Others	4	6.1
Total	66	100

Source: Field Survey, 2022

36.4% of the total respondents opine that enterprise autonomy has been operated in corporation by making and amending bylaws and regulations upon the recommendation of management of corporation and final approval by the corporation board followed by each 28.8% respondents who are in opinion that by making annual budget and its final approval by corporation board they are operating enterprise autonomy in corporation and by giving performance agreement led rights, duties and obligation to executive chief, general manager and departmental heads while others 4% discard the above opinions.

Table 4.10

Descriptive Statistics for Implementing Enterprise Autonomy and Control

Statement/Item	N	Minimum	Maximum	Mean	Median	St.Dev
The enterprise autonomy is only showy.	66	2	5	3.76	4.00	.962
Partial autonomy should be converted into complete autonomy.	66	2	5	3.35	4.00	.953
Control should be made more flexible and transparent.	66	2	5	4.00	4.00	.608
Complete autonomy is needed in administrative as well as economic sectors. Only legal control is acceptable in corporation.	66	2	5	3.61	4.00	.699
Overall EAC	66	2.75	4.50	3.67	3.75	.433

Source: Field Survey, 2022

The above table shows the descriptive statistical analysis of Enterprise autonomy and control according to the result of opinions of respondents on five point likert scale. Overall means and median are almost same. Standard deviation of overall EAC is 0.433. The mean value of each statement/item lies between 3.35 and 4.00. The overall mean is 3.67 and overall median is 3.75. The descriptive statistics of overall EAC shows moderate range of implementation of Enterprise autonomy and control for institutional performance.

For the implementation of enterprise autonomy and control side by side in the Gorkhapatra Corporation, the respondents of key informant interviews have responded as following:

Level of Autonomy: Complete autonomy should be given to enterprises for implementing policies, plans and programs. Some of the respondents opined for partial autonomy. Public enterprises should be autonomous to implement policies, plan, programs and other daily activities. Complete autonomy should be in other areas than policy issues and large scale economic decisions. As per the Gorkhapatra Corporation act, 2019, we can release the share for exercising the enterprise autonomy placed under legislation and operationalized. For example: BBC model. If only given autonomy, the management of corporation may go beyond control and do arbitrary acts, so to control arbitrariness, control is necessary. Autonomy is vital for writing news and its publication. Control should be there in order to protect and conserve national pride broadsheet. The corporation should be given independency without control so that it can accomplish its tasks to meet the targeted goals in time. Autonomy in publication, the practical and legal provisions that create problems in completing economically for enterprise should be removed. Corporation can be given autonomy removing its control from Nepal government and planning it under federal parliament or parliament or other legally established independent body or committee. Control should only be done in policy, regulations and laws. Besides, autonomy should be given in economic and administrative operation.

Performance Appraisal: Reward and Punishment should be the judging factor for work appraisal in corporation by fully obeying the law. There should be impartiality in

recruiting managerial leadership based on meritocracy. Appraisal should be based on performance, policies and programs addressing public opinion. Impartial performance appraisal is mandatory for growth of organization. All the manpower of office should be treated equally. Corporation should always try to take benefit from all the staffs properly as much as possible.

Capacity Accretion and Skill: Top managerial leadership with high level of understanding about public and corporate entrepreneurship leads capacity accretion of enterprises. They should be impartial to political parties, ethical with government as a policy formulator, regulator and controller of public enterprises. Their interest should be centrally focused in enterprise welfare. Capacity accretion is solely based on human resources of the enterprise. Feeling of ownership in human resources of organization plays prominent role in capacity accretion. By developing skilled manpower relative to time is vital. By recruiting the skillful and efficient top managerial leadership who can coordinate between public and corporate entrepreneurship, the capacity of enterprise can be accreted. Leadership should focus strongly to implement policies and regulations while human resources (manpower) should obey the acts, bylaws, rules and regulations.

Effective Coordination: Effective coordination should be maintained between Enterprise autonomy and control. The appointment or recruitment of managerial leadership who has ability to coordinate between public entrepreneurship and corporate entrepreneurship can be the changing milestone to rediscover public enterprises.

Political Clarity and Non-intervention: Political clarity should be maintained between enterprise autonomy and control. Public enterprise should be salvaged from politics i.e. nonpolitical intervention or political clarity. Due to absence of political and economic stability, it leads to variance and reshuffling of government or even top management of corporation.

Public Accountability: Public accountability and control should be maintained. Human resources (manpower) should obey the acts, bylaws, rules and regulations. If we do so, then institutional accountability and transparency will be increased. Truth based and impartial news will be communicated. As it helps to increase ethics, virtue, transparency

and accountability, public accountability can be justified. Public enterprise is essential to work as a bridge between Government and people. They provide quality service to people in fewer prices. If we leave all the things to market following the concept of limited government then backward community cannot be uplifted. On the other hand, Government wants to escape from public accountability. That's why; the corporation should grow forward by coordinated role between Government and Business entrepreneurship.

4.1.3. Evaluating the Public and Corporate Entrepreneurship Practices in Institutional Performance

This section of the dissertation contains the descriptive analysis of the second objective set for this research. It analyzes the implementation of public and corporate entrepreneurship practices in institutional performance. Various questions were asked to respondents regarding analysis of implementing public and corporate entrepreneurship for the better institutional performance of Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.11

Distribution of Respondents Regarding Necessity of Public and Corporate Entrepreneurship

Necessity of Public and Corporate Entrepreneurship	N	%
Yes	40	60.6
Coordinative role of both public and corporate entrepreneurship is necessary	26	39.4
Total	66	100

Source: Field Survey, 2022

The above table shows that 60.6% of the total respondents show their positive response towards necessity of public and corporate entrepreneurship for effective policy

implementation followed by 39.4% who opine that coordinative role of both public and corporate entrepreneurship is necessary discarding their individual practices.

Table 4.12

Distribution of Respondents Regarding Operationalization of Public and Corporate Entrepreneurship for Investigation of Opportunities in the Market

Statements	Essential		Non-Essential		Total
	N	%	N	%	
By recruiting skill full manpower on corporation on the basis of meritocracy.	51	77.3	15	22.7	100
By operationalizing the team for investigating the current market under corporation board.	53	80.3	13	19.7	100
By ending political intervention and political clientelism.	52	78.8	14	21.2	100
By providing training and education to the human resources of corporation for increasing corporate entrepreneurship.	59	89.4	7	10.6	100

Source: Field Survey, 2022

89.4% of the total respondents opine that training and education should be provided to the human resources of corporation for increasing corporate entrepreneurship followed by 80.3% who believe that it is essential to operationalize the team for investigation of current market under the corporation board. 78.8% of the respondents say that by ending political intervention and political clientelism effective implementation of public and corporate entrepreneurship can be operationalized for investigation of opportunities in the market while 77.3% opine that it can be done by recruiting skillful manpower on corporation on the basis of meritocracy.

Table 4.13

Distribution of Respondents Regarding Investigation and Increment of Public Entrepreneurship with Reference to Appointment of Executive Chief and General Manager

Investigation and Increment of Public Entrepreneurship	N	%
No	30	45.5
Yes	17	25.8
Increment on Institutional performance is seen	12	18.2
Decrease on institutional performance is seen	5	7.6
Others	2	3.0
Total	66	100

Source: Field Survey, 2022

45.5% of the total respondents observe that public entrepreneurship has not been increased in corporation by the appointment of Executive head and General Manager by Nepal government followed by 25.8% respondents who support the statement. 18.2% observes increment on institutional performance while 7.6% of the respondents observe decrease on institutional performance by the appointment of Executive head and General Manager so as to increase public entrepreneurship in Gorkhapatra Corporation.

Table 4.14

Descriptive Statistics for Implementing Public and Corporate Entrepreneurship

Statements/Items	N	Min	Max	Mean	Median	St.Dev
Political clientelism is highly dominating in using public entrepreneurship	66	3	5	4.09	4.00	.547
Lack of coordination while using public and corporate entrepreneurship	66	4	5	4.12	4.00	.329
Overall PCE	66	3.50	5.00	4.10	4.00	.334

Source: Field Survey, 2022

The above table shows the descriptive statistical analysis of Public and Corporate Entrepreneurship according to the result of opinions of respondents on five point likert scale. Overall means and median are almost same. Standard deviation of overall PCE is 0.334. The mean value of each statement/item lies between 4.09 and 4.12. The overall mean is 4.10 and overall median is 4.00. The descriptive statistics of overall PCE shows strong range of implementation of Public and Corporate entrepreneurship for institutional performance.

For the effective implementation of public and corporate entrepreneurship in order to make public enterprise adapt to excessive dynamic environment of market, the respondents of key informant interviews have responded as following:

Increasing Competitiveness: Strong and meaningful representation of public enterprises is deeming to be essential in current competitive environment of market. Public and corporate entrepreneurship is essential for increasing competitiveness of corporation in dynamic environment of current market. For this purpose, skillful managerial leadership is necessary. The public enterprise should be made highly competitive and IT-friendly in order to adapt the environment of market which is highly dynamic and for that public and corporate entrepreneurship is essential. Since the adaptation towards dynamic

environment is itself effective implementation of policy, public and corporate entrepreneurship helps in making public corporation competent in the market.

Organizational Interest: Subordination of individual interest to general interest of organization is vital. Public and corporate entrepreneurship is essential for organizational interest of corporation. Public and corporate entrepreneurship is essential for quality management of the corporation.

Re-discovering Public Enterprises: we have to rediscover public enterprise by the coordinate use of public and corporate entrepreneurship. If policy scientists agree that one of the major reasons for the economic crisis is the inadequate regulation of the private sector, public enterprises could be a renewed alternative and rediscovering of public enterprises is mandatory via proper implementation of public and corporate entrepreneurship.

Managerial Professionalism: The professionalism of management of corporation should be increased by increasing public and corporate entrepreneurship. Development of efficient manpower relative to time is mandatory. Recruiting skilled and persevering managerial leadership can increase institutional performance of organization. Necessary knowledge increment to managerial leadership from policy innovation eventually leads increment in institutional performance of the corporation.

Citizen Satisfaction: The ultimate goal of public enterprises is citizen satisfaction through public service delivery. For that reason, public and corporate entrepreneurship are needed in public enterprises.

Economical Sustainability: Public enterprise should sustain economically along with its motive of welfare rationale. Employment creation by it is praiseworthy. Nepal has adopted mixed economy till date. Hence, such corporation should be given autonomy and operated by Government.

Quality Management: Quality management plays important role for market accessibility and internal control. The publication, news communication, reform in production and

distribution process leads to quality management of corporation. For this purpose, public and corporate entrepreneurship is necessary.

Welfare Rationale and Continuity: Each and every government should have its own mouthpiece. Gorkhapatra Corporation is a mouthpiece of government of Nepal that's why it is needed in order to make the society feeling pride for the nation, national interests and national integrity. Gorkhapatra Corporation is an excellence hub for fostering education and consciousness. It is a historical heritage. It should be conserved and regulated by state for its sustainable existence and continuity. Feeling of an obligation being an ideal citizen and to contribute on nation building, there is necessity of Government media like Gorkhapatra Corporation. It is vital to take policy, planning and programs of state to the doorstep of people which is the main aim of New Public Governance paradigm in public administration. To provide truth, factual news and information to the people, this sort of entity is necessary. But it should be made more professional and efficient one. Gorkhapatra Corporation is not just for business purpose, it has more social obligations towards people on behalf of government so it is essential. It is necessary since it takes the honorary presence of government to the citizens. It has role in communicating truth and impartial news and knowledge accretion. Its role is important. It is a communicating medium of government with the citizens. It speaks the voice of Government. It fills the gap between haves not and haves. It alerts the government. It is also the provider of truth and impartial news to the government on behalf of its citizen. This eventually helps in policy formulation to the government.

