



**EXECUTING PUBLIC POLICY IN CHINESE TOWNSHIP
GOVERNMENTS: AN EMPIRICAL ANALYSIS FROM
GUIZHOU PROVINCE**

SHUNYI XU

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2024
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ABSTRACT

This study examines and analyzes the influence of policies, implementers, and audiences on the ability of Chinese township governments to implement public policies. It examines the phenomenon of policy deviation in township governments and its underlying causes. Suggestions are made in response to difficulties encountered during the implementation of policies. The study employs a mixed-methods research approach, combining quantitative and qualitative methods. For quantitative analysis, 400 samples were collected from grassroots cadres, staff, people, and social workers in two minority autonomous counties in Guizhou. Descriptive statistics, including frequency, percentage, and mean, as well as inferential statistics, such as independent sample t-tests, one-way ANOVA, and multiple linear regression, were employed to analyze the data. The findings indicate that differences in identity affect policy implementation, executive power, and decision-making. Policy execution capacity, encompassing public policy, implementers, and audiences, significantly influences policy implementation, executive power, and decision-making, with audience factors exhibiting the greatest impact. For qualitative data analysis, 10 communal cadres who have more than 10 years of work experience were interviewed. The results indicate that the orientation of public policy objectives, expected effects, implementation risks, interest groups, resource allocation, coordination mechanisms, implementation supervision, and evaluation feedback is important and has a significant impact on public policy implementation capacity. The paper concludes with detailed recommendations for improving the effectiveness of policy implementation.

Keywords: Rural Township Government, Public Policy, Public Policy Implementation

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CHAPTER I

INTRODUCTION

1.1 Research Background

1.1.1 Policy Background

One of the crucial functions of township primary-level governments in China is to effectively implement the guidelines and policies set forth by their superiors, ensuring that citizens can fully enjoy the economic, political, and cultural rights as stipulated in the Constitution. However, during policy implementation, various factors, such as environmental issues or challenges faced by policy implementers, may impede its effectiveness. Consequently, disparities may arise between anticipated outcomes and the actual execution of the township's primary-level governments. Therefore, it is increasingly imperative to explore the factors influencing policy implementation while effectively addressing the associated challenges to enhance the policy execution capabilities of China's township governments.

In the process of national development, the government's ability to implement policies is crucial, and it is one of the key factors in promoting and strengthening the country's comprehensive strength. The strength of implementing township primary-level governments is closely related to the comprehensive realization of the major resolutions of the state and central governments at the primary level. It is closely related to the effective implementation of the relevant policies, instructions, and resolutions in line with the mass line and the people-centered development thinking. The former Chinese premier Wen Jiabao pointed out: "The implementation is the vitality of the government's work. The implementation is weak, the order is not smooth, it is difficult to do, or even not, the policy implementation may appear "loud noises and small achievements", and the government's credibility will be damaged" (Wen, 2004).

Xi Jinping emphasized that the focus of implementation should be placed at the primary level, underscoring the importance of implementation by township governments (Xi, 2011).

The statistics of administrative divisions of the People's Republic of China released by the Ministry of Civil Affairs of the People's Republic of China as of

December 31, 2022, show that there are 34 provincial-level administrative divisions, 333 prefecture-level administrative divisions, 2844 county-level administrative divisions, and 38741 township-level administrative divisions in China. The number of township-level governments is significantly large.

The Party Central Committee and the State Council have formulated policies and guidelines from a national perspective, which need to be learned, communicated, and implemented by provinces, counties, and townships. Therefore, when implementing the policy arrangements proposed by superiors, the township primary-level governments, due to their massive base, have a direct impact on the actual effect of policies and may even deviate from the original intention of formulating these policies.

1.1.2 The Importance of Public Policy Execution by Township Primary Level Governments

On March 5, 2010, former Chinese Premier Wen Jiabao reiterated in his Government Work Report at the third session of the Eleventh National People's Congress that efforts should be made to enhance execution and credibility. We should adhere to a scientific and democratic decision-making process, ensuring that all policies are more aligned with reality and can withstand scrutiny. Strengthen the inspection and supervision of policy implementation to ensure that orders and prohibitions are effectively enforced (Wen, 2010). Improving the execution of government policies was included in the government work report by the country's Premier, which highlights its importance and timeliness during critical periods. Township primary-level governments need to thoroughly understand and tailor their approaches to local conditions, adapting to local realities and seeking truth from facts. They cannot simply copy and become superficial.

1.1.3 The Significance of Studying Various Factors that Affect the Implementation of Public Policies by Township Primary Level Governments

In 2019, in the article "Analysis of Deviation in Public Policy Implementation from the Perspective of Policy Process," Yang Bin mentioned that various factors influence deviations in the policy implementation process, and the subjective and objective attitudes of policy implementers can cause the original policy goals to deviate from the final results. Yang (2019) clarified that the understanding

and execution ability of policy implementers in the policy implementation process are closely related to the local actual situation.

In 2018, Ren Bingqiang proposed that China's government institutional system is a major factor that can easily lead to deviations in policy implementation. Various incentive mechanisms are crucial factors in promoting the successful implementation of policies, and improved incentive mechanisms can more effectively mobilize the participation of policy implementers and beneficiaries (Ren, 2018). It can be seen that the government organizational system has an impact on both implementers and beneficiaries.

The government's execution requires smooth and unified government orders. Governments at all levels must adhere to the principles outlined in the Constitution, follow the leadership of the central government, and strictly enforce national laws, regulations, and central policy decisions. However, due to the influence of both subjective and objective factors, township primary-level governments often face four problems in the process of implementing public policies: weak, ineffective, excessive, and laborious execution. The conflict between public policies and the actual needs of townships, the weakening of the authority and capacity of township primary level governments, the administrative environment centered on "human relationships", the heavy financial burden on townships, and the lack of constraints on the "soft and hard" mechanisms of the executing entities directly affect the execution ability of township governments (Xu, 2018). Therefore, township primary-level governments are important stakeholders in the policy implementation process, and their administrative execution power is closely related to the effectiveness of policy implementation.

Therefore, the administrative execution power of township primary governments needs to be guaranteed by organizational structures, and should be tailored to local conditions based on their actual situation. Strengthening the execution capacity of township governments is an important way to enhance the Party's governing ability, a requirement for building a responsible, rule-of-law, and service-oriented government, and a concrete manifestation of achieving a standardized, fair, transparent, clean, and efficient administrative management system.

1.1.4 The Dilemma of Policy Implementation

Generally speaking, the clearer a policy is, the fewer people are involved, and the easier and more effective its implementation will be. The world's experience is that the smaller a country or region, the better its management. For example, Hong Kong and Singapore in Asia, as well as Switzerland and Austria in Europe, are considered to have the highest efficiency in public policy implementation globally. Because their place is small and the population is small. On the contrary, the wider the scope and the greater the number of people involved in policy implementation, the greater the difficulty becomes. Therefore, for a country like China, with a vast territory and a large population, the difficulty of implementing public policy can be easily imagined. Our country's family planning policy, "agriculture, rural areas, and farmers" policy, etc., is challenging to implement due to its broad scope, involving the majority of China's population. From a practical perspective, it is not uncommon for China's current public policies to be ineffective or have unintended consequences, resulting in deviations in their implementation and reduced policy effectiveness. The practical dilemma of public policies being distorted, deformed, and even dissolved during the implementation process has a huge negative impact on the regular operation of China's socio-economic order. Huang (2009) highlighted the inevitability of difficulties in implementing public policies in China.

As the primary level of public policy implementation, county-level governments are the most comprehensive primary-level government organizations in China. They connect with the central government at the top and the public at the bottom, playing a bridging role and serving as the forefront for implementing national public policies at the grassroots level. The implementation dilemma of county-level government public policies is twofold: firstly, the dilemma of policy quality; second, the dilemma of interest interference, which includes the personal interests of county-level government officials and the interests of county-level government departments; third, the dilemma of institutional constraints; and fourth, the dilemma of the administrative environment. Xu (2010) highlighted the difficulties county-level governments face in implementing public policies.

The existing problems in the execution of public policies mainly manifest in the subject's dereliction of duty and improper implementation standards; The style of

the yamen is serious, and the execution speed is slow; Lack of resources and insufficient implementation efforts; Failure to comply with laws and insufficient implementation of "rigidity"; The phenomenon of "offside and misalignment" is severe, and the "execution perspective" is misaligned; The phenomenon of "policies at the top and countermeasures at the bottom" is prominent, and the "implementation effectiveness" is too low. Duan (2011) pointed out the specific manifestations of the practical difficulties in implementing public policies.

The core of whether public policy can achieve its ultimate decision-making goals lies in its implementation. Practice is the only criterion for testing truth, and the practical approach to public policy is its implementation. The phenomenon of public policy implementation, such as "having policies at the top and countermeasures at the bottom" and "not following orders, not following prohibitions", is common and deserves our continuous and cautious attention.

1.2 Problem Statements

As noted above, the Chinese central government has notably increased its focus on enhancing local governance, particularly spotlighting township-level governments' capability to execute public policies effectively. This pivot towards local governance underscores a strategic move to ensure that the benefits of policies permeate to the grassroots level, thereby fostering equitable development across the nation. However, the academic realm has lagged in exploring the nuances of public policy implementation at these critical junctures of governance. This oversight is evident in China's Southwest, especially in economically lagging regions like Guizhou Province. Here, local governments face numerous challenges, including limited resources and complex socio-economic landscapes, which inevitably shape their approach to policy implementation.

The current research aims to fill the existing research gap by examining the dynamics of public policy implementation within Guizhou's township governments. Through a meticulous examination, this study aims to uncover the intricacies of local governance in underdeveloped areas, shedding light on the multifaceted strategies employed to navigate the challenges of policy implementation. In doing so, it aspires

to enrich the discourse on local governance in China, providing valuable insights into the execution of national policies at the grassroots level and suggesting pathways for enhancing governance efficacy both nationally and globally in similar contexts.

1.3 Research Objectives

Based on the above research questions, this study aims to explore:

1. To scientifically analyze the impact of demographic factors and public service on the execution power of township public policy of the executive power and decision makers in the primary-level governments in China.
2. To study the deviation phenomenon and the reasons for primary-level governments in policy practice.
3. To provide reasonable suggestions in the face of policy implementation difficulties.

1.4 Research Questions

This study attempts to address three key issues:

1. How do township governments in Guizhou implement national public policies, and how do executive demographic factors affect the execution power of public policy?
2. What are the key factors that influence the execution power of public policy within township-level governments in Guizhou, and how do these factors facilitate or hinder policy execution?
3. What strategies can be developed to enhance the efficiency and effectiveness of public policy execution power by township-level governments in Guizhou, and how might these strategies be applied to improve governance and policy execution nationwide in China?
4. What are the specific methods and paths of policy implementation practices that are important for the implementation of national public policies by township governments in your state?

1.5 Research Hypotheses

H1: The difference in demographics, including gender, age, marital status, identity, monthly income, and educational level, affects the execution power of public policy differently.

H2: The difference in public service, including notifications, public service project, social security, and medical services, affect the execution power of public policy differently.

H3: Policy executing capacity influences the execution power of public policy.

