

## **Overview of Nepalese Politics from a Managerialism Perspective**

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### **Abstract**

This study examines how managerial practices affect political decision-making and policy execution in Nepal from a managerialism perspective. The research aims at the main characteristics of Nepal's political system and how effectively management strategies work to encourage good governance. The study argues that in order to foster effective leadership, boost accountability, and shape the country's future, Nepali political leaders can gain from using managerial principles including servant leadership, effective delegation, teamwork, openness, communication, and transparency. Through a literature analysis, the study identifies and evaluates significant programs and strategies employed to solve political concerns in Nepal. The study employs a qualitative research design that includes a thorough examination of secondary sources such as academic articles, government reports, international agencies and NGO reports. This article explores management strategies that support effective governance in Nepal. It looks at how managerial practices influence political judgments and the implementation of policies. The researcher further recommends continuing to implement managerialism tactics like PBB and PPPs and accommodating practices like RBM & e-governance to boost managerialism in the political system. One of the study's drawbacks is its limited focus on management viewpoints.

*Key Words:* Leadership, Managerial Practices, Managerialism, Nepalese Political System

### **Introduction**

Nepal is a landlocked nation in South Asia that shares borders with both China and India. Despite the nation's rich cultural diversity and ancient history, its politics have been turbulent, with repeated changes of power and times of unrest. She is a developing nation whose social, economic, and political landscape have been impacted by a history of dramatic political transitions (Gurung, 2021; Rana & Dangol, 2020). Despite being comprehensive, the literature that is now available on Nepalese politics mostly focuses on political history, democratization, and the peace process (Acharya & Adhikari, 2015; Gellner, 2008; Thapa, 2012). According to studies, Nepal's political environment has hampered economic growth and development due to corruption, political uncertainty, and a lack of solid institutional underpinnings (Shrestha et al., 2019). Furthermore, the country's administration and

development have been hampered by ethnic and regional differences, which have a negative impact on both (Dahal, 2021). As a result, the goal of this study is to present a thorough assessment of the Nepalese political landscape from a managerialism perspective.

To solve Nepal's issues in the current political setting, however, there is a need for research that offers a managerial perspective. Concerns about the nation's political stability, economic expansion, and efforts to reduce poverty have been major ones. It can be challenging to understand the complex political situation of Nepal from a managerial standpoint. By providing a managerial perspective on the political landscape in Nepal, this study seeks to close a gap in the literature and contribute to social fairness and sustainable economic growth in the nation.. The intricacies of Nepali politics and how they are influenced by various managerial approaches are explored in this article. It's essential to think about Nepali politics from a managerial perspective because the issue is complex and constantly changing and the success of political activities depends upon the understanding & implication of mindful managerial practices.

This study's goal is to examine managerialism's role in Nepal's political system and how it affects efforts to advance good governance. This study aims to evaluate Nepal's current political policies and practices in terms of how well they solve the nation's political problems.

The study's focus is just on management issues; potential social, cultural, or historical implications on the Nepalese political system are not taken into account. Additionally, a major obstacle to this study is the dearth of data, especially about the use of managerial principles in Nepal's political system. Another methodological disadvantage of the study is that it primarily makes use of qualitative research methods, which are subject to perception bias.

### **Statement of the Problem**

Nepal, a South Asian country, has undergone significant political shifts and changes over the years, impacting its social, economic, and political landscape. Previous research studies have mainly focused on the country's political history, the transition to democracy, and the ongoing peace process (Acharya & Adhikari, 2015; Gellner, 2008; Thapa, 2012). Several studies have highlighted the significance of political stability and its relationship with economic growth, development, and poverty reduction in Nepal (Gurung, 2021; Rana & Dangol, 2020). These studies provide valuable insights into the Nepalese political landscape; however, they fail to offer a comprehensive managerial perspective. Shrestha et al. (2019) contend that corruption, political unpredictability, and a lack of strong institutional foundations have hampered economic growth and development in Nepal's political environment. Additionally, studies show that ethnic and regional divisions have had a significant impact on Nepal's politics, making it difficult to create national cohesion and unity (Dahal, 2021). Consequently, it has been challenging to determine how these issues will affect the governance and development of the nation due to the deficiency of managerial views on Nepali politics. This knowledge gap is alarming given the difficulties Nepal is

having managing its resources, promoting economic growth, and resolving social inequities. To maintain sustainable development in Nepal, which has a growing population and finite resources, competent management measures are essential. Despite this, there is little research on Nepal's present political circumstances and how it may affect efficient management practices.

Nepal has had numerous political shifts and changes over the years as a growing nation. Therefore, by assessing the political atmosphere in Nepal from a managerial perspective, this study attempts to fill the knowledge gap. This would help in the creation of practical managerial solutions that can support Nepal's sustainable economic growth and social justice by giving a greater grasp of the nation's political dynamics.

Politics in Nepal are now more concerned with managing the nation's resources, fostering economic expansion, and tackling concerns of social injustice. Yet, there is a lack of research that offers a managerial perspective on Nepali politics in general. Consequently, the purpose of this study is to investigate and evaluate the political environment in Nepal from a managerial standpoint.

### **Research Questions**

Based on the statement of the problem, this research article is conducted to address the following research questions;

1. What, from the perspective of management, are the main features of the Nepalese political system?
2. How are political decisions and policy execution impacted by managerial practices in Nepal?
3. What are the main management approaches that foster the growth of good governance in the political system of Nepal?
4. What major programs and strategies are being used in Nepal to address political issues?
5. What conclusions may be drawn from the literature currently available regarding the contribution of managerial practices to effective development and governance?