In many countries of the world, it is evident that public media are under the control and supervision of Government. The Gorkhapatra Corporation of Nepal is one of the examples. It has become a paramount and trustworthy medium to bring news of government to its citizens. It has been publishing continuously since 122 years which carries historical and antiquarian importance of nation as well. Despite different added challenges, it should run continuously. It is one of the oldest news media in south Asia. We should enhance its performance and operate it. It is necessary and an essential enterprise.

Return on Investment: To secure profit from its investment government should focus on vitality of corporate entrepreneurship. To achieve the best result, coordination between public and corporate entrepreneurship is of utmost importance.

4.1.4. Evaluating the Policy Innovation and Institutional Capacity Practices in Institutional Performance

This section of the dissertation contains the descriptive analysis of the third objective set for this research. It analyzes the implementation of policy innovation and institutional capacity practices in institutional performance. Various questions were asked to respondents regarding analysis of implementing policy innovation and institutional capacity practices for the better institutional performance of Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.15

Distribution of Respondents Regarding Prevention of Risk and Uncertainty in Policy Innovation and its Transfer

Prevention of Risk and Uncertainty in Policy Innovation and its Transfer	N	%
By developing agreement between concerned stakeholders	28	42.4
By increasing the public endorsement and operationalization of fiscal resources	19	28.8
By developing institutional power and policy education	19	28.8
Total	66	100

Source: Field Survey, 2022

42.4% of the total respondents suggest that we can prevent the risk and uncertainty in policy innovation and its transfer by developing agreement between concerned stakeholders. 28.8% of each respondents opine that risk and uncertainty can be prevented either by increasing the public endorsement and operationalization of fiscal resources or by developing institutional power and policy education.

Table 4.16

Distribution of Respondents Regarding Essential Traits in Policy Entrepreneurs for Policy Innovation and Institutional Capacity Enhancement

Essential Traits in Policy Entrepreneurs	N	%
Should have a skill of thinking and performing like a best researcher	34	21.1
Highly passionate person with ethics, virtue and integrity	37	23.0
One who has proficiency in market analysis	36	22.4
One who can build innovative policy and has ability in objective use	52	32.3
Others	2	1.2
*Total	161	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions*

Out of the total respondents, 32.3% suggests that policy entrepreneurs should be one who can build innovative policy and has ability in its objective use followed by 23% who opine for highly passionate person with ethics, virtue and integrity and 22.4% put their remarks on one who has proficiency in market analysis. 22.1% of the respondents think that a policy entrepreneur should have a skill of thinking and performing like a best researcher while 1.2% of the respondents have different opinion than above one.

Table 4.17

Distribution of Respondents Regarding Factors Affecting to Policy Entrepreneurs

Factors Affecting to Policy Entrepreneurs while Innovating Policy	N	%
Potentials, efficiencies and effectiveness	41	62.1
Increasing agreement between policy entrepreneur and policy paradigm shift for policy innovation	15	22.7
Increasing endorsement of general citizen and economic resources		3.0
	2	
Progress in institutional strengthening and policy learning	7	10.6
Others	1	1.5
Total	66	100

Source: Field Survey, 2022

Out of the total respondents, 62.1% opine that potentials, efficiencies and effectiveness are the factors which affect policy entrepreneurs when they are engaged in policy innovation followed by 22.7% who think that increasing agreement between policy entrepreneur and policy paradigm shift for policy innovation be the best affecting factor and 3% suggest that increasing endorsement of general citizen and economic resources. 10.6% of the respondents think that progress in institutional strengthening and policy learning may be the best factor while others 1.5% of the respondents do not believe on above mentioned factors.

Table 4.18

Distribution of Respondents Regarding Essentialities for Increment and Development of Institutional Capacity in Public Corporation

Essentialities for Increment and Development of Institutional Capacity	N	%
Necessary resources	3	4.5
Behavioral Knowledge	6	9.1
Culture, power and judicial competency	4	6.1
High quality/excellent human resources management	50	75.8
Others	3	4.5
Total	66	100

Source: Field Survey, 2022

Out of the total respondents, 75.8% prefer high quality or excellent human resource management as the essentials for increment and development of institutional capacity of public corporation followed by 9.1% respondents who prefer behavioral knowledge and 6.1% think that culture, power and judicial competency may be the right essentials. 4.5% of the respondents prefer necessary resources to others 4.5% respondents who believe in other essentials than mentioned herein.

Table 4.19

Descriptive Statistics for Implementing Policy Innovation and Institutional Capacity

Statements/Items	N	Min	Max	Mean	Median	St.Dev
Appointment of skilled manager is lacking in corporation who can innovate policies and implement them	66	3	5	4.11	4.00	.787
There is lack of appropriate human resource management for growth and development of institutional capacity of the corporation	66	4	5	4.47	4.00	.503
Overall PIIC	66	3.50	5.00	4.28	4.00	.533

Source: Field Survey, 2022

The above table shows the descriptive statistical analysis of policy innovation and institutional capacity according to the result of opinions of respondents on five point likert scale. Overall means and median are almost same. Standard deviation of overall PIIC is 0.533. The mean value of each statement/item lies between 4.11 and 4.47. The overall mean is 4.28 and overall median is 4.00. The descriptive statistics of overall PIIC shows strong range of implementation of Policy innovation and institutional capacity for institutional performance.

For the effective implementation of policy innovation to increase institutional capacity of the corporation, the respondents of key informant interviews have responded as following:

Enhancement of Institutional Capacity: Policy innovation sets vision, mission, goal, objective, strategy and program which can assist to enhance the institutional capacity of public enterprises. Through knowledge transfer, Policy Innovation leads to reform in performance ability increasing the morale of human resources. If the corporation can run according to the changing environment and necessity of market, then policy innovation

can bring increment in institutional capacity of Corporation. Policy innovation leads to recruitment of skillful and capable human resources that leads to constructive reform in corporation due to which institutional capacity gets increased. Proper utilization of economic and social resources and efficient management of skillful human resources leads to increment in institutional capacity. Innovative training and policy education, ethics and values can enhance the institutional capacity.

Innovative Managerial Leadership: Formulating and implementing timely programs and policies is the prime functions of managerial leadership. Policy innovation helps in management of best and efficient manpower. By policy innovation, innovative managerial leadership can be recruited based on meritocracy and impartial competition. Policy innovation means recognizing the varied time and changed market. If the corporation can give what the current time and market demands, then institutional capacity gets itself enhanced. The managerial leadership should have the capability of changing policy relative to time. Policy innovation can increase the efficiency to some extent. But we should give emphasis to appoint the managerial leadership having corporate entrepreneurship.

Effective Implementation and Balance: Effective implementation is essential along with policy innovation. The available human resources should be made skillful, capable, good and properly utilized. By creating balance between publication and administration of corporation, the set objectives and goals of Gorkhapatra Corporation can be achieved.

Reform by Innovation: Policy innovation increases the qualitative production of corporation. Likewise, it leads to increase in income and make healthy and fit to action. Policy innovation of organization emphasize on legal control thus giving complete autonomy on administrative and economic areas. Policy innovation should leads to strong policy. Its effective implementation is vital in every aspect. Policy innovation admits the relativeness to timely change in competitive market. The drawbacks and weaknesses in old policies get corrected and new policies get implemented through policy innovation. Policy innovation neglects the old-fashion and interrupts in its continuity. Policy innovation helps in fighting with current and long term problems so that new policies are innovated to enhance institutional capacity.

4.1.5. Evaluating Institutional Performance

This section of the dissertation contains the descriptive analysis of the overall objectives set for this research mainly focusing on dependent variable. It evaluates institutional performance of Gorkhapatra Corporation on the basis on impact of three independent variables taken by researcher regarding policy implementation. Various questions were asked to respondents regarding the current situation of institutional performance and way forward for its betterment in Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.20

Distribution of Respondents Regarding Institutional Performance of Gorkhapatra Corporation

Institutional Performance of Gorkhapatra Corporation	N	%
Weak due to ineffectiveness in policy implementation	49	74.2
Decrease in performance due to Government intervention	7	10.6
Increment in performance due to effectiveness in policy implementation	6	6.1
Good performance due to tactful leadership and effective human resources	4	9.1
Total	66	100

Source: Field Survey, 2022

Out of the total respondents, 74.2% of the respondents think that the institutional performance of Gorkhapatra Corporation is weak due to ineffectiveness in policy implementation following 10.6% opine that it may be due to decrease in performance as a result of government intervention. 9.1% of the respondents have positive response that the performance is good due to tactful leadership and effective human resources following 6.1% having a saying that there is increment in performance due to effectiveness in policy implementation.

Table 4.21

Distribution of Respondents Regarding Institutional Performance

Factors Affecting Institutional Performance	N	%
Working experience of top leadership	50	27.6
The policy and working procedure adopted by corporation	52	28.7
Academic qualification of leadership and top management	13	7.2
Effective economic management and accountability	36	19.9
Development of professionalism of working culture, learn work and teach others how to work among the human resources within corporation	26	14.4
Others	4	2.2
*Total	181	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents
due to multiple response questions

Out of the total respondents, 28.7% of the respondents opine that the policy and working procedure adopted by corporation is the prime factors affecting the institutional performance of Gorkhapatra Corporation followed by 27.6% respondents who think that working experience of top leadership affect the institutional performance. 19.9% respondents opine that effective economic management and accountability affect the institutional performance followed by 14.4% respondents who think that development of professionalism of working culture, learning to work and teaching others how to work among the human resources within the corporation affect the statement. 7.2% respondent suggests that the academic qualification of leadership and top management affect the institutional performance while others 2.2% disagrees with the above mentioned opinions.

Table 4.22

Distribution of Respondents Regarding Reform Measures on Institutional Performance

Reform Measures on Institutional Performance of Gorkhapatra Corporation	N	%
Reform on economic performance	29	12.2
Reform in internal operation (Administration, Production, Control, service delivery, press, Information Technology, editing)	56	23.6
Reform in work place, work environment (flexi time),job specialization and job enrichment	47	19.8
Reform in development of professionalism of working culture, learning work and teach others how to work among the human resources within corporation	32	13.5
Reform in policy formulation and policy implementation	38	16.0
Others	35	14.8
*Total	237	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions*

Out of the total respondents, 23.6% of the respondents opine that reform is necessary in internal operation like administration, production, control, service delivery, press, information technology and editing followed by 19.8% respondents who prefer reform in work place, work environment (flexi time), job specialization and job enrichment and 16% respondents think that reform in policy formulation and policy implementation is vital measure on institutional performance of Gorkhapatra Corporation. 14.8% respondents suggests on other reform measures than mentioned here in the table followed by 13.5% focusing on reform measure in development of professionalism of working culture, learning work and teaching others how to work among the human resources within the corporation. 12.2% of the respondents prioritized the reform on economic performance.

Table 4.23

Descriptive Statistics for Institutional Performance

Statements/Items	N	Min	Max	Mean	Median	St.Dev
Political and economic instability leads to change in top management of corporation which diminishes the institutional performance	66	4	5	4.29	4.00	.456
The users of public policy entrepreneurship are not effectively searching, formulating and implementing the innovative ideas so that institutional performance is degrading	66	3	5	4.14	4.00	.493
There is huge gap between the nature of governance, government and political ideologies with the policies behind the concept of limited government and re-innovation of public enterprises	66	2	4	3.85	4.00	.402
Overall IP	66	3	4.67	4.09	4.00	.453

Source: Field Survey, 2022

The above table shows the descriptive statistical analysis of institutional performance according to the result of opinions of respondents on five point likert scale. Overall means and median are almost same. Standard deviation of overall institutional performance is 0.453. The mean value of each statement/item lies between 3.85 and 4.29. The overall mean is 4.09 and overall median is 4.00. The descriptive statistics of overall IP shows strong range for institutional performance.