1.6 Research Framework

The research framework was developed based on Smith's theory (Ref.), which encompasses demographic, policy execution capacity, and execution power of public policy.

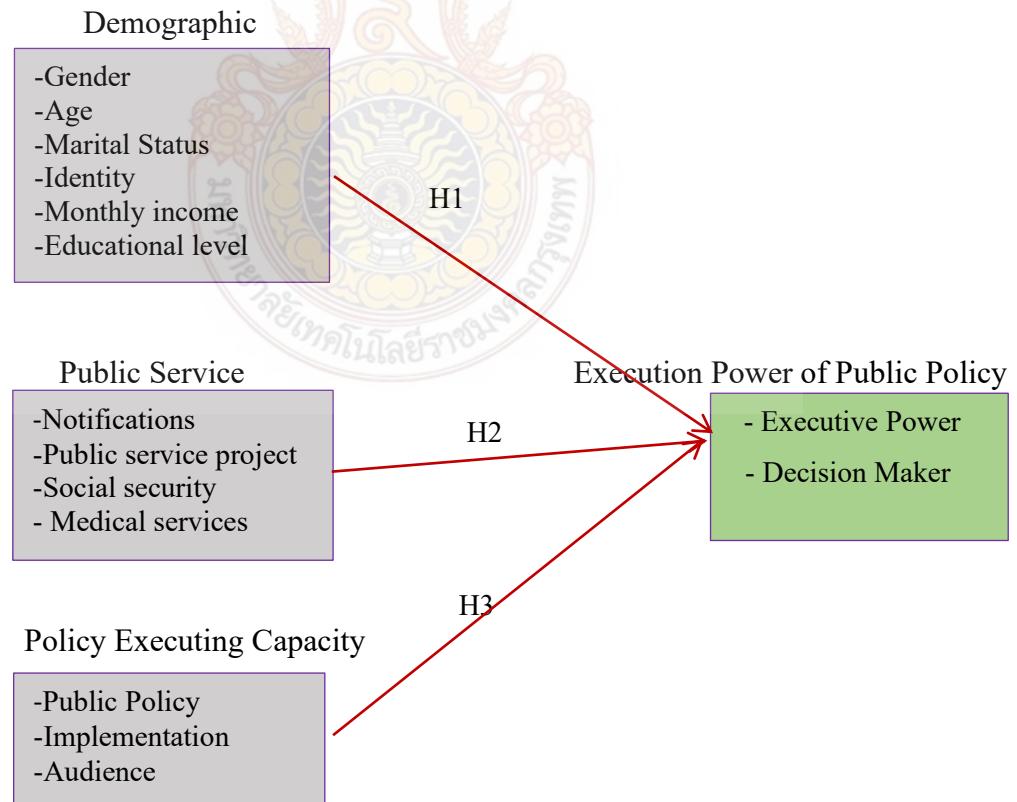


Figure 1.1 Conceptual Framework

1.7 The Definition of Key Terms

Public Policy: Public policy refers to a series of laws, regulations, and normative documents formulated by Chinese government agencies to address social issues, promote public interests, enhance people's living standards, and foster socio-economic development. Public policy reflects the fundamental interests of the people. Scientific, democratic, and legal public policies play a crucial role in social development, serving as essential tools for modern government governance.

Public policy implementation refers to the dynamic balance process in which the government utilizes national resources, policy tools, establishes reasonable organizations, and implements legal actions to achieve its goals. Policy implementation is a crucial part of policy activities and plays an irreplaceable role in public policy. It effectively implements the entire policy. The effective implementation of policies is a crucial foundation for policy adjustments, modifications, and improvements. Policy implementation principles include unity of implementation targets and policy targets, unity of principles and flexibility, complementarity of constraints and flexibility, timely and stable consideration, synchronous development of information transmission and public feedback, and a combination of democracy and centralization.

Local government's ability to execute public policies: Local governments gather various execution resources, interpret and promote public policies, allocate power reasonably in the implementation process, and effectively communicate, coordinate, implement, and monitor policy content in accordance with certain rules and regulations, thereby achieving the established goals of public policies.

1.8 Scope of the Study

1.8.1 Content

The objectives of this study aim to 1) analyze the influences of policies, decision-makers, executors, and audiences on the public policy execution ability of township primary level governments in China, 2) to study the deviation phenomenon and reasons of primary level governments in policy practice, and 3) to provide reasonable suggestions in the face of policy implementation difficulties. A research

framework was developed based on Smith's theory and Chinese public policy. The research used a mixed-methods approach that focuses on two themes:

1. Implementation status - investigate the degree of implementation, promotion, and acceptance of public policies by township grassroots governments
2. Deviation phenomenon - analyze the deviation phenomenon and its causes.

1.8.2 Area of Study

This study was conducted in 4 towns as follows:

Houchang Town, located in the southern part of Ziyun Miao and Buyi Autonomous County, Anshun City, Guizhou Province, has 26 administrative villages under its jurisdiction. For this study, Houchang Dalian Village, Maochang Village, and Pingshang Village were selected in Houchang Town.

Liming Guan Shui Ethnic Township, located in the central part of Libo County, Qiannan Buyi and Miao Autonomous Prefecture, Guizhou Province, has 14 administrative villages under its jurisdiction. For this study, Dongpeng Village and Xizhu Village were selected as the study sites.

Yuping Street, located in the central northern part of Libo County, Qiannan Prefecture, Guizhou Province, has 35 administrative villages under its jurisdiction. Shuiyao Village was chosen for this study.

Xiaoqikong Town, located in the southwest of Libo County, Qiannan Prefecture, Guizhou Province, has 12 administrative villages under its jurisdiction. Juegong Village was chosen for this study.

1.8.3 Sample and Population

Data were collected from township grassroots governments operating within the jurisdiction of seven village branches and four committees, as well as social personnel in the area and government administrators. The sample size for the quantitative research was 400, calculated by Taro Yamane.

For qualitative research, 10 samples were selected for the interview. These samples represent the diverse perspectives of individuals regarding the implementation of public policies by primary-level governments in Guizhou townships.

1.8.4 Duration

This study conducted visits to 7 villages in 4 selected townships in Guizhou, distributed questionnaires, and conducted interviews with relevant personnel from April to July 2024.

1.9 Significance of the Research

The governance capacity of township primary-level governments in China has become a crucial aspect of enhancing governance at the local level. Local governance requires an effective and comprehensive implementation system. In policy practice, primary-level governments are the primary force in implementing public policies, and sometimes deviations may occur in their policy implementation. The primary level of government referred to in this study is mainly townships. By analyzing the deviation phenomenon of primary-level governments in policy practice, analyzing the reasons for deviation, and proposing suggestions.

1.10 Limitations of the Research

Geographical limitations

Guizhou is located in western China and is part of a region that is underdeveloped. This study cannot represent the entire situation and facts of China's developed and relatively developed regions.

Domain limitations

The cases studied in this study are limited to the fields of agriculture, healthcare, or education, and therefore cannot provide comprehensive indicators of China's rural economic development.

Data limitations

Due to limited personal abilities and limitations in investigating the population, it is not possible to fully reveal the entire situation and facts of the implementation of public policies in Chinese townships.

Ethnic limitations

Among the 56 ethnic groups in China, Guizhou has 18 ethnic groups, with ethnic minorities accounting for 39% of the total population. When formulating and

implementing public policies in Guizhou townships, the special characteristics and acceptance of ethnic groups are fully considered, which cannot fully represent the implementation of public policies in other regions of China.



CHAPTER II

LITERATURE REVIEW

This chapter links the definition and scope of public policy through literature review; The emphasis placed by the state and governments at all levels on the implementation of public policies; Introduction to the content of the public service system for three consecutive five-year plans for national economic and social development; Smith's theory shapes the dynamic relationship between policy implementation agencies and policy target groups in terms of policy implementation and understanding; Scholars have conducted research on stakeholders involved in public policy implementation, public satisfaction with public policies, and case studies on public policy implementation in local governance. Then, it objectively demonstrated the impact of policy environment factors, decision-makers, implementers, and audiences on the public policy execution ability of Chinese township primary-level governments through case studies. Additionally, it highlighted the phenomenon of deviation and the reasons behind some primary-level governments' policy practices. The study of literature provides important references and guidance for the problem I want to investigate, avoiding repetition and detours, and clarifying the direction.

2.1 Definition of Public Policies in the Chinese Context

Public policy refers to a series of policies implemented by a country through strategic utilization of resources to coordinate economic and social activities and interrelationships (He, 1990). This defines public policy. In addition, the governing theory and policies of our party fully reflect public policies, primarily in the descriptions of the mass line and democratic centralism.

Public policy includes various laws, regulations, and normative documents that regulate public affairs and management. It serves as the fundamental basis for national governance and the code of conduct for collective action. Public policies can be divided into national, regional, and local policies. Yang (2020) pointed out the scope of public policy.

Public policy is a series of laws, regulations, and normative documents formulated by Chinese government agencies to address social issues, promote public interests, enhance people's living standards, and foster socio-economic development. Public policy reflects the fundamental interests of the people. Scientific, democratic, and legal public policies play a crucial role in social development, serving as essential tools for modern government governance.

2.2 Execution of Public Policies

In 2006, Premier Wen Jiabao first emphasized the keyword "government executive power" in his Government Work Report. The so-called public policy implementation refers to the process in which policy implementers, through a specific organizational form, utilize various policy resources, interpret, implement, serve, and promote actions, transforming the content of policy concepts into practical effects after the policy plan is adopted, to achieve the established policy goals. Sang et al. (2018) defined public policy implementation.

On December 9, 2013, the Third Plenary Session of the 18th Central Committee of the Communist Party of China pointed out that in order to strengthen the rule of law in administration, it is necessary to implement scientific, democratic, and effective decision-making, establish and improve an operational system that restricts and coordinates decision-making, execution, and supervision. Emphasis was placed on formulating public policies and enhancing relevant operational systems to facilitate the effective implementation of policies. The primary carrier of public policy implementation is the grassroots government, which serves as a bridge between the country and its people. This reflects the central government's emphasis on the implementation of public policies by local governments.

The public policies formulated by the state need to be implemented in a specific local context, and only through the process of policy refinement or replanning can their policy goals be achieved, thereby forming a central, unified, and diverse execution pattern, indicating that public policies often have a hierarchy (He et al., 2011). It can be seen that township primary-level governments in China are the final

stage in policy implementation and represent the most universal and extensive level of the public policy hierarchy.

On January 8, 2020, the General Office of the State Council issued a document entitled Guiding Opinions of the General Office of the State Council on Comprehensively Promoting the Standardization and Standardization of Grassroots Government Affairs Disclosure, which proposed that primary level governments should directly contact and serve the people, and be an important executor of the decisions and deployments of the Party Central Committee and the State Council. It is of great significance to study how to enhance the execution capacity of public policies by grassroots governments (General Office of the State Council, 2020).

During the period from the 12th Five-Year Plan to the 14th Five-Year Plan, the national basic public service standards have been continuously improved, indicating that the national public service system is also undergoing continuous improvement. Especially during the 14th Five-Year Plan period, adjustments were made, fully reflecting the Party Central Committee's determination to improve and perfect the basic public service system. It is also a measure to practice the development concept of serving the people wholeheartedly and putting the people at the center. How to make good policies take root and continue to exert force is also a test of the task and execution ability of our primary-level government's policy implementation in the last mile.