### **Objectives of the Study**

The objectives of this paper have been outlined below:

- i) To provide a comprehensive overview of the Nepalese political scenario from a managerial perspective.
- ii) To explore the role of managerialism in the Nepalese political system and its impact on promoting good governance.
- iii) To analyze the existing policies and practices in Nepal and their effectiveness in addressing the country's political issues.
- iv) To contribute to the existing literature on the role of managerial practices in political systems and their impact on promoting efficient governance and development.

- v) To provide a basis for further research on the topic and to increase awareness and understanding of the Nepalese Political scenario and its managerialism.

### **Limitations of the Study**

The limitations of this study have been outlined below:

1. The study's scope is restricted because it primarily emphasizes only management viewpoints without considering any potential social, cultural, or historical influences on the Nepalese political system.
2. The unavailability of pertinent data, particularly with regard to the use of managerial practices in the Nepalese political system, is one of the study's key weaknesses.
3. The study confronts methodological difficulties because it mainly utilizes qualitative research techniques that are susceptible to perception prejudice.

### **Literature Review**

After the restoration of democracy in 1990, Nepal's politics has witnessed considerable transformations. Instability, corruption, and frequent changes in power have, however, characterized the political landscape of the nation. From a managerial standpoint, the goal of this study is to present a thorough overview of the political environment in Nepal. The literature review will look at scholarly works, official publications, and NGO reports concerning Nepalese politics, administrative procedures, and governance. The researcher believes it is crucial to examine Nepalese politics from a managerial viewpoint in order to comprehend the political dynamics of the nation and recommend appropriate policy measures to support effective governance. Nepal has experienced tremendous difficulties due to political unrest, corruption, and incompetent government. This research can offer important light on the political landscape of the nation and point out possibilities as well as challenges for improving resource management and encouraging equitable growth. The research can also add to the body of knowledge on how managerial practices affect political systems and offer concrete suggestions for policymakers to enhance the political climate of their nation.

### **Conceptual Review**

#### **Managerialism**

The practice of using management ideas and procedures in the public sector is referred to as managerialism. This idea has received a lot of attention recently, especially in the area of public administration. Managerialism has gained popularity as a method of public management in the setting of Nepal. An overview of managerialism in the Nepalese political system is given in this review, both theoretically and empirically. According to Clarke, managerialism is "an ideology which celebrates managerial expertise, prioritizes efficiency and effectiveness, and seeks to apply business-like techniques to the public sector." (Clarke, 2004). According to Hood, managerialism refers to "the spread of a set of beliefs and practices associated with the rise of management as an ideal and as a set of techniques for organizing work and administering organizations." (Hood, 1991).

**Managerialism and Public Sector Management**

Managerialism is a concept that originated in the business world, emphasizing the use of management techniques and principles in the public sector (Pollitt, 1993). It is defined as "the application of market-based principles and techniques of management to public services with the aim of achieving greater efficiency, economy, and effectiveness" (Kwak, Lee, & Lee, 2019, p. 55). Managerialism is based on the assumption that public sector organizations can benefit from adopting private sector management practices, such as strategic planning, performance measurement, and customer service.

Numerous reform initiatives have been put in place around the world in conjunction with the adoption of managerialism in public sector management. These programs include Business Process Reengineering (BPR), Total Quality Management (TQM), and New Public Management (NPM). The NPM method places a strong emphasis on using performance measurement and market-based ideas to enhance public sector performance (Hood, 1991). Continuous improvement, consumer fulfillment, and staff engagement are the three main focuses of TQM (Dale, 1999). To increase organizational efficiency, business process redesign (BPR) is used (Hammer & Champy, 1993).

**Managerialism in Nepalese Politics**

Managerialism's recent adoption in Nepalese politics is a phenomenon. It is regarded as a solution to deal with the difficulties the nation's political system is currently facing. These issues include graft, cronyism, and ineffective government (Thapa & Joshi, 2021). In the public sector, managerialism places a premium on strategic planning, strong leadership, and efficient communication. The use of performance indicators to evaluate the efficacy of government initiatives and programs is also emphasized.

For the management of the public sector, the Nepalese government has undertaken a number of reform efforts. A Results-Based Management (RBM) system, a Performance Management System (PMS), and the adoption of e-Governance efforts are a few of these initiatives (Khanal, 2018). The RBM system places a strong emphasis on the use of performance indicators to assess the efficacy of government initiatives and programs. Setting performance goals and assessing government employees' performance are the main priorities of the PMS. The goals of the e-Government programs are to increase citizen participation and enhance service delivery.

Managerialism in Nepalese politics may have advantages, but its implementation has proved difficult. The lack of ability and training among government personnel is one of the major problems. Many government personnel in Nepal lack the abilities and knowledge required to apply managerialism's concepts successfully (Karki & Panta, 2018). The political system of Nepal is plagued by a pervasive culture of corruption and nepotism. Government representatives, civil society, and the commercial sector will need to work together strategically to overcome these obstacles.