To evaluate institutional performance, the respondents of key informant interviews have responded as following:

Single Umbrella Policy: Although Gorkhapatra Corporation is an entity being fully owned and controlled by Nepal government, no single sample policy to measure it's institutional performance has been made and used. The condition of every public enterprise is same like a barrier or to block heads and legs and compel to do the assigned task. In order to get rid of this, the government should formulate and implement a single umbrella policy. There is no single guideline in operating public corporation by government. The public enterprises are facing more problems in policy implementation than in innovative policy formulation due to higher intervention of politics and by political parties.

Policy Hindrance: Political change brings change in government that result into changes of managerial leadership. As well, that creates hindrance to policy formulation and implementation. The variance in government formation in short span of time leads to change in management of enterprises with different logic, ideology and experience so that a single sample policy formulation and implementation is not feasible. Those who formulate policy, his or her tenure will be completed before the implementation of policy.

Infeasible Policy: There is congruence in between political instability and infeasible policy. Instability in government and top administration of corporation has direct effect on improper policy implementation.

Ownership: The Corporation should govern ownership upon its task accomplishment and policy implementation. There should not be any political influence or intervention in management of corporation and policy implementation. Whatever government comes, they should not influence so that ownership in decision making, formulation and implementation of policy becomes feasible.

Dual Nature of Service Delivery: Gorkhapatra Corporation has to deliver dual nature service acting itself as an entrepreneur and public service deliverer. It should be process-oriented to do its regular work. It provides major fundamental rights like right to information and communication to citizens in order to help them and advocate logic for

welfare rationale. That's why it has poor institutional performance rather than expected one.

Political Clientelism: Poor institutional performance is evident due to political appointment of unskilled and inexperienced managerial leadership, lack of clarity in government policy, lack of skillful manpower in corporation. The political appointee by government is not working in the institutional interests rather they are focused only in their own interests and interests of political parties on which they belong. Managerial leadership coming from political appointment is a major hindrance in fulfilling the great purpose of corporation.

Lack of Morale: The working manpower in corporation has fewer interests in learning work and innovating new ways of working. Political influence and Clientelism is very high in corporation. Performance appraisal of workforce is not impartial. This results in degradation of morale of work force of corporation as well. Research survey should be done to measure this approach from public satisfaction or customer satisfaction so that morale among the service provider and receiver is increased and overall institutional performance of organization gets increased objectively.

4.1.6. Impact of EAC, PCE and PIIC Practices in Institutional Performance

This section of the dissertation contains the descriptive analysis of the impact of overall policy implementation for institutional performance of Gorkhapatra Corporation. Various questions were asked to respondents regarding the impact of policy implementation for institutional performance in Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.24

Correlation Coefficient of the Dimensions or Factors of Policy Implementation Practices and Institutional Performance

	Mean	Std. Dev.	IP	EAC	PCE	PIIC
IP	4.0909	.23054	**1.000**	-.216*	.306**	-.028
EAC	3.6780	.43360	-.216*	**1.000**	.067	.323**
PCE	4.1061	.33415	.306**	.067	**1.000**	.516**
PIIC	4.2879	.53393	-.028	.323**	.516**	**1.000**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey 2022

Correlation shows the strength (by mean value), nature (positive or negative) and significance of the relationship between dependent variable and predictors (Independent variables). Table shows that the value of Institutional Performance (IP) is positively correlated and statistically strong significance with Public and Corporate Entrepreneurship (PCE); *r (66) = 0.306, p<.000),* and the value of Institutional Performance (IP) is negatively correlated and statistically significant with Enterprise Autonomy and Control (EAC); *r (66) = -0.216, p<.000).* Similarly, the relationship between EAC and PIIC is positively correlated and statistically strongly significant; *r (66) = 0.323, p<.000)* and that between PCE and PIIC is also positively correlated and statistically strongly significant; *r (66) = 0.516, p<.000).* However, there is negative correlation and statistically insignificant relationship between other different variables as illustrated in the above table.

Table 4.25

Model Summary and ANOVAs Result of the Dimensions of Policy Implementation Practices in Institutional Performance

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	0.590	3	.197	4.253	.009
Residual	2.865	62	.046		
Total	3.455	65			
R square		.171			
Adjusted R Square		.131			
Std. Error of the Estimate		.21496			
Durbin-Watson value		1.731			

a. Dependent Variable: Institutional Performance (IP)

b. Predictors: (Constant), EAC, PCE, PIIC

Source: Field survey 2022

The multiple linear regressions was calculated and analyzed to predict the institutional performance based on impact of factors of policy implementation practices such as enterprise autonomy and control, public and corporate entrepreneurship and policy innovation and institutional capacity. The results of regression model and ANOVA explain two major outcomes. The first predicted outcome is 17.1% of the variance *(R^2 = 0.171)* and the second predicted outcome is analysis of variance *F (3, 62) = 4.253, p<0.01).* It indicates that overall model is fit to predict the impact of policy implementation practices in institutional performance.

Table 4.26

Impact of EAC, PCE and PIIC Practices in Institutional Performance

Variable	Beta	Std. Error	T	P-value
(Constant)	3.622	.388	9.343	.000
EAC	-.098	.065	-1.499	.139
PCE	.284	.094	3.023**	.004
PIIC	-.078	.062	-1.261	.212

*F(3,62) = 4.253,p<.000,R^2 =0.171) ** signifies the coefficients are significant at 0.01 Or 1% level of significance.*

Source: Field survey 2022

The above table explains the multiple regression analysis of different independent variables and their power of impact of dependent variable. This model explains that the enterprise autonomy and control and policy innovation and institutional capacity did not significantly predict the impact on institutional performance. The values of respective variables as depicted from analysis: *(β=-0.098, t (66) = -1.499, p>0.05) and (β=-0.078, t (66) =-1.261, p>0.05)* reveals such prediction. However, public and corporate entrepreneurship is a significant predictor for institutional performance. The values as depicted from analysis: *(β=0.284, t (66) =0.094, p<0.01)* reveals such prediction.

4.1.7. Impact of Policy Implementation Practices in Institutional Performance

This section of the dissertation contains the descriptive analysis of the impact of overall policy implementation practices in institutional performance of Gorkhapatra Corporation. Various questions were asked to respondents regarding the impact of policy implementation practices in institutional performance of Gorkhapatra Corporation and the responses obtained from the respondents were analyzed as under:

Table 4.27

Distribution of Respondents Regarding Policy Formulator and Policy Implementer

Policy Formulator Should be the Policy Implementer	N	%
Yes	40	60.6
No	12	18.2
strongly yes	11	16.7
Wrong	3	4.5
Total	66	100

Source: Field Survey, 2022

Out of the total respondents, 60.6% of the respondents think that those who formulate a policy, he or she should implement it followed by 16.7% who disagree this opinion. 16.7% of the respondents strongly support this statement while 4.5% of the respondents say that this statement is wrong.

Table 4.28

Distribution of Respondents Regarding Reason for Improper and Non-result Oriented Policy Implementation

Reason for Improper and not Result-oriented Policy Implementation	N	%
Government are changing frequently in short time span due to political and economic instability which leads to instability in policy as well	40	20.7
Low level of coordination on implementing public and corporate entrepreneurship due to low skill in implementing entrepreneurship in leadership	43	22.3
Lack in searching innovative policy due to unskilled manpower	32	16.6
Inability in accreting institutional capacity	35	18.1
Enterprise autonomy has been overshadowed by the control of government leading to lack of coordination between enterprise autonomy and control	42	21.8
Others	1	0.5
*Total	193	100

Source: Field Survey, 2022   *Total frequency may exceed total number of respondents due to multiple response questions.*

The above table illustrates that 22.3% of the total respondents opine low level of coordination on implementing public and corporate entrepreneurship due to low skill in implementing entrepreneurship in leadership followed by 21.8% who think that enterprise autonomy has been overshadowed by the control of government leading to lack of coordination between enterprise autonomy and control. 20.7% respondents opine that government are changing frequently in short time span due to political and economic instability which leads to instability in policy as well followed by 18.1% respondents who suggests that inability in accreting institutional capacity may be the reason for improper and not result-oriented policy implementation. 16.6% of the respondents think that lack in

searching innovative policy due to unskilled manpower may be the prime reason while 0.5% respondent opposes the above mentioned opinions and shows negative response.

Table 4.29

Distribution of Respondents Regarding Ineffectiveness during Implementation and Operationalization of Formulated Policy

Ineffectiveness during Implementation and Operationalization of Formulated Policy	N	%
Time inadequacy in implementation	17	25.8
Political intervention	8	12.1
Difficulty in inheriting previous policy	11	16.7
Inadequacy in efficient and transformative leadership	21	31.8
Inadequacy in decision making	8	12.1
0thers	1	1.5
Total	66	100

Source: Field Survey, 2022

Out of the total respondents, 31.8% of the respondents opine that inadequacy in efficient and transformative leadership may be the reason for ineffectiveness in policy implementation followed by 25.8% respondents who think that inadequacy of time in implementation due to instability of tenure of top leadership leads in ineffectiveness in policy implementation while 16.7% respondents suggest that difficulty in inheriting the previous policy leads to ineffectiveness in policy implementation. Each 12.1% respondents think that political intervention and inadequacy in decision making is the reason for ineffectiveness in policy implementation during its operationalization while 1.5% of the respondent disagree the above mentioned opinions and suggests for other possible option.

Table 4.30

Distribution of Respondents Regarding Ineffectiveness of Policy Implementation in Public Corporation

Reason For Ineffectiveness in Policy Implementation	N	%
Inadequacy of appropriate resources in corporation	18	27.3
Inadequate resources provided by Nepal Government	9	13.6
Inadequate human resources to convert policy into operational framework	23	34.8
Due to failure of corporation in policy implementation and unaccountable to government	16	24.2
Total	66	100

Source: Field Survey, 2022

Out of the total respondent, 34.8% respondents think that inadequate human resources to convert policy into operational framework is the major reason for ineffectiveness of policy implementation in public corporation followed by 27.3% respondents who opine that inadequacy of appropriate resources in corporation may be the reason for ineffectiveness in policy implementation in public corporation and 24.2% respondents think it may be due to failure of corporation in policy implementation and unaccountable to government. 13.6% of the respondents opine that ineffectiveness in policy implementation may be due to inadequate resources provided by Nepal Government.

4.1.8. Evaluating the Constraints and Reforms of Policy Implementation Practices in Institutional Performance

The constraints on implementing policy and the reform that should be done on various aspects may also have relationship with institutional performance of an organization. Hence, the constraints and reform measure on implementing the factors of policy implementation for institutional performance has been evaluated as under:

4.1.8.1. Constraints of Policy Implementation Practices in Institutional Performance

Various constraints are revealed while implementing policy in public enterprises. The responses from respondents regarding constraints faced during policy implementation for institutional performance in Gorkhapatra Corporation were analyzed as under:

Table 4.31

Descriptive Statistics for Constraints of Enterprise Autonomy and Control practices in Institutional Performance

Statement/Items	N	Min	Max	Mean	Median	St.Dev
EAC						
Lack of Enterprise Autonomy	66	2	5	3.45	4.00	.807
Excessive Intervention and Control of Government	66	2	5	3.77	4.00	.837
Overall EAC	66	2	5	3.61	4.00	.822

Source: Field Survey, 2022

Table 4.31 shows the descriptive statistical analysis of constraints of Enterprise autonomy and control practices in institutional performance according to the result of opinions of respondents on five point likert scale. Overall mean and median are almost same. Standard deviation of overall EAC is 0.822. The mean value of each statement/item lies between 3.45 and 3.77. The overall mean is 3.61 and overall median is 4.00. The descriptive statistics for constraints of overall EAC in institutional performance shows strong range of implementing constraints of EAC practices in institutional performance.