Key Public Policies enacted from 2013-2023 and their implications						
Year	Policy	Policy issuing agency	Actuator	Main content of the policy	policy implication	Time scope
012	The 12th Five Year Plan for the National Basic Public Service System	The State Council	People's governments of various provinces, autonomous regions, and municipalities directly under the central government, as well as various ministries and agencies directly under the State Council	44 categories and 80 basic public service projects have been identified	Establish a sound basic public service system and promote equalization of basic public services	2010 to 2015
017	The 13th Five Year Plan for Promoting the Equalization of Basic Public Services	the State Council	People's governments of various provinces, autonomous regions, and municipalities directly under the central government, as well as various ministries and agencies directly under the State Council	81 projects across 8 fields	Effort towards equalization, China launches the national basic public service list for the first time	2016 to 2020
021	National Basic Public Service Standards (2021 Edition)	20 ministries including the National Development and Reform Commission, the Central Propaganda	People's governments of various provinces, autonomous regions, and municipalities	80 basic public service projects covering 9 fields	This has laid the foundation for achieving a significant improvement in the level of equalization of	2020 to 2023

Figure 2.1 Key Public Policies Enacted from 2013-2023 and Their Implications

2.3 Smith's Theories

Smith's theory has been influential in shaping policy implementation and understanding the dynamics between policy execution agencies and policy target groups. Smith's work, "An Inquiry into the Nature and Causes of the Wealth of Nations" (Smith & Rogers, 1776), provides a foundational understanding of economic principles and the role of policy in shaping societal wealth. Smith's model of policy implementation emphasizes the importance of the implementing organization, the target group, and environmental factors (Nursahidin et al., 2020). This highlights the importance of considering the multi-level administrative system and its impact on policy execution efficiency (Li et al., 2021). Furthermore, Smith's "Theory of Moral Sentiments" is relevant in conceptualizing human behavior and altruism, which has implications for policy execution and the ethical appraisal of policy implementation (Khetpal & Mossialos, 2018).

The role of administrative agencies in policy implementation aligns with Smith's emphasis on the technical and business-like operation of these entities, devoid of excessive political intervention (Bolton et al., 2015). Additionally, Smith's propositions on property rights and agency costs have been linked to the development of a theory of ownership structure within firms, highlighting the broader applicability of his ideas beyond traditional economic domains (Abdullah et al., 2012). Moreover, Smith's theory of international trade, characterized as a 'vent for surplus' theory, has implications for understanding the global dimensions of policy execution and its impact on various stakeholders (Forsgren & Yamin, 2010).

The literature also highlights the interplay between different branches of government and the implications for policy implementation. For instance, the dynamics of executive branch coordination and its effect on congressional budgetary authority shed light on the complexities of policy execution within the broader political landscape (Hollibaugh & Krause, 2023). Furthermore, the influence of executive orders on federal policy and the duration of agencies underscores the intricate relationship between the executive branch and policy implementation (Thrower, 2017). Additionally, the theory of delegation within the executive branch and the conditions under which discretion is provided to administrative subordinates reflect the practical implications of Smith's ideas within bureaucratic hierarchies (Lowande, 2018).

The role of agencies in policy-making and implementation is a recurring theme in the literature, emphasizing the need for a systematic and theoretically guided analysis of their functions (Bach et al., 2012). This aligns with Smith's emphasis on the role of administrative actors in policy implementation and the need for a clear focus on execution rather than involvement in decision-making processes (Verschueren, 2009). Furthermore, examining task divisions among politicians, core departments, and public agencies highlights the evolving nature of agencification and its impact on policy implementation (Verschueren & Vancoppenolle, 2012).

In summary, Adam Smith's theories have far-reaching implications for policy execution agencies and target groups, encompassing economic, ethical, and international dimensions. The literature reflects the enduring relevance of Smith's ideas in shaping policy implementation and understanding the intricate dynamics between various stakeholders involved in the process.

2.4 Stakeholders for the Execution of Public Policies in China's Local Governance

2.4.1 Concept of Public Policy Related Interest Groups

The interest group related to public policy refers to a geometric body of interests composed of individuals who share common values, ideas, and interests. It encompasses both relatively stable social organizations and a synthesis of individuals without fixed organizational structures. According to the different levels of the relevant interest groups, they can be mainly divided into key interest groups, main interest groups, and secondary interest groups. In the article by Qi (2017), the concept of public policy-related interest groups was proposed and classified. Therefore, in the process of implementing public policies, the degree of interest correlation is estimated based on the category of interest groups.

2.4.2 The Importance of Studying Stakeholders in Public Policy

The main stakeholders in the public policy process are the most effective way to alleviate conflicts of interest. Only by giving sufficient attention to stakeholders in the public policy process can we better understand public policy, effectively manage stakeholders, and thus improve the execution and effectiveness of public policy (Wang

et al., 2012). Focusing on stakeholders can help alleviate conflicts during the implementation of public policy, highlighting their importance in the study of public policy execution.

2.4.3 The Relationship Model between Public Policy and Stakeholders

As a process of redistributing benefits, public policy involves a wide range of related interest groups, which gradually makes the relationship model between public policy and related interest groups a highly concerning topic in various sectors of society. Based on a conceptual analysis of public policy and related interest groups, this article provides a detailed examination of the relationship between the two, which can be categorized into three aspects: conflict mode, indifference mode, and interaction mode. This lays a solid theoretical foundation for promoting the realization of public interests in China (Qi, 2017). Public policy and related stakeholders are inevitably influenced by various factors, including rights, desires, interests, needs, beliefs, values, and the degree of importance attached to them. This demonstrates the complexity, variability, and multiplicity of public policy implementation, and further underscores the necessity of studying the effectiveness of public policy execution in addressing complex problems.

In summary, stakeholders play an important role in the formulation, implementation, effectiveness, and impact of public policies. Their participation and support not only contribute to the smooth implementation of policies but also improve policy effectiveness and social influence, maintain policy continuity and stability, and promote social fairness and justice. Therefore, when formulating and implementing public policies, it is essential to fully consider and actively engage stakeholders in their development and implementation to ensure the policies' effectiveness, sustainability, and social justice.

2.5 Studies on the Public Perception of Public Policies in China

On June 11, 2020, the Marxist Research Institute of the Chinese Academy of Social Sciences, the Social Science Literature Publishing House, and the Government Affairs and Public Opinion Department of Tencent jointly released the "Blue Book of Public Services: Evaluation of Basic Public Service Capacity in Chinese Cities (2019)".

表 1-20 2011—2017 年九大基本公共服务要素满意度得分

	2011 年	2012 年	2013 年	2014 年	2015 年	2016 年	2017 年	2018 年	2019 年	均值
公共信息化服务	62.00	62.00	62.00	62.00	62.00	62.00	62.00	62.00	66.26	66.26
城市环境	64.23	61.39	63.65	60.01	60.52	62.05	64.25	65.47	67.31	63.21
文化体育	75.89	64.26	61.91	58.01	58.74	62.51	64.26	55.32	65.35	62.92
医疗卫生	63.17	64.32	60.48	58.24	58.25	63.04	64.69	62.95	65.65	62.31
公共安全	49.7	55.49	58.08	59.72	66.91	66.22	68.07	64.93	69.74	62.10
公职服务	60.35	60.52	57.27	57.49	58.52	61.89	64.61	60.82	67.17	60.96
公共交通	65.34	56.07	57.88	56.07	58.18	58.06	61.33	58.25	62.17	59.26
社保就业	40.94	59.49	60.07	60.49	60.57	63.41	64.9	55.83	60.18	58.43
基础教育	49.02	56.41	58.31	56.31	54.69	62.66	62.32	54.76	61.44	57.32
公共住房	49.79	59.16	53.61	50.48	53.83	55.72	58.18	44.11	50.79	53.88

Figure 2.2 The Blue Book Highlights that the Quantity, Quality, and Efficiency of Basic Public Services

The Blue Book highlights that the quantity, quality, and efficiency of basic public services are key factors influencing satisfaction with these services. Since 2011, the satisfaction score for evaluating urban government basic public services has shown an overall upward trend. According to the satisfaction scores of basic public services in 38 major cities, the lowest score was recorded in 2011, while the highest score was achieved in 2019. The overall score increased gradually from 54.03 points in 2011 to 63.61 points in 2019; however, the overall score remains relatively low (Zhong et al., 2020). Public policy services have been continuously optimized to safeguard people's livelihoods, meet organizational objectives, enhance service delivery, and promote sustainable development. However, the growth rate of service satisfaction is slow, and there is still considerable room for improvement.

There is a strong internal logical relationship between government performance and policy satisfaction. The public is the most direct service object of

public policies, as well as the most important consumer of public goods and services. They have the greatest right to speak on the quality and service level of public policies. In this way, public satisfaction with public policies has become an indispensable part of the government's performance evaluation system. On the one hand, the subjective feelings of the public can directly impact the quality of government public services.

On the other hand, they can be seen as an important measure to urge the government to improve the quality and efficiency of public services. Historical experience has shown that in the process of major national transformation, public confidence is a crucial factor in determining whether the government can effectively implement laws and policies. The more satisfied the public is with the government's policies, the smoother their implementation will be. Even in cases of policy mistakes, people will still choose to trust the government and patiently wait for it to rectify the situation. Research on public policy satisfaction (Lu et al., 2016) can test public trust in the government, confidence and determination in policy implementation, and feedback on policy execution. As the prominent participants in local government public policies, the public needs to fully consider their concerns, which can also reduce the likelihood of public petitions, rights protection, and group incidents.

"Perceived quality" is the public's intuitive evaluation of the quality of government services, and the variable corresponding to "perceived quality" is named "government service satisfaction". "Perceived value" refers to the public's perception of the effectiveness of government services, specifically the benefits the public feels they have gained from receiving these services. The variables of "satisfaction with living security" and "satisfaction with living environment" are also considered. Public satisfaction refers to the overall evaluation of the government service process and effectiveness by the public. The public satisfaction with government performance includes three main dimensions, namely "government service satisfaction", "life security satisfaction", and "living environment satisfaction". These three factors have a significant positive impact on the overall satisfaction of the government. The satisfaction model, which includes these three factors, has high explanatory power regarding the causes of overall satisfaction among local governments (Zheng et al., 2014). The public's perception is shaped by the government's ability to implement

effective policies and programs. Therefore, public perception is necessary for studying government execution.

People's yearning for a better life, the inclusive requirements of public policies, and the innovation of government service methods have posed new challenges, which directly reflect the changes in evaluating government service satisfaction.

2.6 Case Studies on the Execution of Public Policies in China's Local Governance

2.6.1 The Dilemma of Implementing Basic Medical Policies for Urban-Rural Cooperation

The basic medical insurance for urban and rural residents combines individual contributions with government subsidies. People's governments at all levels provide payment subsidies to insured urban and rural residents through regulations. The central and local governments jointly fund the medical insurance subsidies for urban and rural residents. The central government allocates subsidy funds in accordance with national subsidy standards and phased sharing methods. The funds required to provide basic medical insurance for insured individuals will be disbursed from the Basic Medical Insurance Fund for Urban and Rural Residents (National Development and Reform Commission, 2023). The national standard clearly states that "expenditure responsibility" is the most concerning concern for urban and rural residents.