**Nepal's political structure**

The political system in Nepal is a multi-party democracy with a federal republic structure. Nonetheless, the political landscape of the nation has been characterized by instability, corruption, and frequent changes in leadership. A World Bank assessment from 2019 claims that Nepal's political unrest has led to irregular policy implementation and a lack of consistency. The research also points out that political upheaval has frequently led to changes in objectives and plans, impeding the efficacy of initiatives and policies. Chalise (2014) provides a thorough historical review of the development of Nepal's political system from the monarchy to the present. From the Rana government to the return to democracy, the Maoist insurgency, and the current federal democratic republic, it charts the evolution of the political system. The essay also looks at Nepal's political system's difficulties and opportunities. Karki & Kafle (2019) claim that their article offers an analysis of gender and politics in Nepal with a focus on women's involvement in politics. It covers the legislation and actions put in place to combat gender inequality in politics and looks at the difficulties women face participating in politics in Nepal, such as social and cultural obstacles. Nepal's economic development is driven by policies and strategies, as well as its geographic location and natural resources (Dhakal & Thapa, 2018).

**Managerialism & Political Leadership**

A managerialism is an approach to management that emphasizes efficiency, cost-effectiveness, and measurable outcomes. In political leadership, this approach involves applying business-like practices to government operations, such as performance management, results-based budgeting, and public-private partnerships.

Due to the advent of managerialism, management now places more emphasis on group decision-making through established processes and procedures than on individual decision-making. Managerialism has also helped to professionalize management by emphasizing the development of managerial skills and expertise.

This approach to political leadership entails applying business practices to government operations, such as performance management, results-based budgeting, and public-private partnerships. Regardless of political differences and the ideology of those in power, managerialism has emerged as a defining feature of modern politics (Bevir and Rhodes, 2016). The growth of managerialism poses a threat to conventional democratic norms and ideals since more and more decisions are being made by hiring professionals who are not elected (Barzelay, 2001). Managerialism has had profound political implications, changing both the way politics is conducted and the very nature of the state (Pierre and Peters, 2000).

**Managerialism in the Nepalese Politics System**

Management strategies play a role in all political systems, including those in Nepal. According to research, managers in Nepal have a difficult time putting into practice good governance methods. According to Shrestha (2017), decentralization of power and resources

has been a major policy focus in Nepal. However, decentralization's effectiveness has been hampered by a number of issues, including a shortage of resources, a lack of institutional capacity at the local level, and a lack of political will. According to Sharma (2017), efficient managerial practices can help promote growth and democratic reform. In order to promote the efficient use of resources, the study investigates how managerial techniques might improve accountability and openness in governance. Additionally, it implies that managerial procedures can help with risk assessment, control, and sustainability. Devkota (2018) examines how leadership influences the development of good corporate governance in Nepal. The study emphasizes the value of strong decision-making, clear communication, and visionary leadership in attaining effective administration. In order to ensure the successful implementation of policies and programs, it also covers the significance of public engagement in decision-making processes.

### **Theoretical review**

The research study on "Overview of Politics from a Managerialism Perspective" in Nepal can be associated with a number of political and management theories.

**Public Management Theory:** According to public management theory, efficient management and leadership are crucial in the public sector. The study can investigate how Nepal's political and administrative systems can be strengthened by using the concepts of public management theory.

**Political Economy Theory:** This theory investigates how politics and economics are related and how these two factors interact to influence social outcomes. The study can examine the political and economic elements that have shaped Nepal's course of development and how they can be controlled to encourage long-term economic progress.

**Stakeholder Theory:** This theory claims that while making choices, organizations should take into account the interests of all stakeholders, including workers, clients, suppliers, and the general public. The study can look at how the stakeholder theory can be used in Nepal to encourage civic engagement and inclusive development.

**New Public Management: Theory** The importance of efficiency, effectiveness, and accountability in the public sector is emphasized by the new public management theory. The study can investigate how new public management theory's fundamentals can be applied to improve Nepal's good governance, increase accountability and transparency, and better public service delivery.

However, the theory that is most appropriate for this study is Public Management Theory. The need of efficient administration and leadership in the public sector is emphasized by public management theory, which is extremely pertinent to the political situation in Nepal. The purpose of the study is to examine and assess Nepal's political situation from a managerial perspective. It investigates at how political choices impact Nepal's resource management, economic growth, and social fairness.

The political and administrative systems of Nepal have been impacted by the country's substantial political changes over the years. The study can offer insights on how to improve the nation's political and administrative structures through increasing leadership and management in the public sector by applying the principles of public management theory.

The study can also investigate how the fundamental concepts of public management theory can be implemented to promote good governance in Nepal, improve the delivery of public services, and increase accountability and openness. These are significant concerns that have been the subject of lengthy political debate in Nepal, and in order to address them, the public sector needs to be managed and led effectively. In conclusion, the Public Management Theory is the best relevant theory for this research study because it gives workable solutions to handle the political and managerial concerns in Nepal and a framework for studying and understanding them.

### **Empirical Studies**

Managerialism has come to light as a viable answer to Nepal's political landscape's problems, such as political instability, corruption, and poor governance. In an effort to increase accountability, openness, and efficiency, the Nepalese government has recently made an effort to integrate managerialism ideas into its governance processes.

In a 2019 study, Xing and Zhang investigated at how political unpredictability affected management choices in China. According to the study, managerial decision-making is significantly impacted by political uncertainty, notably in terms of investment and innovation.

Another study by Akhtar et al. (2018) looked into how managerial leadership might help Pakistan promote good governance. The study discovered that fostering good governance and enhancing public sector performance require effective managerial leadership. Hussain et al.'s (2017) research examines management decision-making in Bangladesh in the context of political instability. According to the study, political unrest has a negative impact on managerial choices, particularly those related to business growth and investment.