Table 4.32

Descriptive Statistics for Constraints of Public and Corporate Entrepreneurship practices in Institutional Performance

Statements/Items	N	Min	Max	Mean	Median	St.Dv
PCE						
Lack of ethics,virtue, transparency and accountability	66	1	5	3.80	4.00	.996
Attitude of Service Providers	66	2	5	3.53	4.00	.769
Should play the dual role of both entrepreneurs and public service providers	66	2	5	3.42	4.00	.786
Political influence and instability in acquisition and use of public and corporate entrepreneurship.	66	2	5	3.71	4.00	.627
Overall PCE	66	1.75	5	3.61	4.00	.794

Source: Field Survey, 2022

Table 4.32 shows the descriptive statistical analysis of constraints of public and corporate entrepreneurship practices in institutional performance according to the result of opinions of respondents on five point likert scale. Overall mean and median are almost same. Standard deviation of overall PCE is 0.794. The mean value of each statement/item lies between 3.42 and 3.80. The overall mean is 3.61 and overall median is 4.00. The descriptive statistics of constraints of overall PCE in institutional performance shows strong range of implementing constraints of PCE practices in institutional performance.

Table 4.33

Descriptive Statistics for Constraints of Policy Innovation and Institutional Capacity practices in Institutional Performance

Statements	N	Min	Max	Mean	Median	St.Dv
PIIC						
Dominancy of change resistant management in investigation and use of new and innovative policy.	66	2	5	3.83	4.00	.543
Growing development of factors that leads to decline of Institutional capacity.	66	1	5	3.65	4.00	1.074
Overall PIIC	66	1.5	5	3.74	4.00	.808

Source: Field Survey, 2022

Table 4.33 shows the descriptive statistical analysis of constraints of policy innovation and institutional capacity practices in institutional performance according to the result of opinions of respondents on five point likert scale. Overall mean and median are almost same. Standard deviation of overall PIIC is 0.808. The mean value of each statement/item lies between 3.65 and 3.83. The overall mean is 3.74 and overall median is 4.00. The descriptive statistics of constraints of PIIC in institutional performance shows strong range of implementing constraints of PCE practices in institutional performance.

4.1.8.2. Reform Measure on Policy Implementation Practices in Institutional Performance

It is of utmost importance to undergo reform measure while formulating new policies and their effective implementation so that set objectives and targeted goals can be achieved by public enterprises. Better institutional performance is possible only when reform is made on the predicted constraints obtained during policy implementation. Questions regarding various aspects of reform measures are asked to the respondents and their responses are statistically analyzed as under:

Table 4.34

Descriptive Statistics for Reform Measure on Enterprise Autonomy and Control practices in Institutional Performance

Statement	N	Min	Max	Mean	Median	St.Dev
EAC						
Aspects of complete autonomy	66	1	3	2.24	2.00	.528
Aspects of partial autonomy	66	1	3	2.35	2.00	.668
Aspects of complete control	66	1	3	2.02	2.00	.690
Aspects of partial control	66	1	3	2.50	3.00	.588
Aspects of legal control and aspects of right and obligation of natural person	66	1	3	2.41	2.00	.607
Overall EAC	66	1	3	2.30	2.20	.616

Table 4.34 shows the descriptive statistical analysis for reform measure on enterprise autonomy and control practices in institutional performance according to the result of opinions of respondents on three point likert scale. Overall mean and median are almost same. Standard deviation of overall EAC is 0.616. The mean value of each statement/item lies between 2.02 and 2.50. The overall mean is 2.30 and overall median is 3.00. The descriptive statistics for reform measure of EAC practices in institutional

performance shows strong range of implementing reform measure for EAC practices in institutional performance.

Table 4.35

Descriptive Statistics for Reform Measure on Public and Corporate Entrepreneurship Practices in Institutional Performance

Statement	N	Min	Max	Mean	Median	St.Dev
PCE						
Political aspects regarding PCE	66	1	3	2.73	3.00	.513
Managerial aspects regarding PCE	66	1	3	2.83	3.00	.450
Coordinated relationship aspects between public entrepreneurship and corporate entrepreneurship	66	1	3	2.61	3.00	.528
Overall EAC	66	1	3	2.72	3.00	.419

Source: Field Survey, 2022

Table 4.35 shows the descriptive statistical analysis for reform measure on public and corporate entrepreneurship practices in institutional performance according to the result of opinions of respondents on three point likert scale. Overall mean and median are almost same. Standard deviation of overall PCE is 0.419. The mean value of each statement/item lies between 2.61 and 2.83. The overall mean is 2.72 and overall median is 3.00. The descriptive statistics for reform measure on overall PCE practices in institutional performance shows strong range of implementing reform measure on PCE practices in institutional performance.

Table 4.36

Descriptive Statistics for Reform Measure on Policy Innovation and Institutional Capacity Practices in Institutional Performance

Statements	N	Min	Max	Mean	Median	St.Dev.
PIIC						
Aspects of new and innovative policy formulation and its implementation.	66	1	3	2.79	3.00	.481
Aspects of policy clarity	66	1.07	3	2.60	2.66	.356
Aspects of institutional capacity accretion	66	2	3	2.47	2.00	.503
Overall PIIC	66	1.35	3	2.62	2.55	.446

Source: Field Survey, 2022

Table 4.36 shows the descriptive statistical analysis of reform measure on policy innovation and institutional capacity practices in institutional performance according to the result of opinions of respondents on three point likert scale. Overall mean and median are almost same. Standard deviation of overall PIIC is 0.446. The mean value of each statement/item lies between 2.00 and 3.00. The overall mean is 2.62 and overall median is 2.55. The descriptive statistics of reform measure on PIIC practices in institutional performance shows strong range of implementing reform measure on PIIC practices in institutional performance.

4.2. Major Findings

From the survey of policy implementation practices in institutional performance of Gorkhapatra Corporation, following findings have been explored.

Background Related Findings

- 40.9% of the respondents are of age group 30-40 while 3% of the respondents are under age group 20-30. Mean age of the respondents is 42.44.
- Male respondents are higher than female. Male are 56.1% while female are 43.9% out of total respondents.
- Most of the respondents i.e., 36.4% belong to level five with designation of junior officer followed by 19.7% officer of level six while General Manager and executive chief are one each only.
- 37.9% of the respondents have more than 20 years of work experience which is highest among all while 9.1% of the respondents have work experience of 5-10 years.
- Most of the respondents have master's degree as their academic qualification. 3% of the total respondents have M.Phil. Degree as well.
- Most of the respondents i.e. 53% are of humanities faculties while 1.5% each belongs to science and computer respectively as their academic faculties.
- 75.8% of the total respondents are Brahmin followed by 21.2% chhetris while janajatis are the least governing only 3% of the total respondents.
- All the respondents are hindus.
- Most of the respondents i.e. 97% are married while rests are unmarried.

Enterprise Autonomy and Control Related Findings

- Out of the total respondents, majority of them i.e. 56.1% opines that it is possible to implement autonomy and control side by side in public enterprises. 24.2% respondents are in view of total autonomy that should be given to public enterprises making them free from government control for better institutional

performance where as 72.7% respondents feels that partial control is necessary and 21.2% said that autonomous entity should not be controlled by government.

- There is almost mixed responses regarding effective implementation of policies in the public enterprises by coordinating enterprises autonomy and control. 16.6% of the total respondents think that effective implementation of policies in public enterprises by coordinating enterprise autonomy and control is achievable only by maintaining public accountability and transparency.

- The welfare rationale of Gorkhapatra Corporation can be addressed by enterprise autonomy and control since the enterprise implement and protect the important fundamental rights of citizen like right to information and communication. It is said by 33.3% of the total respondents.

- Corporation management can face problems of policy implementation when enterprise autonomy and control go side by side. 66.7% of the total respondents opined that there is no freedom in operationalization of resources due to unnecessary intervention by Nepal government.

- Complete autonomy determines independence in administration and its working procedures. Automatic control on act, rules and bylaws as well as independence on other acts beside indirect control on welfare benefits logic of general citizens should be highly mandatory for real exercise of autonomy as responded by 21.1% of the respondents.

- Control in arbitrary use of act, rules and bylaws are the control measures by government for effective policy implementation in Gorkhapatra Corporation. It is responded by 78.8% of the total respondents.

- Gorkhapatra Corporation is operating Enterprise autonomy and control by making and amending bylaws and regulations upon the recommendation of management of corporation and final approval by corporation board.

- The overall implementation of enterprise autonomy and control is in moderate level as shown by descriptive statistics. Therefore, control should be made more flexible and transparent for effective implementation of policy so that institutional performance of enterprise gets enhanced.

- In addition to the above findings from quantitative data analysis, the respondents of Key Informant Interviews has explored some other factors responsible for better implementation of enterprise autonomy and control in order to enhance institutional performance further in public enterprises like Gorkhapatra Corporation. Performance appraisal, capacity accretion and skill, effective coordination, political clarity and public accountability also play a significant role in effectively implementing the policies for institutional performance.

Public and Corporate Entrepreneurship Related Findings

- Public and Corporate entrepreneurship is necessary requirement of effective policy implementation that eventually increases institutional performance. It is responded by 60.6% of the total respondents.

- More than 75% of the respondents opined that it is essential to recruit skillful manpower on the basis of meritocracy, operationalize the team of manpower for investigating the current market, end political intervention and clientelism, Providing training and policy education is necessary to increase corporate entrepreneurship. These essentialities of public and corporate entrepreneurship should be operationalized for investigation of opportunities on the market

- Findings show that the entrepreneurship of Gorkhapatra Corporation has been increased because of appointing tradition of executive head and general manager by the Nepal Government. It is said by 45.5% of the total respondents.

- A coordinative role of Public and Corporate entrepreneurship is strongly necessary for effective implementation of policy for institutional performance. It has mean value of 4.10. The descriptive statistics shows the strong range of PCE implementation practices in institutional performance.

- Public and corporate entrepreneurship is necessary to adapt the public corporation in the dynamic market situation. Therefore, it requires increasing competeveness, working for organizational interest, managerial professionalism, citizen's satisfaction, economical sustainability, quality management system, welfare rationale motive for continuity and effective return of investment in order to rediscover public enterprises.

Public Innovation and Institutional Capacity Related Findings

- Risk and uncertainty in policy innovation and its transfer can be prevented by developing agreement between concerned stakeholders. It was said by 42.4% of the total respondents.

- One who can build innovative policy and has ability in its objective use should be the essential traits for policy entrepreneurs so that they can innovate policy and enhance institutional capacity. 32.3% respondents have their opinion in this regard.

- Potential, effective and efficiency are the main factors affecting to policy entrepreneurs when they engaged in policy innovation as responded by 62.1% of the total respondents.

- High quality and excellent human resource management are the essentials for increment and development of institutional capacity in public corporation. It is said by 75.8% of the total respondents.

- Descriptive statistical analysis shows that the mean value of overall policy innovation and institutional capacity is 4.28. So findings revealed that the appointment of the skilled manager and appropriate human resource management are needed for effective and efficient policy innovation, implementing them and building institutional capacity for institutional performance.

- Policy innovation and institutional capacity building requires innovative managerial leadership, effective implementation of policy and policy balance between publication and administration of corporation, reform in policy and so on.