Social insurance is a crucial social policy, and residents' cognitive abilities can significantly shape their understanding of the policy and influence their participation in insurance. Primary-level governments should continue to promote the policy of basic medical insurance to enhance institutional efficiency, prioritize social interaction and elderly care in rural areas, and support the consolidation of network relationships within villages, as well as increase the mandatory participation of both urban and rural residents in basic medical insurance (Li, 2021). Audience awareness and the implementation of policies promoted by primary-level governments are important.

The primary factors influencing farmers' decisions not to be insured include their self-assessment of family income level, education level, and health status, as well

as their awareness and understanding of insurance policies. One of the main reasons is the lack of understanding of information related to medical insurance policies. Based on the experimental results, it was found that the existing channels and methods of information dissemination are limited; policy promotion involves unthinkingly copying the original text, and there is an insufficient frequency of promotion and inappropriate timing, all of which are factors that affect farmers' lack of insurance (Liu, 2019). The situation of the audience in the implementation of public policies is complex, and the executors have a dual identity. Therefore, it is meaningful to study these two aspects.

Due to the combined effects of policy design flaws, unclear implementation responsibilities, outdated target group concepts, and policy environment constraints, several issues have arisen in the implementation process of the medical insurance integration policy for urban and rural residents in Taizhou City. The case study (Jia, 2018) also focuses on research in policy improvement, policy implementation, public participation, and policy execution.

Rural residents are more satisfied with medical services than urban residents; The higher the level of education, the lower the satisfaction of residents with medical services; The higher the social status, the more satisfied they are with medical services; Residents believe that the more fair the medical insurance policy is, the higher their satisfaction with medical services; The satisfaction of insured individuals with basic medical insurance is higher than that of uninsured individuals; The more abundant, evenly distributed, and conveniently accessible medical resources are, the higher the satisfaction of medical services (Lei, 2019). The article analyzes the impact of individual, policy environment, and resource dimensions on the satisfaction of medical policy services, which share commonalities with the policies we want to study, including the decision-making level, execution level, and audience level.

2.6.2 Problems in the Implementation of Rural Subsistence Allowance Policies

The minimum living guarantee system in rural areas is a social assistance program that serves as a "bottom line" for people's livelihoods. Its purpose is to provide the last safety net for the basic living of rural impoverished people and help them lift themselves out of poverty. The implementation of the subsistence allowance policy at the grassroots level primarily faces the problem of inaccurate identification of

subsistence allowance recipients, which is manifested in difficulties defining "marginal households", weakened democratic evaluation functions, and issues such as "should be refunded but not refunded". At the same time, there are also violations of subsistence allowance, such as "relationship guarantee" and "fraudulent guarantee." Liang (2018) introduced the phenomenon of non-standard implementation of the subsistence allowance system and policies, and proposed the necessity of enhancing the effectiveness of policy implementation.

The manifestations of deviation in grassroots governments' implementation of rural subsistence allowance policies include: 1. Low efficiency in grassroots subsistence allowance work. 2. Fuzzy positioning of subsistence allowance targets, and 3. There are cognitive contradictions between staff and insured groups. The reasons for the deviation in the implementation of rural subsistence allowance policies by grassroots governments include: 1. Insufficient professional level of grassroots government staff. 2. Difficulty in accurately determining the income of subsistence allowance recipients, and 3. Communication barriers between impoverished groups and workers. Zou (2019) focuses on the relationship between executors and audiences, which affects the deviation of policy implementation. The study of the execution layer and audience layer is the most direct, explicit manifestation of the execution results.

The problems in the implementation of rural subsistence allowance policies include: 1. The identification of rural subsistence allowance recipients is not yet scientific; 2. The level of rural subsistence allowance varies in relation to the level of economic development. 3. The organizational structure of rural subsistence allowance is still not sound; 4. The legislation and social supervision mechanism for rural subsistence allowances are not perfect. Liu (2017) highlighted the issues in implementing rural subsistence allowance policies and proposed countermeasures, underscoring the importance of decision-makers and implementers in the effective implementation of public policies.

The academic community generally regards policy variations, such as "relationship protection" and "personal protection," in the implementation of subsistence allowances as rural governance measures in the post-tax era. Village officials remind low-income households to pay a portion of their subsistence allowance as a condition of obtaining the quota. The institutional deficiencies of the subsistence

allowance system provide a possibility for the occurrence of such collusive behavior. Village cadres operate among villagers by establishing a shelter system. On this basis, the villagers engage in rational games and choose to adopt surrender strategies to maximize profits, ultimately forming a tacit conspiracy between the two sides. Wang et al. (2015) noted that the system of public notice on subsistence allowances is conducive to eliminating collusion behavior, demonstrating the phenomenon of policy implementation variation and enhancing our confidence in the study of public policy implementation.

2.7 Summary

Research on public policy implementation and public satisfaction has consistently advanced, leading to successful outcomes. This review primarily summarizes the definition of public policy, its implementation, the issuance of public policy, research methods and frameworks, stakeholders in public policy implementation, research on public policy perception, case studies, and other relevant aspects.

Policy execution capability, also known as government execution performance, is generally defined as the process by which policy implementers transform policies into reality through specific means and channels to achieve established goals. In this process, township primary-level governments play a crucial role as the frontline force in policy implementation, and their execution ability directly affects the effectiveness of policies.

Scholars generally believe that factors such as personnel quality, resource allocation, organizational structure, institutional environment, public awareness, and confidence can all significantly impact the execution of policy. The strategies and measures to enhance policy execution primarily focus on improving personnel quality, optimizing resource allocation, refining organizational structure, and enhancing the institutional environment.

However, existing research also has some shortcomings, including insufficient empirical research, a lack of in-depth case analysis, and a lack of comparative research both domestically and internationally. Therefore, future research

should further strengthen empirical studies, conduct in-depth analyses of specific cases of grassroots frontline work, and conduct comparative studies both domestically and abroad, in order to provide more targeted suggestions for improving the public policy execution ability of Chinese township primary-level governments.

Overall, this review offers a comprehensive and in-depth examination of the public policy execution capabilities of primary-level township governments in China.



CHAPTER III

RESEARCH METHODOLOGY

This chapter provides an overview of the mixed-methods methodology, which combines both quantitative and qualitative methods. The research design, population and samples, data collection methods, research instrument, validity and reliability, and data analysis used in this study are described in terms of statistical techniques and their interpretation. In the qualitative method, content analysis is conducted to ensure a comprehensive understanding of the implementation of public policy that influences the executive power of local government in China.

3.1 Research Design

This study examines the public policy execution capabilities of township primary-level governments in China, with three main objectives. The first objective is to scientifically analyze the impact of public policies, implementation, and audiences on the ability of township primary-level governments in China to execute public policies; the second goal is to study the phenomenon of deviation and the reasons behind it in policy practice among primary-level governments. The third goal is to provide reasonable suggestions in the face of policy implementation difficulties.

This study aims to elucidate the public policy execution ability and the interaction between policy, decision-making, execution, and audience levels of township primary-level governments in China, as well as the phenomenon and reasons for deviations in the implementation of policies by primary-level governments in Guizhou townships. The research focuses on addressing the challenges of policy implementation. Figure 3.1 presents the research procedure of this study.

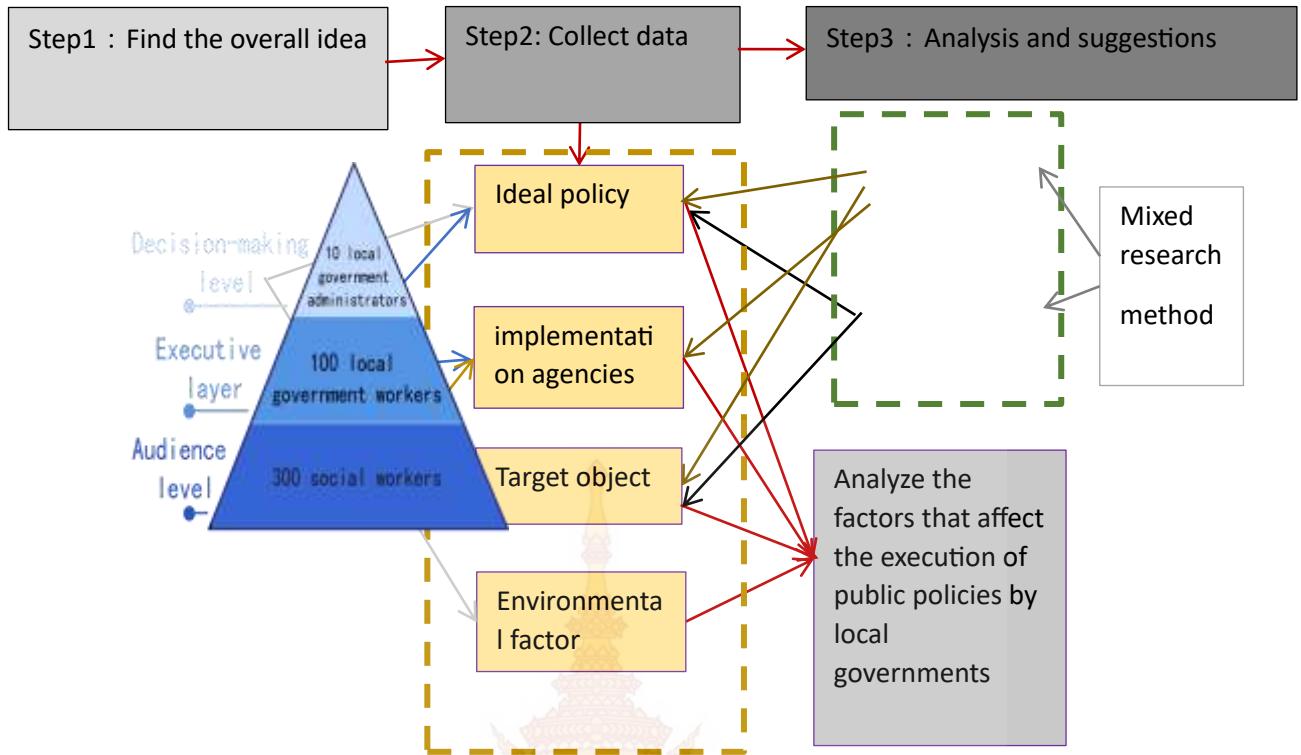


Figure 3.1 Research Procedure

3.2 Research Population and Samples

3.2.1 Population

The population of this study consisted of grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. This study employs a hybrid research method, which is of great significance for examining the public policy execution capabilities of township primary-level governments in China. The scope of data collection for quantitative and qualitative research is shown in Table 3.1.

3.2.2 Samples

The sample size was calculated using the Yamane formula

$$n = N / (1 + N \cdot e^2)$$

where n = sample size

N = number of population

$e = 0.05$ (95% confidence level)

$$n = 152,700 / (1 + 152,700 * (0.05^2)) = 398.95 \approx 400$$

The calculated sample size was 400, with a 95% confidence level.

3.2.3 Sampling Methods

The sampling method employs a stratified random sampling approach, including grassroots cadres and staff, the public, and social workers, in 4 townships and 7 villages in Guizhou.