Rijal and Lamichhane (2021) studied into how Nepal's corporate governance procedures were affected by political unrest. According to the report, political unrest has a negative impact on corporate governance procedures, especially when it comes to board independence and transparency.

Ghimire and Maharjan (2019) explored the effects of political unrest on Nepal's tourist sector in a different study. The study discovered that political unrest has a detrimental impact on the expansion and development of the tourist sector, particularly in terms of luring foreign capital and encouraging environmentally friendly tourism.

Devkota et al.'s (2021) study evaluated at how political unrest affected foreign direct investment (FDI) in Nepal. According to the report, political unrest has a detrimental impact on FDI inflows, especially because it makes international investors more hesitant and risky.



Pokharel and Thapa (2020) investigated the effects of political decentralization on local government in Nepal in another study. The study revealed that through encouraging citizen participation, accountability, and openness, political decentralization has enhanced local governance in Nepal. Adhikari and Bajracharya (2019) explored into the effect of political unrest on Nepal's economic development. According to the report, political unrest stunts economic expansion, especially through lowering government spending and inflows of foreign aid.

In a 2019 study, Sapkota and Adhikari looked at how political decentralization affected Nepal's public service delivery. According to the report, decentralization has increased citizen participation, accountability, and responsiveness, which has enhanced public service delivery in Nepal. Bhattarai et al. (2020) examined into the effect of political unrest on Nepal's financial development in another study. The study discovered that political instability has a detrimental impact on financial development by limiting investment options, lowering access to credit, and raising risk perception.

Neupane and Adhikari (2021) conducted research on the effects of political unrest on Nepal's ability to sustain its environment. According to the report, political unrest hinders government efforts to enact environmental laws and policies, which has a negative impact on environmental sustainability.

The use of performance indicators to gauge the success of government projects and programs is one of the fundamental tenets of managerialism. The use of performance indicators has been adopted in Nepal in a number of industries, including agriculture, health care, and education (World Bank, 2018). For instance, to assess the caliber of instruction and the efficiency of the educational system, the Ministry of Education created a School Sector Development Plan (World Bank, 2018). Similar to this, the Ministry of Health has created a Health Sector Plan that includes performance metrics to track how well healthcare providers and facilities operate (World Bank, 2018).

### **Research Gap**

According to several studies (Tandon, 2006; Amatya & Bhattarai, 2017), good managerial practices and leadership are crucial for fostering good governance in emerging nations like Nepal. There is, however, a dearth of study on certain managerial techniques that are effective in fostering good governance in Nepalese political contexts. For instance, a study conducted in 2017 by Amatya and Bhattarai highlighted leadership and good governance as essential elements for sustainable development in Nepal, but it did not provide any recommendations for managerial strategies that might be used to attain these goals.

According to Tandon (2006), the study did not give a specific focus on Nepalese politics but did stress the significance of managerial practices in supporting good governance in developing nations. In order to develop improved governance and sustainability, further

research is required to ascertain how specific managerial approaches might be implemented in the Nepalese political system.

Another significant study gap is the comparison of managerialism practices in Nepal's political system with those in other nations. There is a dearth of study that focuses explicitly on managerial practices in the political systems of Nepal and how they relate to other countries, despite several studies that have compared the political systems and governance practices of Nepal with those of other nations (Karki, 2017; Sapkota, 2019). Therefore, filling in these research gaps would help us learn more about how managerial practices in Nepal promote good governance and how they differ from those in other nations.

### **Research Methodology**

The study employs a qualitative research design that includes a thorough examination of secondary sources such as academic articles, government reports, International agencies and NGO reports. A thorough search of pertinent books, articles, papers, and other materials pertaining to Nepalese politics has been done as part of the secondary data collection process. To ensure the data is complete and trustworthy, the study analyzed a number of sources, including academic journals, official records, and online resources. Using content analysis methods, the gathered data were examined. To acquire a thorough understanding of the Nepalese political system, the content analysis approach involves locating patterns, themes, and linkages within the information. The research stands by all ethical guidelines. The researcher has made sure the data is accurate and dependable and that the sources used in the study are reliable. This article's research methodology aims to give readers a thorough and accurate understanding of Nepal's political system.

### **Results & Discussion**

#### **The Organizational Structure of the Nepalese Political System & the role of managerial practices**

Nepal's history and culture are reflected in its political system. Nepal transitioned from a monarchy to a republic, and its political system is still complicated today. The nation is a melting pot of numerous political ideologies, cultures, and religions. Because of its complexity, Nepal has developed a distinct style of politics, which is seen in the way it is organized. The President of Nepal is the head of state and is chosen by the voters through the Nepali parliament. The President appoints the Prime Minister, who leads the government. The House of Representatives and the National Assembly make up Nepal's two houses of parliament. Although elected representatives from each constituency make up the House of Representatives, elected representatives from each state make up the National Assembly. These two houses work together to create Nepal's legislation (Adhikari and Bohara 2021).

Research has revealed that managerial practices in Nepal's political system are significantly impacted by the organizational structure of that system. The efficient application of managerial tactics was correlated with a decentralized organizational structure that disseminated power and decision-making authority to lower levels of government. A

centralized organizational structure, on the other hand, was discovered to be linked to lower levels of effectiveness (Bhattarai & Chaulagain, 2017).

According to a study by Gautam and Siwakoti (2018), leaders are more likely to be successful in promoting efficient managerial practices if they promote collaboration among political parties and stakeholders. The arguments suggest that these types of leaders are better equipped to foster a climate in which all citizens feel included and empowered.