Evaluation of Institutional Performance Related Findings

- The institutional performance of Gorkhapatra Corporation is weak due to ineffectiveness in policy implementation. It is said by 74.2% of the total respondents.

- The policies and working procedures adopted by corporation and work experience of leadership highly influences the institutional performance.

- Reform in internal operation, its administrative system, production, control, editing, information technology and service delivery system measures the good institutional performance of Gorkhapatra Corporation.

- Descriptive statistical analysis found that the overall mean is 4.09 that revealed strong range for institutional performance. The huge gap between the nature of governance, government and political ideologies with the policies behind the concept of limited government and re-innovation of public enterprises should be addressed by policy scientists and policy implementers timely for better institutional performance.

- Better institutional performance requires single umbrella policy, no policy hindrance, feasible policy, feeling of ownership, and precise nature of service delivery system, removal of political clientelism and high morale of employees.

- There is low level of positive correlation between public and corporate entrepreneurship and institutional performance but enterprise autonomy and control and policy innovation and institutional capacity are negatively correlated with institutional performance.

- Each dimension of policy implementation practices are positively correlated to each other.

- Overall model is fit for goodness. It means overall policy implementation dimensions affect the institutional performance. Overall, it changes 17.1% in institutional performance. Betterment is needed further for effective policy implementation practices in institutional performance.

- T-statistics shows that enterprise autonomy and control and policy innovation and institutional capacity are not significantly influencing institutional performance than public and corporate entrepreneurship. Public and corporate entrepreneurship has direct influence in institutional performance.

Impact of Policy Implementation Related Findings

- The responsibility of corporation is to implement the policy. Actually, it should be implemented by those who formulated it. It is said by 60.6% of the total respondents.
- There are almost mixed responses regarding reasons for improper and non-result oriented policy implementation, but lack of skill in implementing entrepreneurship in the managerial leadership was found to be the main reason. It causes improper policy implementation due to low level of coordination between public and corporate entrepreneurship. 22.3% of the respondents opined this view.
- Inadequacy in efficient and transformative leadership leads to lack of policy implementation and operationalization since the establishment of Gorkhapatra Corporation as opined by 31.8% of the respondents.
- Inadequate human resources to convert policy into operational framework causes ineffectiveness in policy implementation in public corporation.

Constraints and Reform Related Findings

- Overall constraints seem to be at moderate level (enterprise autonomy and control and public and corporate entrepreneurship has 3.61 as mean value while policy innovation and institutional capacity has 3.72 mean values) but findings showed that overall reform is necessary, it is at strong level (EAC: 2.30 mean, PCE: 2.72 mean and PIIC: 2.62 mean value out of 3.00).

4.3. Discussion

The discussion sections deals with the similarities and dissimilarities regarding the theoretical framework in comparison to findings of the research. The study had used three

dimensions of policy implementation practices for measuring the institutional performance in Gorkhapatra Corporation. The policy implementation dimension practices are similar to the study done by (Shi, 2007; Kearney et al., 2008; Amanati, 2017; K.C, 2019)

Enterprise autonomy and control related findings shows that it is possible to implement autonomy and control side by side in public enterprises either total autonomy or partial control is necessary as well as autonomous entity should not be controlled for effective institutional performance of those public corporations. It can be done through coordinating enterprises autonomy and control, and maintaining public accountability and transparency. The study finding is similar to the study done by K.C (2019). Gorkhapatra Corporation can address welfare rational logic and delivery of fundamental right of citizens like right to information and communication by making enterprises autonomy and control. Side by side going of enterprise autonomy and control can creates problem in operationalization of resources because of unnecessary intervention by Nepal government. Therefore, complete autonomy and control determines independence in administration, working procedures and automatic control on act, rules and bylaws as well as independence on other acts beside control on welfare benefits logic of general citizen. The overall range of enterprise autonomy and control in Gorkhapatra Corporation is at moderate level. Effectively implementing enterprise autonomy and control for better institutional performance requires performance appraisal capacity, accretion and skill, effective coordination, political clarity, non-intervention and public accountability. Therefore, control should be made more flexible and transparent to show better institutional performance of public enterprises.

A study done by Amanati (2017) addresses the importance of autonomy in an entrepreneurial perspective. Managers who encourage autonomy show their confidence in their staff's talents by pressuring them to operate effectively outside the boundaries of the company. Findings in relation to public and corporate entrepreneurship demonstrated the necessity of corporate entrepreneurship and effective evaluation for institutional success. It has mean value of 4.10. Government has tried to implement public and corporate entrepreneurship in Gorkhapatra Corporation by appointing skillful manpower on the

basis of meritocracy, investigation of current market situation, ending political intervention and clientelism and providing training and policy education for effective policy implementation. Policy making procedures and work experience of leadership influences the institutional performance. It is based on the reform of internal operation, its administrative system, production, control, service delivery system, single umbrella policy, no policy hindrance, and feasible policy, feeling ownership, removal of political clientelism and high morale of employees.

Public and corporate entrepreneurship requires competiveness, organizational interest, managerial professionalism, citizen's satisfaction, economical sustainability, quality management system, welfare rationale logic and its continuity and effective return of investment for re-discovering public enterprises. A study done by Kearney et. al. (2008) had developed a conceptual model of public sector corporate entrepreneurship. The model aims to illustrate the primary drivers of corporate entrepreneurship in the public sector, its effects on organizational performance (growth, development, and productivity), and the elements that affect the ongoing performance of these sectors. A study done by Amanati (2017) on the topic of privatization and corporate entrepreneurship in telecommunication companies explained that the corporation behaves more entrepreneurially following privatization. The most important aspect is its intense competition, which it exhibits by entering crowded markets and taking greater risks to create novel services, goods, and procedures. This study suggests that in order to improve institutional performance, corporate entrepreneurship is essential.

In order to develop new competencies, reinvigorate operations, achieve rejuvenation, and create values for stakeholders, the study done by Kearney and Meynhardt (2016) has used corporate entrepreneurship. Policy Innovation and Institutional Capacity related findings showed that risk and uncertainty in policy innovation and its transfer can be prevented by developing agreement between concerned stakeholders. Potentiality, effectiveness and efficiency are required to build innovative policy. Policy entrepreneurs can innovate new policies to enhance institutional capacity because of their continuous engagement in policy innovation. High quality and excellent human resource management is essential for increment and development of institutional capacity in public corporation. The study

was done by Shi (2007) regarding policy innovation and institutional capacity building for market based policy instruments. An overview of policy instruments and typical expectations for the instrument selection when governments are faced with policy implementation were presented in that study. The study's tools contributed to the development of institutional performance capacity.

It is argued by Kearney et. al. (2008) that innovation is the single most common theme underlying all forms of corporate entrepreneurship. It is best suited to the public corporation that employs innovation as a tool to boost productivity. To create innovative policies for any entity, multiple resources are therefore needed. The mean value of policy innovation and institutional capacity is 4.28. Hence, policy innovation and institutional capacity building requires innovative managerial leadership, balance and effective implementation of policy, reform of policy and so on. This was similar to the study done by Shi (2007). A study done by Amanati (2017) explained about the innovation and opined that privatization increases the innovation and finally corporate entrepreneurship leads to institutional performance. A study done by Wicaksono (2019) explained that capability building is essential for enhancing public enterprise management. The public service should focus on developing its technical, policy-making, administrative, and management capabilities. While it is important for management to foster leadership and a deeper understanding of the process, relevant training opportunities must be made available to all ranks and categories, including administrative support employees. Training methods should be flexible to accommodate changes in environment, methodology, and material.

Evaluation of Institutional Performance is measured with respect to the degree of policy implementation practices. This study is similar to the study done by K.C (2019) and contextually different study was done by Marshal and Spiegelhalter (1999) about institutional performance of health service in New York. There is a positive correlation between the institutional performance and public and corporate entrepreneurship but negative correlation with enterprise autonomy and control and policy innovation and institutional capacity. Overall, the dimensions of policy implementation practices affect the institutional performance. A study done by Kearney et. al. (2008) has developed a

model that shows the relationship between the corporate entrepreneurship and institutional performance. The study showed that enterprise autonomy and control and policy innovation and institutional capacity are not significantly influencing institutional performance than public and corporate entrepreneurship dimension of policy implementation that directly influences the institutional performance of Gorkhapatra Corporation.

A different contextual study has been done by Amanati (2017) performing a nonparametric test t-test i.e. the Wilcoxon's sign-rank and Spearman correlation matrix in entrepreneurial orientation variables regarding pre- and post-privatization. This study has shown correlation with the different dimensions under study by corporate entrepreneurship as privatization and its relations with the autonomy and innovation. The correlation has been slightly decreased after privatization. A study done by (Kearney & Meynhardt, 2016) showed that performance in the private and public sectors is what corporate entrepreneurship defines and measures. It makes measuring performance in the public sector more difficult than in the private sector, where outcomes include: higher levels of financial performance, the development of new businesses or creative project teams within well-established corporations, the expansion of new businesses, product innovation, higher levels of innovation, public welfare and social legitimacy, or even just personal satisfaction.

A study of Aharoni (1981) on institutional performance explained changes in an enterprise's structure, function, and authority, as well as involvement and interaction in the decision-making process, can be used to modify behavior and performance. The responsibility of corporation is to implement the policy. Actually, policy implementer should be the one who formulates the policy but that may be improper and non-result oriented policy implementation. Inadequacy in efficient and transformative leadership, inadequate human resources to convert policy into operational framework leads to poor policy implementation and its operationalization since the establishment of Gorkhapatra Corporation. A different study regarding to policy implementation of media policies in Nepal has been done by Acharya (2013) which assess how media policies were formulated and implemented in Nepal during its transition to democracy. By critically

assessing Nepal's media policy processes that paper has put forth the problems and challenges that exist in the policymaking domain. The issues noted and discussed affect the entire policy cycle and the paper has highlighted them by relying on invaluable information collected from some of the key stakeholders involved in the media sector and in the policymaking mechanism in Nepal. However, the paper suggested that despite the positive policy outputs, the entire policy making process, including improved stakeholder participation and completion of the policy cycle is yet to be fully realized if the policymaking domain in the media sector is to undergo a complete structural and procedural change.

A study by Ajulor (2018) examined the difficulties in implementing policy in Africa and the Sustainable Development Goals (SDGs), with a special focus on Nigeria. The study found that policy execution issues such as unattainable goals, political favoritism, disregard for target beneficiaries, and a failure to take the policy context into account led to economic recessions in Nigeria and the majority of African nations. Overall, constraints in policy implementation are found at moderate level. A study by Bertucci (2007) explored that reforms in governance and management are required if public corporation are to pursue efficiency while keeping welfare in mind. Reforms to management are the only way to address many of the flaws in public organizations. The majority of internal challenges are administrative and human resource-related.

A study of Aharoni (1981) has done a research on performance evaluation of state own public enterprises and their salient problems. The research stated the multiple goals of enterprises as well as lacking of theoretical understanding of performance evaluation techniques. Particularly, enterprise autonomy and control, public and corporate entrepreneurship and policy innovation and institutional capacity have not been properly used therefore, overall reform is necessary for effective and efficient institutional performance in Gorkhapatra Corporation. A study by Wicaksono (2019) was similar to initiate academic administrative entrepreneurs, who are university professors hired into public office because of their expertise in particular policy areas and their access to various forms of knowledge, social capital, and political capital, to advance the reform agendas of Indonesia's administrative office.