Table 3.1 Scope of Collecting Data for Quantitative and Qualitative Research

Town	Number of Villages under Jurisdiction	Selected Villages	Population	Samples	Interview
1. Houchang	26	1. Houchang Dalian Village, 2. Maochang Village, 3. Pingshang Village	26,400	69	2
2. Liming Guan Shui Ethnic Township	14	1. Dongpeng Village, 2. Xizhu Village	21,300	56	2
3. Yuping Street, Libo County	35	1. Shuiyao Village	77,200	202	4
4. Xiaoqikong Town	12	1. Juegong Village	27,800	73	2
Total			152,700	400	10

3.3 Data Collection

This study employs a mixed research approach to collect comprehensive data from grassroots cadres, staff, residents, and social workers in two minority autonomous counties in Guizhou. Data collection was conducted by using 2 methods. For the quantitative method, data were collected through questionnaires. The questionnaires were distributed by the research assistants to collect data from four different townships and seven villages in Guizhou, as shown in Table 3.1. For the qualitative method, structured interview sessions were prepared to collect data, either through face-to-face interviews or online meetings, as applicable.

3.4 Research Instrument

3.4.1 Survey

A questionnaire was designed and used as a tool for collecting data. The questionnaire has been developed with the following steps:

1. Study methods for developing questionnaires from related documents and textbooks.
2. Study related concepts, theories, and research documents to gain a comprehensive understanding of the subject. By considering various details to cover the stated research objectives.
3. Draft the questionnaire in accordance with the conceptual framework and research objectives to serve as a data collection tool for the sample groups.
4. The developed questionnaire was evaluated by three experts in the field for content validity, specifically to verify the understanding and appropriateness of the content's language.
5. The adjusted questionnaire, based on the experts' comments, was used in a pretest to collect data from 30 participants. The data were used to calculate a reliability test.
6. Take the completely edited questionnaire and pass a reliability test to collect data from the next designated sample group.

The questionnaires that were designed to collect data for this study consist of four parts as follows:

Part I: Demographic factors

This section is designed to gather demographic information from respondents. It includes six questions covering *gender, age, marital status, identity, monthly income, and educational level*. These basic details provide valuable insights into the background characteristics of the participants. The questions in this section use a checklist format, allowing respondents to select the option that best represents their situation.

Part II: Public services

This section focuses on collecting information about public services. It includes four questions covering *local government notifications, preferred public service projects, social security priorities, and improvements to medical services*. Like

the previous section, the questions are in a checklist format, enabling respondents to select the option that best aligns with their views and experiences.

Part III: Policy executing capacity

This section is designed to assess respondents' views on the capacity of public policy execution. It includes fifteen questions across three focus areas: *public policy awareness and perception*, *policy implementation*, and *audience engagement*. All questions in this section utilize a five-point Likert scale, with the following response options: (1) Strongly Disagree, (2) Disagree, (3) Neutral/Uncertain, (4) Agree, (5) Strongly Agree. The *public policy* was designed to measure respondents' level of awareness and perception of public policy. The *implementation* was designed to assess opinions on the effectiveness of institutions and systems responsible for implementing public policy. The *audience* was designed to capture perceptions of the policy environment from the perspective of the general public, who are the primary recipients of policy.

Part IV: Execution power of public policy

This section is designed to assess respondents' opinions on the executive power of public policy. It includes ten questions across two focus areas: *executive power* and *decision makers*. All questions in this section utilize a five-point Likert scale, with the following response options: (1) Strongly Disagree, (2) Disagree, (3) Neutral/Uncertain, (4) Agree, (5) Strongly Agree. The executive power and decision-makers were designed to assess opinions on the executive and decision-makers' perceptions about the implementation of local public policy.

3.4.2 Interview

Based on the results of the literature research, design a semi-structured interview guide for the research topic and use this guide to conduct face-to-face interviews with respondents. The interview guide is located in Appendix B. Among all respondents, it was determined that members of two township leadership teams and business department leaders had over 10 years of experience in grassroots work. They have their own opinions on the public policy execution ability of Chinese township primary-level governments and the deviation phenomenon in the policy execution of Guizhou township primary-level governments, which can provide real and effective

data for qualitative research in this study and help us summarize and organize common problem themes.

Face-to-face interviews are adopted using Tencent Conference or online interviews via Zoom in special cases. It is divided into five aspects: public policy understanding, resource allocation for implementation, policy implementation coordination, policy implementation supervision, and policy effect evaluation. Moreover, two questions are prepared for each aspect.

3.4.3 Ethical Consideration

This study adhered to a high standard of ethical principles in both data collection and analysis:

1. **Informed Consent:** Participants were fully informed about the purpose, methods, potential outcomes, and intended use of the research before agreeing to take part in the survey. It was essential to ensure that they understood and voluntarily consented to participate, with a strong emphasis on safeguarding their personal information.

2. **Protection of Personal Information:** The study took measures to protect the personal and sensitive data of all participants throughout the research process.

3. **Confidentiality:** To prevent any risk of participant identification, personal reactions were anonymized, ensuring that no harm or discomfort resulted from their involvement.

4. **Data Authenticity:** The study was committed to gathering accurate data, prioritizing the authenticity and reliability of survey results, and avoiding any form of exaggeration or falsification.

3.5 Data Analysis

3.5.1 Descriptive Statistics

Descriptive statistics, including frequency and percentage, were used to analyze the demographic characteristics of respondents, such as gender, age, identity, income, educational level, and marital status. The mean value and standard deviation

are used in the analysis of investigations and research on the executive power of government agencies.

Evaluative criteria for the question items with positive meaning, along with the interval for breaking the range in measurement, are shown in Table 3.2.

Table 3.2 Interpretation for Score Level and Average Value

Likert-Scale Description	Likert-Scale	Likert-Scale Interval
Strongly disagree	1	1.00 – 1.49
Disagree	2	1.50 – 2.49
Neutral/Uncertain	3	2.50 – 3.49
Agree	4	3.50 – 4.49
Strongly agree	5	4.50 – 5.00

3.5.2 Inferential Statistics

Inferential statistics are used to test hypotheses at the 0.05 level of statistical significance. The analysis assessed the relationship between the dependent and independent variables under the following hypotheses:

H1: The difference in demographics, including gender, age, marital status, identity, monthly income, and educational level, affects the execution power of public policy differently.

The statistics used to analyze the data were the Independent Sample t-test and One-Way ANOVA.

H2: The difference in public service, including notifications, public service project, social security, and medical services, affect the execution power of public policy differently.

The statistics used to analyze the data were the Independent Sample t-test and One-Way ANOVA.

H3: Policy executing capacity influences the execution power of public policy.

The statistical model used to analyze the data was multiple linear regression.

3.6 Reliability and Validity

3.6.1 Reliability

To evaluate the consistency and stability of the questionnaires used in this study, a reliability test was conducted using 50 samples prior to the official distribution of the questionnaires. The scales' internal consistency was assessed using Cronbach's alpha coefficient. A Cronbach's alpha score above 0.70 indicates satisfactory dependability, according to Hair et al. (2010). The reliability findings of the computation are shown in Table 3.3. All variables have Cronbach's alpha values greater than 0.70, indicating satisfactory reliability for the questionnaire.

Table 3.3 Cronbach's Alpha of All Variables

Variables	Cronbach's Alpha Values	Number of Items
1. Public Policy	0.897	5
2. Implementation	0.830	5
3. Audience	0.770	5
4. Execution Power	0.876	5
5. Decision Makers	0.798	5

3.6.2 Content Validity

The validity of the questionnaires was tested by IOC (Item-objective Congruence), which is one method to quantitatively measure content experts' judgments of items to evaluate the fit between test items and the table of specifications (Berk, 1984; Turner, Mulvenon, Thomas & Bakin, 2002; Turner & Carlson, 2003). Three experts examined the content validity. The content and the measurement of the questions were evaluated to cover and complete the research issues. The experts were required to rate the questionnaires according to the following meanings.

+1 The question is consistent with the content of the measurement objective.

0 Not sure that the question is consistent with the content of the measurement objective.

-1 The question is not consistent with the content of the measurement objective.

The results of all expert evaluations were used to calculate the IOC index according to the formulas of Rovinelli and Hambleton (1977) as follows:

$$IOC = \Sigma R/N$$

ΣR = total rating score from all experts for each question

N = number of experts

If the calculated IOC index is greater than or equal to 0.5, it is considered that the questions align with the research objectives. Therefore, the questions were chosen. If any question has a value that does not meet the 0.5 criterion, and it is necessary to use that question, then it was revised again according to the advice of experts.

The interview structure of qualitative research typically employs an open-ended interview guide.

3.7 Methodological Limitation

The methodological limitations of this study are as follows:

1. Geographically, the sampling location is in Guizhou, China, a region with limited development. Although the research data provides in-depth insights into this region, the results may not apply to all regions of China.

2. Theoretical framework: This study primarily adopts the Smith model, which incorporates relevant theories and viewpoints, but may not provide a comprehensive understanding of the public policy execution ability of Chinese county-level governments.

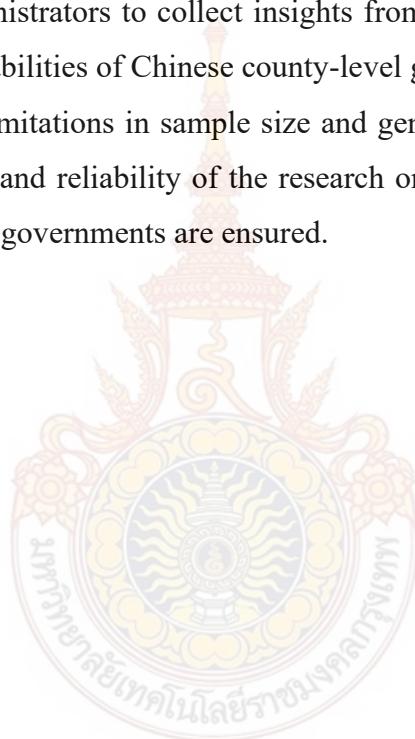
3. Research duration: This study was conducted within a specific time frame (April-July 2024), and the survey results may not fully reflect the implementation ability of public policies by Chinese county-level governments.

4. Research methods: This study employed a mixed-methods approach, combining quantitative and qualitative research methods to provide multiple viewpoints, but it also had limitations. The quantitative data obtained from questionnaire surveys cannot accurately reflect the subtle biases in the personal situations of social personnel, and the research data obtained from interviews lacked representativeness.

3.8 Summary

This chapter employs a mixed research method to investigate the implementation of public policies by township governments in China, using Guizhou as an example. A questionnaire survey was conducted among 400 government workers and social workers from a specific county in Guizhou Province. The use of structured data collection methods provides insights and influences from practitioners and audiences on the public policy execution capabilities of Chinese county-level governments. In qualitative research, semi-structured interviews were conducted with 10 government administrators to collect insights from decision-makers on the public policy execution capabilities of Chinese county-level governments.

Certain limitations in sample size and generalizability are acknowledged, but the effectiveness and reliability of the research on the public policy execution of Chinese county-level governments are ensured.