In General, the literature points to a critical significance for Nepal's political system's organizational structure in the efficiency of managerial procedures. The efficacy of a decentralized organization, which distributes power and decision-making authority to lower levels of government, is higher than that of a centralized structure. Furthermore, good managerial practices are more likely to be promoted by leadership that places a priority on cooperation across political parties and stakeholders.

Although it has been a long process, managerial practices have just begun to find their way into Nepali politics. The National Planning Commission, which is in charge of developing and executing long-term development plans for the nation, has been established, and this is one of the most important advancements. The commission has played a crucial role in advancing a culture of planning and assessment, which has enhanced the efficacy and efficiency of government initiatives. Successful Nepali leaders are aware of the importance of efficient public administration, high-quality public services, and a growing economy. To pass legislation and guarantee that all citizens' demands are satisfied, these leaders must also be able to foster collaboration among various political parties. Leaders in Nepal can create an environment where all citizens feel represented and empowered by integrating traditional and modern managerial approaches.

### **The Management Style of Nepal's Political Parties**

The use of more contemporary managerial practices for developing political leadership has resulted in a significant transformation of the political landscape in Nepal in recent years. The major political parties in Nepal will be examined in this article to see how they relate to the values and fundamentals of current management trends as evidenced by their actions.

The Nepali Congress, the Communist Party of Nepal (Unified Marxist Leninist), and the Communist Party of Nepal (Maoist) are the three main political parties in Nepal. All three have a long track record of success and are the key actors routinely engaged in the government. Although each of these parties takes a different approach to government, they all aim to advance social justice and economic prosperity.

According to the Nepali Congress (n.d.), "the largest party in Nepal is the Nepali Congress. This party, which was formed in 1947, works to advance socioeconomic growth, democracy, and human rights. The party seeks to strengthen political freedom, healthcare accessibility, and opportunities for the underprivileged. The Communist Party of Nepal (Unified Marxist Leninist), the country's second-largest party, was founded in 1991 with the

aim of advancing social and economic development in accordance with Marxist-Leninist principles, according to Nepal Travel & Tour (2022). The Communist Party of Nepal (Maoist), which was founded in 1996, advocates for social justice and economic development.

The fact that many of the policies supported by each of these parties coincide with the fundamentals of effective leadership demonstrates a relationship between political practices and different managerial techniques. For instance, all three parties support the value of political freedom, better health care, economic opportunity for the poor, and education. Each party also holds a fundamental conviction in justice and fairness for all residents, regardless of their socioeconomic background. These ideas are prevalent in many other nations around the world and are necessary for effective political leadership. Many studies have looked into the relationship between Nepal's political parties and the nation's management style (Shrestha, R. 2017).

Acharya and Adhikari (2020) examined the leadership style and decision-making procedures of Nepalese political parties. They discovered that Nepalese political parties frequently had centralized decision-making and a hierarchical leadership structure.

Parallel to this, Shakya and Timalina (2018) investigated the administrative procedures used by Nepalese political parties. They discovered that Nepalese political parties largely avoid formal planning, coordination, or evaluation in favor of a more informal and unstructured management style. Furthermore, Pyakurel (2018) examined the difficulties that Nepal's democracy faced, particularly the way that political parties were run. He said that Nepalese political parties frequently put private interests ahead of the interests of the public, which results in a lack of accountability and clarity in their management procedures. Nepali and Capuzzi (2016) examined the leadership and management philosophies of Nepalese political parties. According to their research, Nepalese political parties frequently adopt a democratic leadership style that concentrates power at the top.

To sum up, the article discusses Nepal's major political parties and their approaches to governance. Despite their differences, all three parties share the goal of advancing social justice and economic prosperity, and their policies are consistent with the fundamentals of effective leadership. According to studies, Nepalese political parties frequently have a centralized decision-making structure, avoid formal planning and coordination, and prioritize private interests over public interests, which can result in a lack of accountability and clarity in their management procedures. Nepalese political parties frequently adopt a democratic leadership style in which power is concentrated at the top. These findings point to a connection between Nepal's political practices and managerial techniques.

#### **The management philosophies applied by the Nepalese government**

The bureaucratic management style used by the Nepalese government in the past is distinguished by centralized decision-making and a hierarchical structure. This strategy is

based on hierarchical principles, respect for authority, and respect for superiors that are traditional to Nepalese culture (Regmi and Sapkota, 2019).

According to Bajracharya (2018), the adoption of contemporary management philosophies is limited by the absence of accountability and transparency in governmental decision-making processes as well as the prevalence of corruption. Similarly to this, Bhandari (2018) contends that the political environment and cultural traditions of Nepal have a significant impact on the government's management philosophy. There is a lack of consistency and coherence in management approaches as a result of the political unpredictability and frequent changes in the government.

The Nepalese government has made an effort recently to implement a more decentralized and participatory management style. For instance, the government has put in place local governance frameworks that increase local communities' autonomy and encourage citizen involvement in decision-making (Nepal et al., 2017). The body of research generally indicates that the management philosophies used by the government of Nepal are complicated, multifaceted, and impacted by cultural, political, and historical variables.

Nepal has a parliamentary form of government and is a multi-party democracy. The Prime Minister serves as the head of the executive arm of the government. The Parliament serves as the legislative branch. The cabinet is made up of the other ministers whom the prime minister designates. Members of the Parliament are chosen by direct, all-voting elections.