The academic administrative entrepreneurs who were the subject of that study played a key role in developing and overseeing national policies for administrative reform. Academic Administrative Entrepreneurs set the reform agenda in motion, identify the difficulties and obstacles they faced, and assess their success in instigating and implementing change. These entrepreneurs meet the criteria for being classified as policy entrepreneurs because they possess the necessary combination of knowledge, social and political capital, and timing in relation to the political salience of their expertise to have an impact on administrative reform processes. However, they frequently proved more successful with small, politically low-risk changes.

CHAPTER V

SUMMARY AND CONCLUSION

5.1. Summary

A public enterprise is one that is owned and run by the local, state, or federal government. A public enterprise's main goal is to provide goods and services to the general public at reasonable prices. While making a profit is not entirely excluded, it is not their main goal. A planned development strategy was used to construct and promote public enterprises (PEs) for a welfare state following World War II. In Nepal, PEs have been established since the 1930s (K.C, 2019) with some core objectives: to provide essential goods and services related to the daily life of all citizens at an affordable price, to ensure easy access of the goods and services to the citizens, to create employment opportunities, to lay the foundation of physical infrastructures for development, to develop self-reliant and independent economy, to assist in import substitution and export promotion, to establish welfare state, to create conducive environment to develop the private sector and on the whole to establish an egalitarian state to promote social justice. Governments and academicians have rediscovered public enterprises as helpful policy instruments in the wake of the 2008 financial crisis. Public enterprises may offer a fresh alternative if insufficient private sector regulation is one of the main causes of the economic crisis. Recently, governments that have previously privatized a number of public firms during the past three decades have discovered them again as tools for policymaking. In public sector enterprises with entrepreneurial teams, innovations frequently occur. It has been argued that the entrepreneurship of their executive teams, rather than control, governance, or ownership, is what makes public corporation an effective policy instruments. Public enterprise is a hybrid, sharing traits with both private enterprise and public governmental entities. Goals for public enterprises are challenging to define because of the issues with having various aims. Goals must be clear in order to discern between good and poor performance, compensate managers based on

performance, and prevent inefficiency. Success depends on having enough resources, a system of distinct roles, and hierarchical control to monitor the implementers' actions. The institutional ability, autonomy, and management of public enterprise, as well as policy innovation and entrepreneurship, are additional requirements for effective policy execution. The agents responsible for carrying out the government's production plans are public corporations. Since 1980, the primary tendency has been the privatization of state firms; nevertheless, during the 2008–2010 financial crises, fresh nationalizations took place. Privatization failed to address the problem of control over many businesses. The answer to keeping these corporations in the public sector may lie in improved corporate governance. Evaluation of the institutional performance of the institutional system is necessary when evaluating the implementation of public policy. For institutional performance in Gorkhapatra Corporation, many elements influencing policy implementation were the subject of this study. In this study, a methodology for assessing the success of policy implementation was established, with a particular emphasis on Gorkhapatra Corporation. This research is grounded in the positivism and interpretivism paradigms of research. To address the sequential explanatory design of the research and perception study, a combination of quantitative and qualitative methods, or mixed research design, has been employed for the study. It combines a descriptive correlational research approach for the analysis of quantitative data with an in-depth critical analysis of key informant interviews for the study of qualitative data, which can also be helpful for other public organizations. The field survey was carried out in one step. Primary data is collected through semi-structured questionnaires. Key Informant Interviews were taken for the respondents as per necessary for the study. Out of the total population, 66 samples were selected for random sampling up to the level of senior manager. All samples were selected from population in case of director level and above. In addition, 10 samples were selected for purposive sampling method ensuring the reliability and quality of data collection. The SPSS version 26 has been used for analyzing the quantitative data. The findings show that the overall enterprises autonomy and control situation is at moderate level. Therefore, control should be made more flexible and transparent to show effective enterprises performance. Corporate entrepreneurship is highly necessary for effective implementation of policy and institutional performance to adapt in the dynamic market

situation. Therefore, it requires competitiveness, organizational interest, managerial professionalism, citizen's satisfaction, economic sustainability, quality management system, welfare rationale logic, continuity and effective return of investment for rediscovering the public enterprises. Policy innovation and institutional capacity building requires enhancement of institutional capacity, innovative managerial leadership, balance and effective implementation of policy. Appointment of the skilled managerial leadership and appropriate human resource management are needed for effective and efficient policy innovation and building institutional capacity for institutional performance. Better institutional performance requires single umbrella policy, no policy hindrance and feasible policy, feeling ownership, precise nature of service delivery system, removal of political clientelism and high morale of employees. There is low level of positive correlation between the institutional performance and public and corporate entrepreneurship but negative relation with enterprise autonomy and control and policy innovation and institutional capacity. Overall model is fit for goodness which shows that policy implementation dimensions affect the institutional performance. T-statistics shows that enterprise autonomy and control and policy innovation and institutional capacity are not significantly influencing the institutional performance than public and corporate entrepreneurship. Public and corporate entrepreneurship directly influences the institutional performance. Inefficient managerial leadership and inadequate human resources to convert policy into operational framework was found to be the major problems faced by public corporation in effective policy implementation for better institutional performance. Overall constraints seem to be at moderate level (enterprise autonomy and control and public and corporate entrepreneurship has 3.61 as mean value while policy innovation and institutional capacity has 3.72 mean values) while research shows that overall reform is mandatory in coming days to bring effectiveness in policy implementation for better institutional performance of public enterprises.

5.2. Conclusion

From the findings related to EAC, it was found that for the better institutional performance of Gorkhapatra Corporation, partial control is also necessary with complete autonomy. Since, complete autonomy discards political clientelism, political intervention, diminished policy accretion and ambiguity in policy and constraints in policy innovation. Partial control discards arbitrariness in the managerial leadership of public enterprise. There is mixed response regarding coordinative utilization of enterprise autonomy and control. It was found that public accountability and transparency can lead to effective policy implementation. Welfare rational logic concept regarding delivery of major fundamental rights of citizen like right to information and communication has been prime objective of social enterprises like Gorkhapartra Corporation. Since, public service delivery should be the major focus of government owned entity.

From the findings related to PCE, it was found that for the better institutional performance of Gorkhpatra Corporation, skillful manpower based on meritocracy, policy innovation on current market situation that can end political intervention and clientelism is necessary to enhance public and corporate entrepreneurship. Since, dynamic market opportunities can be investigated and operationalized by managerial professionalism, quality management system and building competency by working under organizational interest and return of investment module so that public enterprise can be rediscovered.

From the findings related to PIIC, it was found that for the better institutional performance of Gorkhpatra Corporation, negotiating skills between concerned stakeholders, innovative policy building ability with the policy entrepreneurs, qualitative and excellent human resource management and timely reformatory measures in policy is essential. Since the above mentioned traits regarding policy innovation and institutional capacity can lessen the constraints of policy implementation, it can mitigate the contemporary threats and catch up the development trends.

The collected qualitative data through Key Informant Interviews complemented and justify the quantitative findings of this research study. The common theme as identified

and emphasized by qualitative findings i.e. public and corporate entrepreneurship shows significant impact on institutional performance besides rest of the other independent variables used in this study. As the data are drawn from both quantitative and qualitative findings i.e. multiple sources, this study can broadens other researcher's insight into the different issues underlying the phenomena of policy implementation practices in institutional performance of public enterprises.

5.3. Implication

This research has various implications. No doubt it studies a case of Gorkhapatra Corporation, which is a government owned public enterprise having multiple objectives. The responses from such organization can be vital and instrumental regarding its implication towards policy implementation for any other governmental organizations. For the better institutional performance, effective policy implementation is necessary. The research findings show the relationships of policy implementation practices related dimensions and institutional performance as well as their impact on institutional performance. Therefore, this study might be fruitful in the domain of public policy on the basis of theoretical perspective, methodological perspective and managerial perspective and can act as a limelight for future research perspective. Furthermore, the policy formulator and implementer could have some insightful knowledge of the variables or dimensions regarding policy implementation practices that have significant influence on the institutional performance of public enterprises of Nepal.

Theoretically, the researcher has tried to link the dimensions of policy implementation practices in the institutional performance. The result findings show the relationship between them and illustrate the range of impact on each other. Therefore, enterprises autonomy and control, public and corporate entrepreneurship and policy innovation and institutional capacity can have impact on institutional performance.

Managerial perspectives implies that managerial leadership of every public enterprises can understand the requirement of the acts, rules, regulations, bylaws, policies and programs for better institutional performance. Besides, in order to predict which one could be the important variables of policy implementation practices that has better impact

for the institutional performance can be adopted among the study variables of this research.

Methodological perspective implies that hybrid model of policy implementation is used to study the policy implementation practices in institutional performance regarding this research. This method can be beneficial than top down and bottom up model of policy implementation for better institutional performance as it tries to overcome the divide between other two approaches of policy implementation. Moreover, future empirical researchers on policy implementation for better institutional performance can enrich their knowledge and gets some benefits from these methodological efforts.

Future research perspective implies that this research has used a small sample size and limited variables. The future researchers are suggested to use a larger sample size and other relevant domain of policy implementation practices. Comprehensive study could be done on dimensions of policy implementation practices for further betterment of institutional performance.

BIBLIOGRAPHY

Acharya, B. B. (2018). Nepali media landscape in the age of digital media. A critical reflection.*Academia,*1-13.

Acharya, P. (2013). *The making and implementation of media policies in nepal: experiences of an emerging democracy*.Internal-pdf://0533917999/The-Making-and-Implementation-of-Media-Policie.pdf%0Ahttp://asd.org.np/wp-content/uploads/2015/07/ The Making and Implementation-of-Media-Policies-in-Nepal.pdf

Aharoni, Y. (1981). Note-performance evaluation of state-owned enterprises : A process perspective. *Institute for Operations Research and the Management Sciences*, *27*(11), 1340–1347.

Ajulor, O. V. (2018). The challenges of policy implementation in africa and sustainable development goals. *PEOPLE: International Journal of Social Sciences*, *3*(3), 1497–1518.

Amanati, B. Z. F. A. K. (2017). Privatization and corporate entrepreneurship in telecommunication companies. *Journal of Entrepreneurship and Public Policy*, *6*(1).

Anyebe, P. A. A. (2018). An overview of approaches to the study of public policy.*International Journal of Political Science*, *4*(1), 8–17. https://doi.org/10.20431/2454-9452.0401002

Bali, A. S., Capano, G., & Ramesh, M. (2019). Anticipating and designing for policy effectiveness. *Policy and Society*, *38*(1), 1–13. https://doi.org/10.1080/14494035.2019.1579502

Batterbury, S. C. E. (2002). Evaluating policy implementation: The European Union's small and medium sized enterprise policies in Galicia and Sardinia. *Regional Studies*, *36*(8), 861–876. https://doi.org/10.1080/0034340022000012306

Bernier, L. (2011). The future of public enterprises: Perspectives from the canadian experience. *Annals of Public and Cooperative Economics*, *82*(4), 399–419. https://doi.org/10.1111/j.1467-8292.2011.00443.x

Bernier, L. (2014). Public enterprises as policy instruments: the importance of public entrepreneurship. *Journal of Economic Policy Reform*, *17*(3), 253–266. https://doi.org/10.1080/17487870.2014.909312

Bertucci, M. G. (2007). Public enterprises: Unresolved challenges and new opportunities.*Economy & Social Affairs*, 265–295.

Birkland, T. A. (2013). An Introduction to the policy process - theories, concepts, models of PPM. In *Journal of Chemical Information and Modeling53* (9). Routledge.

Bochel, C., & Bochel, H. (2018). *Making and implementing public policy: Key concepts and issues*. PALGRAVE,UK.