CHAPTER IV

ANALYSIS RESULT

This chapter presents the results of the study. It also includes a quantitative analysis of the data, utilizing descriptive statistics to evaluate demographic factors, public policies, policy implementation, audiences, executive power, decision-making processes, and other relevant aspects. Inference analysis was also performed to examine the relationship between the variables. Finally, this paper studies the impact on public policy implementation from five aspects: the executor's understanding of public policy, the allocation of implementation resources, the coordinated management of policy implementation, the supervision of policy implementation, and the evaluation of policy effectiveness. The dimensions of awareness and concern of 10 grassroots leading cadres in different positions of responsibility are recorded, and a summary is made.

4.1 Descriptive Statistical Analysis

This section presents the results, organized according to the research objectives, and is divided into three parts as follows.

Part I: The analysis results of respondents' demographic data.

Part II: The analysis results of respondents on public service.

Part III: The analysis results of the level of opinion on the policy executing capacity and execution power of public policy.

4.1.1 Descriptive Analysis

Part I:

Demographic factors, including gender, age, marital status, educational level, and monthly income, were analyzed using frequency and percentage, as shown in Table 4.1.

Table 4.1 Descriptive Statistics for Demographic Factor

Gender	Frequency	Percent
Male	264	66.0
Female	136	34.0
Total	400	100.00
Age	Frequency	Percent
18 - 22 years old	295	73.75
23 - 27 years old	22	5.50
28 – 32 years old	14	3.50
33 – 37 years old	11	2.75
38 years old or older	58	14.05
Total	400	100.00
Marital Status	Frequency	Percent
Married	72	18.00
Single	306	76.50
Divorced	14	3.50
Widow	81	2.00
Total	400	100.00
Monthly Income	Frequency	Percent
Lower than 1,000 yuan	181	45.30
1,000-3,000 yuan	117	29.30
3,001 - 5,000 yuan	91	22.80
Higher than 5,000 yuan	11	2.80
Total	400	100.00

Table 4.1 Descriptive Statistics for Demographic Factor (continued)

Identity	Frequency	Percent
1. County cadres	4	1.00
2. Township leadership	6	1.50
3. Township affairs	5	1.25
4. Staff enterprise	36	9.00
5. Village level	11	2.75
6. Personnel of a public institution	18	4.50
7. Government retiree	3	0.75
8. Agricultural worker	3	0.75
9. Individual business	12	3.00
10. Urban migrant workers	299	74.75
11. Others	3	0.75
Total	400	100.00
Educational Background	Frequency	Percent
1. Junior High School or Lower	31	7.75
2. High School or Vocational School	39	9.75
3. Junior College	279	69.75
4. Bachelor's Degree	37	9.25
5. Master's Degree or Higher	14	3.50
Total	400	100.00

Table 4.1 presents descriptive statistics for a given population, based on various demographic variables. The sample consists mainly of male respondents (66%) compared to female respondents (34%). The age distribution is heavily skewed toward the 18-22 age group, which represents 73.75% of respondents. Regarding marital status, 76.50% of respondents are single, while 18% are married. The educational level is relatively high, with 69.75% having graduated from junior college. In terms of monthly income, the largest group (45.30%) earns less than 1,000 yuan, followed by 29.30%

earning between 1,000 and 3,000 yuan. The largest identity group (74.75%) consists of urban migrant workers.

Part II:

Public services, including notification, public service projects, social security, and medical services, were analyzed using frequency and percentage, as shown in Table 4.2.

Table 4.2 Descriptive Statistics for Public Service

Follow Notifications	Frequency	Percent
1. Never focus on	22	5.5
2. Occasionally focus on	229	57.3
3. Frequently focus on	80	20.0
4. Always focus on	69	17.3
Total	400	100

Public Project Service	Frequency	Percent
1. Healthcare	82	20.50
2. Social Security	101	25.30
3. Cultural Education	48	12.00
4. Ecological Environment	39	9.80
5. Infrastructure	51	12.80
6. Public Safety	44	11.00
7. Other	35	8.80
Total	400	100.00

Prioritize Social Security	Frequency	Percent
1. Old-age security	98	24.50
2. Basic living allowance	24	6.00
3. Unemployment relief	99	24.80
4. Disability assistance	45	11.30
5. Disaster relief	23	5.80
6. Maternity protection	15	3.80
7. Legal aid	38	9.50
8. Others	58	14.50
Total	400	100.00

Medical Service Needs to Be Improved	Frequency	Percent
1. Number of hospitals and medical staff	18	4.50
2. Hospital environment and medical equipment	67	16.80
3. Medical technology level	91	22.80
5. Medical expenses and drug prices	162	40.50

Table 4.2 Descriptive Statistics for Public Service (continued)

Medical Service Needs to Be Improved	Frequency	Percent
6. Attitude of medical personnel	29	7.30
7. Other	33	8.30
Total	400	100.00

Table 4.2 presents descriptive statistics for a given sample based on various public services. Regarding the focus on notifications from local governments, villages, and streets, the results show that the majority of respondents (57.3%) occasionally pay attention to notifications related to public projects. A smaller group (5.5%) never focuses on them, while 20% frequently engage with the notifications. Only 17.3% of respondents always focus on notifications.

In terms of public service priorities, the highest priority for respondents is social security (25.3%), followed closely by healthcare (20.5%). The least prioritized services are the ecological environment (9.8%) and public safety (11%).

When it comes to prioritizing social security, the top two concerns are old-age security (24.5%) and unemployment relief (24.8%), both with very close percentages. On the other hand, maternity protection (3.8%) and disaster relief (5.8%) are the least prioritized.

Regarding which aspects of medical services need the most improvement, the biggest concern is medical expenses and drug prices (40.5%). Medical technology levels (22.8%) and hospital environment and medical equipment (16.8%) are also seen as key areas for improvement. Fewer respondents focus on improving the attitude of medical personnel (7.3%) or the number of hospitals and medical staff (4.5%).

Part III:

The level of opinion on the policy's executing capacity and execution power was analyzed using frequency and percentage, as shown in Tables 4.3–4.7.

Table 4.3 The Descriptive Statistics of Policy Executing Capability in Terms of Public Policy

Public Policy	Level of Opinion (Frequency and Percent)					Mean	SD	Meaning	Rank
	1	2	3	4	5				
1. Public and fair	3 0.8	4 1.0	111 27.8	210 52.5	72 18.0	3.86	0.739	Agree	4
2. Effective and legal	2 0.5	1 0.3	101 25.3	220 55.0	76 19.0	3.92	0.701	Agree	3
3. Reasonable and acceptable	2 0.5	1 0.3	97 24.3	234 58.5	66 16.5	3.90	0.674	Agree	2
4. Open and transparent	4 1.0	4 1.0	93 23.3	226 56.5	73 18.3	3.90	0.732	Agree	2
5. Providing comprehensive services to the public	1 0.3	3 0.8	92 23.0	227 56.8	77 19.3	3.94	0.687	Agree	1
Overall public policy	1 .3	2 .5	96 24	234 58.5	67 16.8	3.91	0.666	Agree	

Table 4.3 presents descriptive statistics on policy execution capability in terms of public policy. The highest-ranked public policy characteristic is "providing comprehensive services to the public," with the highest mean (3.94), followed closely by "effective and legal" (3.92) and "reasonable and acceptable" (3.90). These aspects were rated as "agree," with respondents consistently viewing public policies in a positive light. The least prioritized characteristic is "public and fair" (3.86), which, although still viewed positively, ranked slightly lower than the others.

Table 4.4 The Descriptive Statistics of Policy Executing Capability in Terms of Implementation

Implementation	Level of Opinion (Frequency and Percent)					Mean	SD	Meaning	Rank
	1	2	3	4	5				
1. Authority	1 0.3	8 2.0	99 24.8	221 55.3	71 17.3	3.88	.718	Agree	4
2. Quality	2 0.5	1 0.3	60 15.0	234 58.5	103 25.8	4.09	.675	Agree	2
3. Work attitude	2 0.5	-	59 14.8	217 54.3	122 30.5	4.14	0.692	Agree	1
4. Resource allocation	2 0.5	-	62 15.5	234 58.5	102 25.5	4.09	0.670	Agree	2
5. Effective promotion	1 0.3	1 0.3	66 16.5	243 60.8	89 22.3	4.05	0.647	Agree	3
Overall implementation	2 0.5	-	58 14.5	249 62.3	91 22.8	4.07	0.643	Agree	

Table 4.4 presents descriptive statistics on policy execution capability in terms of implementation. Work Attitude is seen as the most important factor in successful public policy implementation, with the highest mean score of 4.14. Respondents strongly agree that the attitude of workers is a key strength. Quality, Resource Allocation, and Effective Promotion also received high ratings (mean scores of 4.09 and 4.05), indicating that respondents view these aspects of implementation positively. The authority received the lowest rating (mean = 3.88), but still reflects a general agreement that authority is adequately exercised in the implementation process.

Overall, public policy implementation is viewed positively, with an average mean score of 4.07, indicating that most respondents feel the policies are implemented effectively.

Table 4.5 The Descriptive Statistics of Policy Executing Capability in Terms of Audiences' Opinion

Audience	Level of Opinion (Frequency and Percent)					Mean	SD	Meaning	Rank
	1	2	3	4	5				
1. Purchase basic medical insurance for urban and rural residents	2 0.5	-	65 16.3	214 53.5	119 29.8	4.12	.701	Agree	1
2. The minimum living guarantee system helps to improve households	1 0.3	10 2.5	82 20.5	222 55.5	85 21.3	3.95	.734	Agree	2
3. Disclosure work is timely and truthful	3 0.8	4 1.0	90 22.5	227 56.8	76 19.0	3.92	.720	Agree	3
4. Fairness of local government staff carrying out work in the village	1 0.3	6 1.5	95 23.8	224 56.0	74 18.5	3.91	.706	Agree	4
5. An instance of a local government worker carrying out their work in the village	3 0.8	7 1.8	104 26.0	215 53.8	71 17.8	3.86	.746	Agree	5
Overall audience	1 0.3	1 0.3	87 21.8	237 59.3	74 18.5	3.96	0.659	Agree	

Table 4.5 presents descriptive statistics on policy execution capability by audience. Basic Medical Insurance for urban and rural residents is the most positively viewed initiative (mean = 4.12), with strong agreement from respondents. The Minimum Living Guarantee System (mean = 3.95) and the Timeliness and Truthfulness of Disclosure Work (mean = 3.92) are also seen as effective, with respondents generally agreeing on their positive impact. Fairness (mean = 3.91) and Local Government Workers' Work in Villages (mean = 3.86) are viewed positively, but with slightly lower ratings compared to the other areas, indicating some room for improvement.

Overall, public opinion on these initiatives is positive (mean = 3.96), but there is more variation in responses regarding the effectiveness of local government workers in villages.