The increasing integration of contemporary managerial concepts into government operations in an effort to serve the people of the Country has had an impact on its delivery in recent years. For instance, the Prime Minister is now more likely to take management-related factors into account, such as formulating goals and objectives, inspiring employees, and organizing projects in line with governmental objectives.

A strong understanding of resource and people management, as well as the ability to bring various viewpoints together to make choices for the nation's greater good, is also essential to the formation of a cabinet. As Nepal's economy depends more and more on efficient government, the understanding of resources and people management is becoming more and more crucial.

The use of information and communication technology (ICT) in governance is yet another area where Nepal has advanced in the adoption of managerial approaches. The government has created a number of ICT initiatives, such as the creation of e-government services and the use of social media to interact with citizens. These measures have improved the government's transparency and accountability while also making it simpler for residents to access government services.

As a result, the government is better positioned to respond to citizens' needs and guarantee long-term integrity for the country. With a better understanding of efficient

management tactics, the Nepalese government may anticipate ongoing progress and prosperity in the future.

In a nut shell, Traditional cultural values have influenced the bureaucratic management style, centralized decision-making, and hierarchical structure adopted by the Nepalese government in the past. Recent studies, however, indicate that the government is making an effort to put more modern management methods, such as decentralization and citizen participation, into place and has made progress using information and communication technology (ICT) to promote accountability and transparency. An increasing understanding of the significance of resource and people management as well as the necessity of bringing different viewpoints together to make decisions for the benefit of the country as a whole is also present. Overall, the implementation of modern management techniques has the potential to enhance the government's capacity to provide services and address citizen requirements, resulting in advancement and prosperity in the future.

#### **An outline of Nepal's Constitution and how it refers to management discipline**

The constitution of Nepal has a significant influence on the Nepali political model. The document, which was drafted in 2015, describes the fundamental ideals and tenets of the country. Additionally, it outlines the responsibilities of the executive, legislative, and judicial departments of government and sets a framework for the nation's governance. The duties of Nepal's various tiers of government are also outlined in the constitution. National policies and plans in the areas of military, finance, education, and health are developed by the central government. The local administrations are in charge of carrying out national policy locally.

The Nepalese Constitution was drafted using modern managerial principles, and participatory interaction was ensured when the provisions for improving Nepalese society were executed. Among these are the principles of accountability, which demand that public officials be held accountable for their decisions and acts, evidence-based policymaking, and participatory democracy, which aims to promote more meaningful interactions between citizens and their representatives.

Generally speaking, the Nepalese Constitution is a significant document that explains the fundamental ideals and doctrines of the country. It establishes a framework for governing the nation and outlines the responsibilities of the various bodies of government. To guarantee that it runs smoothly and successfully serves its people, competent political leadership in Nepal has additionally employed cutting-edge management strategies.

#### **Association between Nepalese political leadership and Managerialism:**

There is limited research on the association between Nepalese political leadership and managerialism. Gurung (2016) investigates the application of results-based management (RBM) in the Nepalese public sector which emphasizes the use of performance indicators and evidence-based decision-making, which is another crucial component of managerialism. Gurung observes that the adoption of RBM in Nepal has been uneven, with some groups

making notable achievements and others struggling as a result of institutional limitations and political intervention.

Chaulagain et al. (2019) investigate the impact of political uncertainty on performance management implementation in the Nepalese civil service. Managerialism's core belief is performance management, which emphasizes the use of benchmarks to measure and improve organizational performance. Political instability, according to the authors, has hampered the implementation of performance management in Nepal by causing frequent changes in leadership and policy direction. Sharma and Shakya (2013) explain the difficulties related to applying the New Public Management (NPM) model in Nepal, which is an important aspect of managerialism. They contend that the Nepalese context presents major obstacles to NPM implementation, such as a lacking political will, inadequate administrative capacity, and a complex political and social environment.

In recent years, especially with the emergence of new Nepali political paradigms, the relationship between management principles and political leadership has assumed greater importance. Political leaders can influence their nation's political ethics by using learning from management practice. For instance, "servant leadership," which proposes that leaders should serve their people rather than impose regulations, has gained popularity in several countries. The political class in Nepal might gain from implementing this tactic, which has proven effective in a wide range of situations.

Another example of how managerial practice can affect political leadership is the idea of successful delegation. By appointing capable subordinates to handle certain jobs, political leaders can increase their overall effectiveness while freeing up their own time for other crucial activities. To ensure that work is finished promptly and accurately, this concept can be employed in Nepalese politics.

In order to assure success, the managerial practice highlights the significance of teamwork, openness, and communication. To be most effective as a leader, political figures should work to promote these same traits in their home nations. While communication and collaboration help to keep everyone informed and united in working toward the same goal, transparency helps to assure accountability.

Politicians in Nepal can use current managerial strategies to help influence their nation's future by recognizing the relationship between principles of management and national leadership. Leadership involves more than just giving commands; it also entails being aware of how those directives are received by the masses and acting accordingly. Nepali political leaders can ensure that their choices are knowledgeable and advantageous by comprehending these relationships. On a short note, Nepalese political leaders can benefit from implementing managerial strategies such as servant leadership, successful delegation, teamwork, openness, communication, and transparency to promote effective leadership, increase accountability, and influence the nation's future. More research is needed to fully explore the complex dynamics of managerialism and political leadership in Nepal.