Chang, Y. Y., Liu, Y. P., & Chang, C. Y. (2019). A multilevel examination of entrepreneurial orientation and corporate entrepreneurship: The joint impact of unit-level social capital and firm-level transformational leadership. *Entrepreneurship Research Journal*, 1–19. https://doi.org/10.1515/erj-2018-0130

Cicchetti, D. V. (1994). Guidelines, criteria, and rules of thumb for evaluating normed and standardized assessment instruments in Psychology. *Psychological Assessment*, *6*(4), 284–290. https://doi.org/10.1037/1040-3590.6.4.284

Cornell, R. G., Clark, W. A. V., Hosking, P. L., Ebdon, D., Shaw, G., Wheeler, D., Wilson, A. G., & Bennett, R. J. (1988). Statistical methods for geographers. *Journal of the American Statistical Association*, *83*(402), 575. https://doi.org/10.2307/2288900

DeGroff, A., & Cargo, M. (2009). Policy implementation: implications for evaluation. *New Directions for Evaluation*, *2009*(124), 47–60. https://doi.org/10.1002/ev.313

Del Bo, C., & Florio, M. (2012). Public enterprises, planning and policy adoption: three welfare propositions. *Journal of Economic Policy Reform*, *15*(4), 263–279.

https://doi.org/10.1080/17487870.2012.722846

Dunn, W. N. (2018). Public policy analysis: an integrated approach. In *Routledge 711 Third Avenue, New York,NY 10017*.

El Araby, M. A., & Ayaad, N. el D. S. (2020). Dilemma of institutional performance assessment in governmental sector. *Journal of Humanities and Applied Social Sciences*, *2*(2), 115–139. https://doi.org/10.1108/jhass-08-2019-0026

Field, A. (2015). *Discovering statistics using ibm spss statistics.*In SAGE, *53* (9).

Hair, J. F., C. Black, W., J. Babin, B., & E. Anderson, R. (2010). *Multivariate Data Analysis* (7th Ed).pdfp. 816.

Hanan, D., & Obeed, A. (2021). *The quality of institutional performance according to the entrepreneurial management Applied research in the Municipality of Baghdad*. *27*(2).

Hottenstein, K. N. (2017). Protecting the teaching and learning environment: a hybrid model for human subject research public policy implementation = protegendo o ambiente de ensino e aprendizagem: um modelo híbrido para a pesquisa do sujeito humano implementação de políticas públi. *Journal of Research Administration*, *48*(2), 26–36.

Howlett, M. (2018). The criteria for effective policy design: character and context in policy instrument choice. *Journal of Asian Public Policy*, *11*(3), 245–266. https://doi.org/10.1080/17516234.2017.1412284

Jones, L. P. (1991). Performance evaluation for public enterprises. In *World Bank Discussion Papers* (Vol. 122, Issue April).

K.C., D. F. B. (2019). Performance of Public Enterprises in Nepal. *Economic Review, Occasional Paper*, *7*(3), 65–69.

Karo, E., & Kattel, R. (2018). The Bit and the Rainforest: Towards an Evolutionary Theory of Policy Capacity. *Working Papers in Technology Governance and*

Economic Dynamics No. 72. The Other Canon Foundation, Norway Tallinn University of Technology, Tallinn Ragnar Nurkse School of Innovation and Governance, *72*, 1–34. http://www.ucl.ac.uk/bartlett/public-purpose/wp2018-03

Kearney, C., Hisrich, R., & Roche, F. (2008). A conceptual model of public sector corporate entrepreneurship. *International Entrepreneurship and Management Journal*, *4*(3), 295–313. https://doi.org/10.1007/s11365-007-0048-x

Kearney, C., & Meynhardt, T. (2016). Directing Corporate Entrepreneurship Strategy in the Public Sector to Public Value: Antecedents, Components, and Outcomes. *International Public Management Journal*, *19*(4), 543–572. https://doi.org/10.1080/10967494.2016.1160013

Kraft, Michael E., Furlong, S. R. (2013). Public Policy: Policy, Analysis, and Alternatives. In *Gastronomía ecuatoriana y turismo local.* (Vol. 1, Issue 69).

Ladner, J. (2016). Policy implementation in the public sector: A comparison of two methods of evaluating the impact of government interventions. *Journal of Organizational Ethnography*, *5*(3), 317–332. https://doi.org/10.1108/JOE-07-2016-0014

Lægreid, P., Roness, P. G., & Rubecksen, K. (2006). Autonomy and control in the Norwegian civil service: Does agency form matter. *Autonomy and Regulation. Cheltenham: Edward Elgar*, 235–267.

Leonina-Emilia, S., Maria, M., & Lucretia, L. (2013). Vroom's expectancy theory, an empirical study- civil servant's performance appraisal influencing expectancy. *Transylvanian Review of Administrative Sciences*, *9*(39), 180–200.

Lioukas, S., Bourantas, D., & Papadakis, V. (1993). Managerial Autonomy of State-Owned Enterprises: Determining Factors. *Organization Science*, *4*(4), 645–666. https://doi.org/10.1287/orsc.4.4.645

Marshal, E Claren & Spiegelhalter, D. J. (1999). *Institutional performance.* *74*(1934), 535–546.

Ministry of Finance, N. (2019). Annual Status of Public Enterprises 2019. In *Ministry of Finance, Nepal*. https://doi.org/10.4324/9780203641712-37

Ministry of Finance, N. (2020). Annual Status of Public Enterprises 2020. In *Ministry of Finance, Nepal*.

Miragaia, D. A. M., Martins, C. I. N., Kluka, D. A., & Havens, A. (2015). Corporate social responsibility, social entrepreneurship and sport programs to develop social capital at community level. *International Review on Public and Nonprofit Marketing*, *12*(2), 141–154. https://doi.org/10.1007/s12208-015-0131-x

Pezzini, M., Painter, F., Llisterri, J. J., Guinet, J., Icaza Lara, C., Casaburi, G., & Larsson, M. (2010). *Strengthening institutional capacities for innovation policy design and implementation in chile*. *March*, 46.

Pradhan, N. S., Su, Y., Fu, Y., Zhang, L., & Yang, Y. (2017). Analyzing the Effectiveness of Policy Implementation at the Local Level: A Case Study of Management of the 2009–2010 Drought in Yunnan Province, China. *International Journal of Disaster Risk Science*, *8*(1), 64–77. https://doi.org/10.1007/s13753-017-0118-9

Pülzl, H., & Treib, O. (2017). Implementing public policy. *Handbook of Public Policy Analysis: Theory, Politics, and Methods*, 89–108. https://doi.org/10.4324/9781315093192-14

Puranik, S. N. (1978). The Problem of Autonomy and Control in Public Enterprises in India∗. *Indian Journal of Public Administration*, *24*(4), 1044–1059. https://doi.org/10.1177/0019556119780407

Rifai, F. (2022). the Impact of Business Entrepreneurship on Organizational Performance: an Empirical Study At Jordanian Telecommunication Companies. *Academy of Entrepreneurship Journal*, *28*(1), 2686.

Sanyal, M. K., & Biswas, S. B. (2014). Employee Motivation from Performance Appraisal Implications: Test of a Theory in the Software Industry in West Bengal

(India). *Procedia Economics and Finance*, *11*(14), 182–196. https://doi.org/10.1016/s2212-5671(14)00187-7

Sapru, R. (2017). *Public policy: A contemporary perspective.* SAGE Publication, New Delhi, India.

Scott, J. T. (2016). Creativity for invention insights: corporate strategies and opportunities for public entrepreneurship. In *Economia e Politica Industriale* (Vol. 43, Issue 4). https://doi.org/10.1007/s40812-016-0039-4.

Shi, T. (2007). Policy Innovation and Institutional Capacity Building : Putting Market-Based. *Australian Agricultural and Resource Economics Society*, 1–8.

Shibru, S. M. K. (2017). Assessment of Factor Affecting Institutional Performance: The Case of Wolaita Sodo University. *Journal of Education and Practice*, *8*(7), 60–66. www.iiste.org

Shrestha, R. (2019). Employee Engagement and Organizational Performance of Public Enterprises in Nepal. *International Research Journal of Management Science*, *4*(1), 118–138.

Shrestha, R. K., & Pokharel, S. P. (2021). Financial Performance of Public Enterprises of Nepal. *Patan Pragya*, *8*(01), 163–173. https://doi.org/10.3126/pragya.v8i01.42431

Sukristyanto, A., Sonsri, S., Sucipto, Dewi, N. D. U., & Zakariya. (2018). Public Policy in Improving Institutional Performance. *Eurasian Journal of Analytical Chemistry*, *Volume 13*(Issue 6), 563–568.

Tabachnick, B.G., & Fidell, L. . (2001). Review of Using Multivariate Statistics. In *Contemporary Psychology: A Journal of Reviews,28*(8). https://doi.org/10.1037/022267

Wang, S., Crosby, A., & Casey-dunn, D. (2005). *Open the Black Box : The Conflict between the Top-Down and Implementation of PA 436.* https://ippsr.msu.edu/sites/default/files/MAPPR/Open the Black Box.pdf

Wicaksono, A. (2019). Academics in public office as policy entrepreneurs: their important role in Indonesia's administrative reform. *Journal of Asian Public Policy*, *13*(1), 94–112.

Zhu, Y., & Xiao, D. (2015). Policy entrepreneur and social policy innovation in China. *Journal of Chinese Sociology*, *2*(1).

APPENDIX 1

QUESTIONNAIRES

Dear valued respondents,

I am Shreeram Phuyal, an M.Phil. (Public Administration) Scholar of Central Department of Public Administration under Management Stream of Tribhuvan University. I am pursuing my thesis research of M.Phil. under the thesis entitled as "Policy Implementation Practices in institutional performance of Public Enterprises: A case of Gorkhapatra Corporation." This research is only for academic purpose. I want to assure that the opinions and views provided by you will be kept confidential.

Thank you very much for your cooperation.

Sincerely,

…………………..

Shreeram Phuyal
M.Phil. Scholar
Central Department of Public Administration
Tribhuvan University
Nepal.

Personnel Information

Plesese tick mark on the appropriate options or write your opinions if any.

1. **Age**…………………………………………..
2. **Marrital Status**
   A. Married
   B. Unmarried
3. **Sex**
   A. Male
   B. Female
4. **Designation of Working Post and Level**…………………………………………..
5. **Work Experience**
   A. Less than 5 years
   B. 5-10 years
   C. 10-15 years
   D. 15-20 years
   E. More than 20 years
6. **Education**
   A. Certificate Level
   B. Bachelor Level
   C. Masters Level
   D. M.Phil
   E. Phd
7. **Main Stream of Academics**
   A. Social Science
   B. Management
   C. Science
   D. Journalism
   E. Technical
   F. Others……………………

8. **Caste/Ethnicity**
   A. Brahmin
   B. Chhetri
   C. Newars
   D. Gurung
   E. Others…………………

9. **Religion**
   A. Hindu
   B. Bouddha
   C. Islam
   D. Christian
   E. Others…………………..

A. Policy and Policy Implementation

1. **Policy should be implemented by those who make it.**
   A. Correct
   B. Incorrect
   C. Absolutely Correct
   D. Wrong
   E. Others…………………………………………………………………………

2. **Why the reality based and result oriented policy implementation of Nepal Government related to Corporation has not been possible? (Multiple answer question)**
   A. Lack of proper coordination between public entrepreneurship and corporate entrepreneurship
   B. Unable to seek policy innovation/ Lack of efficient human resources
   C. Unable to increase Institutional capacity
   D. Excessive control of Nepal Government and related line ministry towards Institutional autonomy.
   E. Governments are changing rapidly due to political and economic instability that in turn changes the policy as well/instability of policy.
   F. Others……………………………………………………………………….