Table 4.6 The Descriptive Statistics of Policy Executing Capability

Policy Executing Capability	Level of Opinion (Frequency and Percent)					Mean	SD	Meaning	Rank
	1	2	3	4	5				
Public Policy	1 0.3	2 0.5	96 24	234 58.5	67 16.8	3.91	0.666	Agree	3
Implementation	2 0.5	- 14.5	58 62.3	249 22.8	91 22.8	4.07	0.643	Agree	1
Audience	1 0.3	1 0.3	87 21.8	237 59.3	74 18.5	3.96	0.659	Agree	2
Overall Policy Executing Capability	1 0.3	1 0.3	76 19.0	252 63.0	70 17.5	3.97	0.631	Agree	

Table 4.6 demonstrates that policy implementation is the most positively viewed aspect, with the highest mean score (4.07), indicating strong agreement that policies are being effectively implemented. The Overall Policy Execution Capability (mean = 3.97) and the Audience Perception of policies (mean = 3.96) are also viewed positively, suggesting general satisfaction with how policies are being implemented and received by the public. Public Policy itself ranks the lowest (mean = 3.91), but it still reflects general agreement that policies are somewhat effective.

Table 4.7 The Descriptive Statistics of Execution Power

Execution Power	Level of Opinion (Frequency and Percent)					Mean	SD	Meaning	Rank
	1	2	3	4	5				
Executive Power	- 1.0	4 28.7	115 56.0	224 14.2	57 14.2	3.84	0.666	Agree	2
Decision Makers	- 18.0	- 64.5	72 17.5	258 17.5	70 17.5	4.00	0.597	Agree	1
Overall Execution Power	- 0.5	2 19.0	76 63.0	252 63.0	70 17.5	3.98	0.621		

Table 4.7 demonstrates that decision makers are rated the highest (mean = 4.00), reflecting strong consensus on the effectiveness of these areas, followed closely by Overall Execution Power and Executive power (mean = 3.98). The Executive Power is still seen positively (mean = 3.84), though it ranks slightly lower compared to decision makers and overall execution power.

4.2 Inferential Statistics

This research categorized variables as follows: gender is a categorical variable with two groups, and age, marital status, identity, monthly income, and educational level are categorical variables with more than two groups. To assess potential differences in the execution power of public policy, independent sample t-tests and one-way ANOVA were employed.

Multiple linear regression analysis was employed to identify and quantify the influence of policy execution capacity on executive power and decision-makers' attitudes towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou.

This section presents the results based on the research objectives, divided into two parts as follows:

Part I: To assess the effect of gender on *executive power and decision makers*, an independent sample t-test was conducted.

To evaluate the effect of age, marital status, identity, monthly income, and educational level on the execution power of public policy, a one-way Analysis of Variance (ANOVA) was performed.

Part II: To evaluate the effect of public service, including notifications, public service projects, social security, and medical service, on *the execution power of public policy*, a one-way Analysis of Variance (ANOVA) was performed.

Part II: Multiple linear regression analysis was employed to identify and quantify the influencing variables — public policy, implementation, and audience — on the execution power of public policy towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou.

4.2.1 Demographic Factors Affecting the Execution Power of Public Policy

H1: The difference in demographics, including gender, age, marital status, identity, monthly income, and educational level, affects the execution power of public policy differently

This section's analysis is carried out using Hypothesis 1, which comprises the following six sub-hypotheses.

H_{1a}: The difference in gender affects the execution power of public policy differently

To determine whether there was a statistically significant difference in mean values between the two groups of data, an independent sample t-test was used at a significance level of 0.05. Table 4.8 presents the analysis outcomes.

Table 4.8 Independent Sample t-test on Gender Difference between 2 Groups

Execution Power	Gender	N	Mean	Standard Deviation	t-value	df	sig
Executive Power	Male	264	3.84	0.656	0.247	398	0.805
	Female	136	3.82	0.687			
Decision Makers	Male	264	4.01	0.591	0.587	398	0.558
	Female	136	3.97	0.608			
Overview of execution power	Male	264	4.01	0.585	0.472	398	0.637
	Female	136	3.98	0.641			

According to Table 4.8, the analysis results indicate that the gender difference has no significant impact on the execution power of public policy. In terms of overall execution power, the results showed that the t-value was 0.472 and the p-value was 0.637, which was greater than the statistically significant value of 0.05. It can be concluded that the gender difference has no different effects on the execution power of public policy towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou.

In terms of executive power and decision-makers, the results found that the t-values were 0.247 and 0.587, and the significant values were 0.558 and 0.637, which were greater than the statistically significant value of 0.05. It can be concluded

that the gender difference has no significant effects on executive power and decision-making variables towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou.

H_{1b}: The difference in age affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.9 presents the findings of the analysis.

Table 4.9 The One-way ANOVA Results on the Difference in Age Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	7.285	4	1.821	4.236	0.002*
	Within Groups	169.825	395	0.430		
	Total	177.110	399			
Decision Makers	Between Groups	6.755	4	1.689	4.933	0.001*
	Within Groups	135.235	395	0.342		
	Total	141.990	399			
Overview of execution power	Between Groups	6.098	4	1.525	4.464	0.002*
	Within Groups	134.899	395	0.342		
	Total	140.998	399			

The one-way ANOVA analysis results in Table 4.9 indicate that the significant values of age affecting the execution power of public policy in the executive power, decision makers, and overall execution power variable are 0.002, 0.001, and 0.002, respectively, all of which are less than 0.05. It is therefore concluded that the age difference affects the execution power of public policy differently in the executive branch, among decision-makers, and in the overall execution power variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Tables 4.10- 4.12.

Table 4.10 Comparison of Pairwise Averages Using LSD of the Difference in Age Affects the Execution Power of Public Policy in the Executive Power

Age Group (I)	Mean Difference (I-J)				
	Group J				
	18 - 22 years old	23 - 27 years old	28 – 32 years old	33 – 37 years old	≥38 years old
	\bar{X}	3.77	3.82	3.86	3.91
18 - 22 years old	3.77	-	-.049 (.737)	-.088 (.625)	-.140 (.489)
23 - 27 years old	3.82		-	-.039 (.862)	-.091 (.708)
28 – 32 years old	3.86			-	-.052 (.844)
33 – 37 years old	3.91				-.246 (.254)
≥38 years old	4.16				-

*The mean difference is significant at the 0.05 level

Dependent Variable: Executive Power

Table 4.10 presents a comparison of the pairwise average age groups that affect the execution power of public policy in the executive branch towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. The mean value of the age ≥ 38 years old group is greater than that of the 18-22 and 23-27 groups, with significant values of 0.000 and 0.041, respectively. It demonstrates that respondents in the ≥ 38 years old group are more aware of the executive power than those in the 18-22 and 23-27 age groups.

Table 4.11 Comparison of Pairwise Averages Using LSD of the Difference in Age Affects the Execution Power of Public Policy in Decision Makers

Age	Mean Difference (I-J)				
	Group (I)	Group J			
		18 - 22 years old	23 - 27 years old	28 – 32 years old	33 – 37 years old
	\bar{X}	3.92	4.09	4.14	4.09
18 - 22 years old	3.92	-	-.169 (.192)	-.221 (.168)	-.169 (.348)
23 - 27 years old	4.09		-	-.052 (.795)	0.000 (1.000)
28 – 32 years old	4.14			-	-.052 (.826)
33 – 37 years old	4.09				-
≥38 years old	4.28				-

*The mean difference is significant at the 0.05 level

Dependent Variable: Decision makers

Table 4.11 presents a comparison of the pairwise average age groups that affect the execution power of public policy in decision-makers' perceptions of grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the age ≥ 38 years old group is greater than that of the 18-22 age group, with a significant p-value of 0.000. It demonstrates that respondents in the ≥ 38 years old age group are more aware of the decision makers than those in the 18-22 age group.

Table 4.12 Comparison of Pairwise Averages Using LSD of the Difference in Age Affects Power of Public Policy in Overall Execution Power

Age		Mean Difference (I-J)				
		Group J				
Group (I)	18 - 22 years old	23 - 27 years old	28 – 32 years old	33 – 37 years old	≥38 years old	
	\bar{X}	3.93	4.05	4.14	4.00	4.28
18 - 22 years old	3.93	-	-.113 (.381)	-.211 (.188)	.068 (.706)	-.344 (.000)*
23 - 27 years old	4.05	-	-	-.097 (.626)	.045 (.833)	-.230 (.116)
28 – 32 years old	4.14	-	-	-	.143 (.544)	-.133 (.544)
33 – 37 years old	4.00	-	-	-	-	-.276 (.152)
≥38 years old	4.28	-	-	-	-	-

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.12 presents a comparison of the pairwise average age groups that affect the execution power of public policy, as viewed from the perspective of execution power towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. The mean value of the age ≥ 38 years old group is greater than that of the 18-22 age group, with a significant p-value of 0.000. It demonstrates that respondents in the 38 years old and above age group are more aware of the overall executive power than those in the 18-22 age group.

H_{1c}: The difference in marital status affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.13 presents the analysis's findings.

Table 4.13 The One-way ANOVA Results on the Difference in Marital Status Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	2.491	3	0.830	1.883	0.132
	Within Groups	174.619	396	0.441		
	Total	177.110	399			
Decision Makers	Between Groups	3.073	3	1.024	2.920	0.034*
	Within Groups	138.917	396	0.342		
	Total	141.990	399			
Overview of execution power	Between Groups	2.709	3	0.903	2.586	0.053
	Within Groups	138.288	396	0.349		
	Total	140.997	399			

The one-way ANOVA analysis results in Table 4.13 indicate that the significant values of marital status have an effect on the executive power of public policy in the executive branch. The overall execution power variable is 0.132 and 0.053, which are greater than 0.05. It is therefore concluded that the difference in marital status has no different effect on the execution power of public policy in the executive power, decision makers, and overall execution power variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou.

The significant value of marital status that affects the execution power of public policy in the decision-makers variable is 0.034, which is less than 0.05. It is therefore concluded that the difference in marital status affects the execution power of public policy differently in the decision-makers' variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.14.

Table 4.14 Comparison of Pairwise Averages Using LSD of the Difference in Marital Status Affects Power of Public Policy in Decision Makers

Marital Status Group (I)		Mean Difference (I-J)			
		Group J			
		Married	Single	Divorced	Widow
		\bar{X}	4.18	3.95	4.00
Married	4.18	-	-.230 (.003*)	.181 (.297)	.181 (.414)
Single	3.95		-	-.049 (.762)	-.049 (.817)
Divorced	4.00			-	.000 (1.000)
Widow	4.00				-

*The mean difference is significant at the 0.05 level

Dependent Variable: decision makers

Table 4.14 presents a comparison of the pairwise averages of marital status groups that affect the execution power of public policy in decision-makers' perceptions of grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the married group is greater than that of the single group, with a significant p-value of 0.003. It demonstrates that respondents in the married group are more aware of the power of public policy in decision-makers than those in the single group.

H_{1d}: The difference in identity affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.15 presents the analysis's findings.

Table 4.15 The One-way ANOVA Results on the Difference in Identity Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	11.518	10	1.152	2.706	0.003*
	Within Groups	165.592	389	0.426		
	Total	177.110	399			
Decision Makers	Between Groups	11.201	10	1.120	3.332	0.000*
	Within Groups	130.789	389	0.336		
	Total	141.990	399			
Overview of execution power	Between Groups	10.058	10	1.006	2.988	0.001*
	Within Groups	130.939	389	0.337		
	Total	140.998	399			

The one-way ANOVA analysis results in Table 4.15 indicate that the significant values of identity affecting the execution power of public policy in the executive power, decision makers, and overall execution power variable are 0.003, 0.000, and 0.001, respectively, all of which are less than 0.05. It is therefore concluded that the difference in identity affects the execution power of public policy differently in the executive power, decision-makers, and overall execution power variables towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.16- 4.18.