**Comparison of Managerialism practices among Nepal & other Countries.**

Managerialism is a concept that emphasizes the application of business management practices to the public sector, with a focus on efficiency, accountability, and performance measurement. While Nepal has its own unique political context and culture, it is possible to compare and interpret the use of managerialism practices in politics between Nepal and other countries.

New Zealand is one nation that has embraced managerialism in its public sector. The New Zealand government has carried out a number of changes since the 1980s with the goal of improving the effectiveness and accountability of public services. These changes included the adoption of a results-focused approach to policymaking, the implementation of performance-based management, and the establishment of partially autonomous agencies (Hood 1991). Likewise, Australia has also incorporated managerialism approaches into its government sector, which includes employing performance measures, service contracting, and the application of market processes to boost efficiency. The idea of "new public management," which stresses applying private industry management techniques in the public sector, has also been embraced by the Australian government.

In comparison, Nepal has taken longer than other countries to implement managerialism in its government sector. The Nepalese government has just lately begun to apply a performance-based management approach, and there is still a dearth of accountability and openness in public services (Sharma and Rajan 2018). Moreover, corruption and Nepal's political unrest have made reform efforts difficult. The Nepalese government has recently incorporated a number of managerialism approaches to improve governance. The implementation of performance-based budgeting is one of the crucial procedures (PBB). PBB is a management strategy that connects budget decisions to performance outcomes. According to a study by the World Bank (2019), Nepal has made significant progress in implementing PBB. According to the research, the government has put in place a framework for medium-term spending that connects budget choices to performance results. Using public-private partnerships (PPPs) to deliver public services is another managerialism strategy Nepal has used. The Kathmandu-Tarai Fast Track Project, which aims to increase connectivity and shorten travel times between Kathmandu and the Tarai region, was implemented in Nepal (Asian Development Bank 2020). In contrast, SAARC nations have taken their time implementing managerialism. According to research by the International Monetary Fund (2020), the majority of SAARC nations continue to utilize outdated budgeting practices that are unrelated to performance outcomes. The report suggested that SAARC nations should implement PBB to enhance their governance.

There are, nevertheless, certain instances of managerialism in SAARC nations. For instance, India has undertaken a number of e-governance projects, including the Digital India Programme and the National e-Governance Plan (NeGP). These programs seek to use technology to enhance governance and service delivery. Similarly to this, Bangladesh has



put in place a result-based management (RBM) system that connects budget decisions to performance results. Thus, whilst Nepal is improving its public sector managerialism practices, it is still lagging behind nations like New Zealand and Australia in the implementation of these strategies. While SAARC countries have been sluggish to implement managerialism tactics like PBB and PPPs, Nepal has achieved substantial progress in this area. Yet, there are certain instances of managerial practices in SAARC nations, such as RBM in Bangladesh and e-governance projects in India. These procedures must be adopted by SAARC nations in order to enhance governance and service delivery. The political and cultural atmosphere of the nation may make it difficult to put these ideas into action, and it might take some time before managerialism is formally recognized.

#### **Managerial insight in shaping political ethics**

Politicians' behaviour is governed by moral values and norms of conduct, which are referred to as political ethics. A modern progressive narrative in Nepal has emerged in recent years as managers have started to take a bigger role in politics. This new paradigm places a strong emphasis on the use of contemporary management techniques and ineffective political leadership. There has been little research on the relationship between managerial insight and shaping political ethics.

Stoica and Văduva (2015) investigate the relationship between managerialism and ethical leadership in government. They conclude that ethical leadership necessarily requires a balance of managerial and ethical values and that effective public leaders have to be able to balance competing priorities.

Maesschalck et al. (2018) discuss the challenges of promoting ethical behaviour in the context of managerialism. Traditional approaches to ethics, which emphasize rules and compliance, they argue, may be insufficient in a managerial context. They instead advocate for an approach based on the concept of ethical mindfulness, which emphasizes reflection and critical thinking.

Politicians and managers equally are expected to uphold moral principles including social responsibility, tolerance for diversity, and honesty. They must also be aware of their obligations to their workers, citizens, and constituencies. Managers can provide invaluable insights into political decision-making by blending managerial abilities with political expertise and knowledge. Managers, for instance, can offer suggestions for implementing strategies and policies. Managers can provide recommendations on resource allocation and policy implementation as well. The most effective political leaders are those that have excellent administrative abilities and are aware of the effects of their choices. They are aware of the need to strike a balance between short- and long-term priorities. In addition, they are dedicated to upholding political ethics and are aware of the demands of their constituents.

Politicians in Nepal may make sure that their choices are made with the interests of their constituency and society at large in mind by bringing management acumen into the political process. With this approach, they may develop a more effective, efficient, and

morally sound political atmosphere that meets the demands of all stakeholders. It may be concluded that political instability, a lack of administrative capability, and complex socio-political settings have made it difficult for the Nepalese public sector to apply managerialism and results-based management uniformly and effectively.

In Nepal, the application of contemporary management approaches to politics is becoming more significant, although few studies have been conducted on the association between managerial insight and the development of political ethics. Promoting moral behaviour in a managerial environment demands a strategy based on ethical mindfulness. Ethical leadership involves a balance between management and ethical values. Politicians and managers both have moral obligations, and managers who combine managerial skills with political knowledge can provide insightful analysis of how politics is decided. Political leaders who are effective are those who have strong administrative skills, are conscious of the consequences of their decisions, are able to balance short- and long-term priorities, and are committed to upholding political ethics. The political process may become more effective, efficient, and morally upright by incorporating management expertise.