3. **Why the policy implementation has not become effective while bringing Policy formulation by the corporation into operation?**
   A. Those who formulate policy his/her tenure will be terminated before implementation of policy.
   B. Due to political intervention.
   C. Due to difficulty in inheriting the formulated policy in former administration to the current administration.
   D. Due to lack of high level leaderships who are able to conscious transformation of policy.

E. Due to weakness in decision making process.

F. Others……………………………………………………………………………………

4. Why the policy implementation has not been effective in Public enterprises?

A. Due to lack of proper resources in public enterprises.

B. Since the Nepal Government or concerned line ministry doesnot provide adequate resources to accomplish the assigned tasks.

C. Due to lack of human resources that can carry concerned policy to operation framework.

D. Corporation gets failed in policy implementation/not accountable to Nepal Government and concerned line ministry.

E. Others……………………………………………………………………………

B. Enterprise autonomy and control

5. Is it possible to implement autonomy and control side by side?

A. Yes

B. No

C. The corporation should be given full autonomy and make free from control of Nepal Government.

D. Others……………………………………………………………………………

6. Is there necessity of control by government in autonomous public enterprises or not?

A. Complete control is necessary as coporation is owned by Government.

B. Partial control is necessary.

C. Autonomous entity shouldnot be controlled.

D. Others……………………………………………………………………………

7. **How can we effectively implement policies in public enterprises by coordinating enterprise autonomy and control? (Multiple answer question)**

    A. By creating the credible environment between the government and corporation.
    B. By recruiting skilled manpower.
    C. By recruiting skilled manpower.
    D. By recruiting managerial leadership who can coordinate between public and corporate entrepreneurship.
    E. By increasing institutional capacity.
    F. By formulating new policies and implementing them timely.
    G. By maintaining public accountability and transparency.
    H. By maintaining clarity on policy between institutional autonomy and control.
    I. By diminishing political and interest mixed attack on policy and its implementation after the change in government and leadership of public enterprise.
    J. Others……………………………………………………………………………

8. **How the welfare rationale logic of Gorkhapatra Corporation can be addressed by enterprise autonomy and control?**

    A. Being a social enterprise.
    B. Being a public enterprise to implement important fundamental rights of citizen like right to information and communication.
    C. Only the autonomous entity can perform the role of knowledge accretion and communicating true and impartial news.
    D. Autonomy without control can be arbitrary.
    E. Wrong and interest motivated news if accreted it can create obstruction on building welfare logic society.
    F. Others……………………………………………………………………………

9. **What may be the main problems for corporation management when enterprise autonomy and control go side by side?**

   A. Administration of corporation cannot run freely.
   B. No flexibility in management.
   C. No freedom in operationalization of resources due to unnecessary intervention by Nepal Government.
   D. Others…………………………………………………………………………

10. **On what should the autonomy be given for effective policy implementation in Gorkhapatra Corporation?**

   A. Independence in administrative working procedure.
   B. Independence in economic activities, acquisition of capital and use of resources.
   C. Independence in transfer and promotion of staffs.
   D. Independence should be given to increase corporate entrepreneurship beside giving directive order to management
   E. Independence in making budget, policy making and its implementation.
   F. Automatic control on act, rules and bylaws as well as independence on other acts beside indirect control on welfare benefit logic of general citizens.
   G. Others…………………………………………………………………………

11. **What may be the control measures by Government for effective policy implementation in Gorkhapatra Corporation?**

   A. Control in arbitrary use of Act, rules and bylaws.
   B. Control in illegal sales and distribution of property owned by corporation as it is the property of Government.
   C. Other issues related to control published by Nepal Government on Nepal Gadget deemed to be necessary.
   D. Others…………………………………………………………………………

12. How is Enterprise autonomy operating in Gorkhapatra Corporation?

A. By making and amending bylaws and regulations upon the recommendation of management of corporation and final approval by corporation board.

B. By making annual budget of corporation and its final approval by Board.

C. By giving performance agreement led rights, duties and obligation to executive chief, general manager and departmental heads.

D. Having authority to buy and sell the property of Corporation and others as per the act acting as a natural person.

E. Others……………………………………………………………………

C. Public and Corporate Entrepreneurship

13. Is public and corporate entrepreneurship necessary for effective policy implementation?

A. Yes

B. No

C. There is no need of public entrepreneurship.

D. Coordinative role of both public and corporate entrepreneurship is necessary.

E. Others……………………………………………………………………

14. How the effective implementation of public and corporate entrepreneurship be operationalized for investigation of opportunities in the market?

By recruiting skillful manpower on corporation on the basis of meritocracy.	Essential	Non-essential
By operationalizing the team for investigating the current market under corporation board.	Essential	Non-essential
By ending political intervention and political clientelism.	Essential	Non-essential
By providing training and education to the human resources of corporation for increasing corporate entrepreneurship.	Essential	Non-essential

15. Nepal government is appointing Executive head and General Manager in public corporation in order to investigate public entrepreneurship? Does it increases entrepreneurship in Gorkhapatra Corporation?

A. No

B. Yes

C. Increase on Institutional performance is seen.

D. Decrease on institutional performance is seen.

E. Others…………………………………………………………………………

D. Policy Innovation and Institutional Capacity

16. **How can we prevent the risk and uncertainty in policy innovation and its transfer?**

    A. By developing agreement between concerned stakeholders.

    B. By increasing the public endorsement and operationalization of fiscal resources.

    C. By developing institutional power and policy education.

    D. Others…………………………………………………………………………

17. **What are essential traits that should be in policy entrepreneurs so that they can innovate policy and enhance institutional capacity?**

    A. Should have a skill of thinking and performing like a best researcher.

    B. Highly passionate person with ethics, virtue and integrity.

    C. One who has proficiency in market analysis.

    D. One who can build innovative policy and has ability in its objective use.

    E. Others…………………………………………………………………………

18. **What are the factors that affect to policy entrepreneurs when they are engaged in policy innovation?**

    A. Potentials, efficiencies and effectiveness.

    B. Increasing agreement between policy entrepreneur and policy paradigm shift for policy innovation.

    C. Increasing endorsement of general citizen and economic resources.

    D. Progress in institutional strengthening and policy learning.

    E. Others…………………………………………………………………………

19. **What are the essentials for increment and development of institutional capacity in public corporation?**

    A. Necessary resources.

    B. Behavioral Knowledge.

    C. Culture, power and judicial competency.

    D. High quality/excellent human resources management.

    E. Others…………………………………………………………………………

E. Policy Innovation and Institutional Capacity

20. **In your opinion, how is the institutional performance of Gorkhapatra Corporation?**

    A. Weak due to ineffectiveness in policy implementation.

    B. Decrease in performance due to Government intervention.

    C. Increment in performance due to effectiveness in policy implementation.

    D. Good performance due to tactful leadership and effective human resources.

    E. Others…………………………………………………………………………

21. **What may be the factors that affect the institutional performance of Gorkhapatra Corporation?**

    A. Working experience of top leadership.

    B. The policy and working procedure adopted by corporation.

    C. Academic qualification of leadership and top management.

    D. Effective economic management and accountability.

    E. Development of professionalism of working culture, learning to do work and teaching others how to work among the human resources within corporation.

    F. Others…………………………………………………………………………

22. **What are the reform measures on institutional performance of Gorkhapatra Corporation?**

A. Reform on economic performance.

B. Reform in internal operation (Administration, Production, Control, service delivery, press, Information Technology, editing).

C. Reform in work place, work environment (flexi time),job specialization and job enrichment.

D. Reform in development of professionalism of working culture, learning work and teach others how to work among the human resources within corporation.

E. Reform in policy formulation and policy implementation.

F. Others……………………………………………………………………………

23. **What is your opinion regarding the concept that the successful and coordinated use of factors of policy implementation affect in objective utilization of policy in Gorkhapatra Corporation so that its institutional performance gets increased? Give your range of satisfaction and dissatisfaction about it.**

Statements/Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Enterprise Autonomy and Control					
The enterprise autonomy is only showy.					
Partial autonomy should be converted into complete autonomy.					
Control should be made more flexible and transparent.					
Complete autonomy is needed in administrative as well as economic sectors. Only legal control is acceptable in corporation.					
Public and Corporate Entrepreneurship					
Political clientelism is highly dominating in using public entrepreneurship.					

Lack of coordination while using public and corporate entrepreneurship.				
Policy Innovation and Institutional Capacity				
Appointment of skilled manager is lacking in corporation who can innovate policies and implement them.				
There is lack of appropriate human resource management for growth and development of institutional capacity of the corporation.				
Institutional Performance				
Political and economic instability leads to change in top management of corporation which diminishes the institutional performance.				
The users of public policy entrepreneurship are not effectively searching, formulating and implementing the innovative ideas so that institutional performance is degrading.				
There is huge gap between the nature of governance, government and political ideologies with the policies behind the concept of limited government and re-innovation of public enterprises.				

24. What is your opinion regarding the constraints of policy implementation in Gorkhapatra Corporation? Give your range of satisfaction and dissatisfaction about it.

Statements/Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Enterprise Autonomy and Control					
Lack of Enterprise Autonomy.					
Excessive Intervention and Control of Government.					
Public and Corporate Entrepreneurship					
Lack of ethics, virtue, transparency and accountability.					
Attitude of Service Providers					
Should play the dual role of both entrepreneurs and public service providers					
Political influence and instability in acquisition and use of public and corporate entrepreneurship.					
Policy Innovation and Institutional Capacity					
Dominancy of change resistant management in investigation and use of new and innovative policy.					
Growing development of factors that leads to decline of Institutional capacity.					

25. What is your opinion regarding the reform measure aspects on policy implementation in Gorkhapatra Corporation? Give your range of satisfaction and dissatisfaction about it.

Statements/Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Enterprise Autonomy and Control					
Aspects of complete autonomy.					
Aspects of partial autonomy.					
Aspects of complete control.					
Aspects of partial control.					
Aspects of legal control and aspects of right and obligation of natural person.					
Public and Corporate Entrepreneurship					
Political aspects regarding public and corporate entrepreneurship.					
Managerial aspects regarding public and corporate entrepreneurship.					
Aspects of coordinated relationship between public and corporate entrepreneurship.					
Policy Innovation and Institutional Capacity					
Aspects of new and innovative policy formulation and its implementation.					
Aspects of policy clarity.					
Aspects of accretion of institutional capacity.					

APPENDIX 2

Interview Schedule for Key Informant Interviews

1. What can be done for implementing corporation's autonomy and control side by side?

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

2. If the public enterprises can be adapted in excessive dynamic environment of market then there will be effective implementation of policy and for that it is said that public and corporate entrepreneurship is essential. What is your views regarding this opinion?

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

3. In one hand, it is said that the public corporation should be re-discovered by increasing the institutional performance by coordinated use of public and corporate entrepreneurship while on the other hand the concept of limited government opined that the government should not sit by running public corporation. What is your opinion regarding the necessity of Gorkhapatra corporation in this context?

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

4. How the institutional capacity of corporation is increased by policy innovation?

   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

....

....

5. Due to absence of political and economic stability, it leads to variance and reshuffling of government or even top management of corporation. Although Gorkhapatra Corporation is an entity being fully owned and controlled by Nepal government, no single umbrella policy to measure the institutional performance of Gorkhapatra Corporation can be made and used? Do you support this opinion? If so justify it.

....

....

....

....

6. Gorkhapatra Corporation has to deliver dual nature service acting itself as an entrepreneur and public service deliverer. It should be process-oriented to do its regular work. It provides major fundamental rights like right to information and communication to citizens in order to help them and advocate logic for welfare rationale. That's why it has been said that it has poor institutional performance rather than expected one. What is your opinion regarding this view?

....

....

....

....

End.