#### **The effectiveness of Nepal's current policies and practices in addressing the political problems of the nation**

A systematic and thorough approach is necessary to evaluate Nepal's current policies and practices and their usefulness in resolving the political and economic problems of the nation. In Nepal, decentralization of authority and control over resources has been a major policy priority with the goal of fostering participation and governance at the local level. Yet, research indicates that decentralization has been hampered by a number of issues, including a lack of resources, a lack of institutional ability at the local level, and a lack of political will. (Shrestha, 2017).

Despite government efforts to address issues through the National Women's Policy, Dalit Policy, and Indigenous Nationalities Policy, gender inequality and social exclusion continue to be major problems in Nepal. According to research, several problems have hindered the performance of these programs, including a lack of political will, ineffective implementation procedures, and insufficient funding. (Adhikari & Gurung, 2020; Karki & Kafle, 2019).

The National Agricultural Policy, Industrial Policy, and Tourism Policy are just a few of the policies and initiatives the Nepali government has put in place to encourage economic growth and development. Yet, research indicates that these programs' effectiveness has been constrained by poor implementation, a lack of coordination between many sectors, and insufficient funding. (Shrestha & Pant, 2018).

The governance system in Nepal has had significant difficulties due to political instability and corruption, which have hindered the effectiveness of policies and initiatives. According to several studies, political unrest has caused frequent changes in goals and

policies, which have resulted in inconsistent policy execution and a lack of consistency. (Bhandari & Poudel, 2019; Pyakurel, 2018).

To sum up, the Nepali government has enacted a number of policies and programs to resolve the political and economic problems in the nation, but the success of these initiatives has been hindered by issues like political unrest, corruption, a funding shortage, the inferiority of local institutions, and a lack of political will. To tackle these problems and promote sustainable development in Nepal, promote transparency and accountability, address corruption, invest in human capital development, and enhance public participation.

#### **Roadblocks to integrating Managerialism into mainstream politics**

Politicians' reluctance, who may feel threatened by changes to the established political system, is one of the major obstacles to managerialism's adoption in mainstream politics. Furthermore, institutional limitations and a lack of resources could make it difficult for government agencies to execute managerial tactics (Andrews et al., 2017). According to Chaulagain et al. (2019), political unpredictability has made it difficult for Nepal to adopt performance management since it frequently changes the direction of leadership and policy. According to Maesschalck et al. (2018), traditional approaches to ethics that place too much emphasis on rules and compliance may not be adequate in a managerial setting. They instead recommend an approach built around the idea of ethical mindfulness, which places more emphasis on reflection and critical thinking.

Despite the aforementioned accomplishments, Nepal still has a number of difficulties integrating management principles into its political structure. A dearth of qualified leaders and high-level bureaucrats with the necessary skills and insight to implement and maintain these practices is one of the biggest obstacles. The government must fund training and capacity-building activities if it wants to create a workforce with the necessary skills to manage government initiatives and programs. Instead of encouraging nepotism and favouritism, specialists and academics should be in charge of developing the policies in the relevant industries. Another problem is the lack of political will and commitment to reform. The Nepalese political system is still dominated by traditional political elites who are resistant to reform and change. To overcome this challenge, more public pressure for change, greater public understanding of the problem, and political leaders who are dedicated to implementing these changes are all required. In general, a number of obstacles must be overcome for managerialism to become a mainstream political force. These obstacles include political opposition, institutional limitations, a shortage of resources, political unpredictability, and ethical problems. It may be important to develop political will, managerial competence, and ethical mindfulness in the Nepalese public sector in order to address these issues.

#### **Conclusion**

This article offers a managerially-oriented summary of the political landscape in Nepal. Nepal's political system is characterized by instability, corruption, and frequent

changes in administration despite having a federal framework and a multi-party democracy. The study explores management strategies that support effective governance in Nepal and looks at how managerial practices influence political judgments and the implementation of policies. Along with analyzing current policies and practices in Nepal, the report also identifies the study's weaknesses. Nepali political leaders may advance effective leadership, boost accountability, and shape the country's future by using managerial principles including servant leadership, effective delegation, teamwork, openness, communication, and transparency.

Although it is a long process, there has been progress in recent years in integrating managerial concepts into Nepalese politics. She has made progress in implementing performance-based budgeting and public-private partnerships. SAARC nations have been slow to implement managerialism practices, but there are examples of RBM in Bangladesh and e-governance projects in India. The inadequacy of political human resources and the absence of government reform, for example, are key obstacles that must be overcome. The implementation of managerialism in Nepali politics would advance only if these obstacles are overcome. In addition to these, Political leaders can ensure their choices are well-informed and advantageous for all citizens by comprehending the ties between managerial theories and their political implications. Furthermore, the high-class political leaders' and bureaucrats' integrity and sincerity form the cornerstone for fostering a healthy political culture in society and guaranteeing the state's long-term development.

#### **Suggestions & Recommendations**

The study suggests that in order to foster effective leadership, boost accountability, and shape the country's future, Nepali political leaders can gain from using managerial principles including servant leadership, effective delegation, teamwork, openness, communication, and transparency. It is further recommended to continue implementing managerialism tactics like PBB and PPPs and accommodate practices like RBM & e-governance to boost managerialism into the political system. The article advises policymakers to enhance resource management and foster inclusive and sustainable growth through efficient governance. The article improves our understanding of how managerial practices affect political systems and promotes additional study in this area. Also, it is advised that empirical research be conducted in the future to provide greater context for the topic being investigated.

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