Table 4.16 Comparison of Pairwise Averages Using LSD of the Difference in Identity Affects the Execution Power of Public Policy in Executive Power

Identity	Mean Difference (I-J)												
	Group J												
	Group (I)	1	2	3	4	5	6	7	8	9	10	11	
		\bar{X}	3.58	3.80	4.06	3.64	4.10	4.27	3.73	4.06	3.72	4.00	3.74
1. County cadres	3.58	-	-.217	-.472	-.060	-.519	-.689	-.144	-.481	-.139	-.417	.157	
			(.438)	(.053)	(.817)	(.016)*	(.272)	(.597)	(.031)*	(.568)	(.081)	(.416)	
2. Township leadership	3.80	-	-.256	.157	-.303	-.473	.073	-.265	.078	-.200	.059		
				(.321)	(.561)	(.192)	(.098)	(.799)	(.266)	(.763)	(.429)	(.779)	
3. Township affairs	4.06	-		.413	-.047	-.217	.328	-.009	.333	.056	.315		
				(.077)	(.801)	(.385)	(.189)	(.963)	(.126)	(.793)	(.050)*		
4. Staff enterprise	3.64	-			-.460	-.630	-.084	-.422	-.079	-.357	-.098		
					(.024)	(.017)*	(.748)	(.045)	(.733)	(.117)	(.587)		
5. Village level	4.10	-				-.170	.375	.038	.380	.103	.362		
						(.445)	(.093)	(.809)	(.041)*	(.568)	(.002)*		
6. Personnel of a public institution	4.27	-					.545	.208	.551	.273	.532		
							(.051)	(.364)	(.028)*	(.266)	(.009)*		
7. Government retiree	3.73	-						-.337	.005	-.273	-.013		
								(.142)	(.984)	(.266)	(.947)		
8. Agricultural worker	4.06	-							.342	.065	.324		
									(.077)	(.730)	(.010)*		
9. Individual business	3.72	-								-.278	-.019		
										(.191)	(.908)		
10. Urban migrant workers	4.00	-									.259		
											(.090)		
11. Others	3.74	-											

*The mean difference is significant at the 0.05 level

Dependent Variable: executive power

Table 4.16 presents a comparison of the pairwise average of identity groups that affect the execution power of public policy in executive power towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the country-level group is less than that of the village-level group and farmer group, with significant values of 0.16 and 0.031, respectively. It demonstrates that respondents in the country-level group are less aware of executive power than those in the village-level group and the farmer group.

The mean value of the township affairs group is greater than that of the other group, with a significant p-value of 0.050. It demonstrates that respondents in the

township affairs group are more aware of the executive power than those in the other group.

The mean value of the staff enterprise group is greater than that of the personnel in the public institution group, with a significant p-value of 0.017. It demonstrates that the respondents in the staff enterprise group are more aware of executive power than those in the personnel of the public institution group.

The mean value of the village-level group is greater than that of the individual business group and the other group, with significant values of 0.041 and 0.002. It demonstrates that the respondents in the village-level group are more aware of the executive power than those in the individual business group and the other group.

The mean value of the personnel in the public institution group is greater than that in the individual business group and the other group, with significant values of 0.028 and 0.009. It demonstrates that respondents in the personnel of public institutions are more aware of executive power than those in the individual business group and the other group.

The mean value of the farmer group is greater than that of the control group with a significant p-value of 0.010. It demonstrates that the respondents in the farmer group are more aware of the executive power than those in the other group.

Table 4.17 Comparison of Pairwise Averages Using LSD of the Difference in Identity Affects Execution Power of Public Policy in Decision Makers

Identity	Group (I)	Mean Difference (I-J)											
		Group J											
		1	2	3	4	5	6	7	8	9	10	11	
		\bar{X}	3.92	3.80	4.22	4.07	4.23	4.36	4.00	4.16	4.00	4.30	3.87
1. County cadres	3.92	-	.117 (.639)	-.306 (.158)	-.155 (.498)	-.314 (.102)	-.447 (.066)	-.083 (.731)	-.245 (.215)	-.083 (.700)	-.383 (.071)	.046 (.788)	
2. Township leadership	3.80	-		-.422 (.066)	-.271 (.259)	-.431 (.037)*	-.564 (.027)*	-.002 (.430)	-.361 (.087)	-.200 (.382)	-.500 (.027)*	-.070 (.708)	
3. Township affairs	4.22	-			.151 (.466)	-.009 (.959)	-.141 (.524)	.222 (.317)	.061 (.723)	.222 (.739)	-.078 (.251)	.352 (.209)	
4. Staff enterprise	4.07	-				-.159 (.378)	-.292 (.212)	.071 (.760)	-.090 (.631)	.071 (.730)	-.229 (.259)	.201 (.209)	
5. Village level	4.23	-					-.133 (.502)	.231 (.244)	.069 (.619)	.231 (.163)	-.069 (.664)	.360 (.000)*	
6. Personnel of a public institution	4.36	-						.364 (.102)	.202 (.321)	.364 (.102)	.064 (.770)	.493 (.006)*	
7. Government retiree	4.00	-							-.161 (.428)	.000 (1.000)	-.300 (.169)	.130 (.470)	
8. Agricultural worker	4.16	-								-.161 (.348)	-.139 (.405)	.291 (.009)*	
9. Individual business	4.00	-									-.300 (.112)	.130 (.363)	
10. Urban migrant workers	4.30	-										.430 (.002)*	
11. Others	3.87	-										-	

*The mean difference is significant at the 0.05 level

Dependent Variable: decision makers

Table 4.17 presents a comparison of the pairwise averages of identity groups that affect the execution power of public policy in decision-makers' perceptions towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the township leadership group is less than that of the village level group, personnel of public institutions, and the urban migrant workers group, with significant values of 0.037, 0.027, and 0.027, respectively. It demonstrates that the respondents in the township leadership group are less aware of

decision-makers than those in the village-level group, personnel of public institutions, and the urban migrant workers group.

The mean value of the village level group is greater than that of the other groups, with a significant p-value of 0.000. This demonstrates that respondents in the village-level group are more aware of decision-makers than those in the other groups.

The mean value of the personnel in the public institution group is greater than that of the other groups, with a significant value of 0.006. It demonstrates that respondents in the personnel of public institutions are more aware of decision-makers than those in the other groups.

The mean value of the farmer group is greater than that of the other groups, with a significant value of 0.009. It demonstrates that the respondents in the farmer group are more aware of decision makers than those in the other group.

The mean value of the urban migrant workers group is greater than that of the other groups, with a significant value of 0.0092. It demonstrates that the respondents in the urban migrant workers group are more aware of decision-makers than those in the other groups.

Table 4.18 Comparison of Pairwise Averages Using LSD of the Difference in Identity Affects Overall Execution Power

Identity	Mean Difference (I-J)											
	Group J											
	Group (I)	1	2	3	4	5	6	7	8	9	10	11
	\bar{X}	3.92	3.80	4.17	4.07	4.21	4.36	4.00	4.19	3.94	4.30	3.88
1. County cadres	3.92	-	.117 (.639)	-.250 (.248)	-.155 (.498)	-.288 (.133)	-.447 (.066)	-.083 (.731)	-.277 (.161)	-.028 (.898)	-.383 (.071)	.032 (.851)
2. Township leadership	3.80		-	-.367 (.110)	-.271 (.259)	-.405 (.050)*	-.564 (.027)*	-.200 (.431)	-.394 (.063)	-.144 (.528)	-.500 (.027)*	-.084 (.654)
3. Township affairs	4.17			-	.095 (.645)	-.038 (.816)	-.197 (.376)	.167 (.453)	-.027 (.876)	.222 (.251)	-.133 (.480)	.282 (.048)
4. Staff enterprise	4.07				-	-.134 (.460)	-.292 (.212)	.071 (.760)	-.122 (.514)	.127 (.539)	-.229 (.259)	.187 (.243)
5. Village level	4.21					-	-.159 (.424)	.205 (.301)	.012 (.934)	.261 (.166)	-.095 (.552)	.321 (.002)*

Identity	Mean Difference (I-J)												
	Group J												
	Group (I)	1	2	3	4	5	6	7	8	9	10	11	
		̄X	3.92	3.80	4.17	4.07	4.21	4.36	4.00	4.19	3.94	4.30	3.88
6. Personnel of a public institution	4.36						-	.364 (.247)	.170 (.404)	.419 (.060)	.064 (.770)	.479 (.008)*	
7. Government retiree	4.00						-	-.194 (.342)	.056 (.803)	-.300 (.169)	.116 (.519)		
8. Agricultural worker	4.19						-		.249 (.148)	-.106 (.523)	.309 (.006)*		
9. Individual business	3.94						-			-.356 (.060)	.060 (.673)		
10. Urban migrant workers	4.30						-				.416 (.002)*		
11. Others	3.88						-						

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.18 presents a comparison of the pairwise averages of identity groups that affect the overview of execution power towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the township leadership group is less than that of the village level group, personnel of public institutions, and the urban migrant workers group, with significant values of 0.050, 0.027, and 0.027, respectively. It demonstrates that the respondents in the township leadership group are less aware of the overview of executive power than those in the village level group, personnel of public institutions, and the urban migrant workers group.

The mean value of the village-level group is greater than that of the other groups, with a significant p-value of 0.002. It demonstrates that the respondents in the village-level group are more aware of the overview of executive power than those in the other groups.

The mean value of the personnel in the public institution group is greater than that of the other groups, with a significant value of 0.008. It demonstrates that respondents in the personnel of public institution group are more aware of the overview of executive power than those in the other groups.

The mean value of the farm group is greater than that of the other groups, with a significant value of 0.006. It demonstrates that respondents in the farmer group are more aware of the executive power overview than those in the other groups.

The mean value of the urban migrant workers group is greater than that of the other groups, with a significant p-value of 0.002. It demonstrates that the respondents in the urban migrant workers group are more aware of overall executive power than those in the other groups.

H_{1e}: The difference in monthly income affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.19 presents the analysis's findings.

Table 4.19 The One-way ANOVA Results on the Difference in Monthly Income Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	6.756	3	2.252	5.235	0.001*
	Within Groups	170.354	396	0.430		
	Total	177.110	399			
Decision Makers	Between Groups	4.651	3	1.550	4.470	0.004*
	Within Groups	137.339	396	0.347		
	Total	141.990	399			
Overall execution power	Between Groups	4.140	3	1.380	3.993	0.008*
	Within Groups	136.858	396	0.346		
	Total	140.997	399			

The one-way ANOVA analysis results in Table 4.19 indicate that the significant values of monthly income affecting the execution power of public policy in the executive power, decision makers, and overall execution power variable are 0.001, 0.004, and 0.008, respectively, all of which are less than 0.05. It is therefore concluded that the difference in monthly income affects the execution power of public policy

differently in the executive branch, decision-makers, and overall execution power variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.20 - 4.22.

Table 4.20 Comparison of Pairwise Averages Using LSD of the Difference in Monthly Income Affects the Power of Public Policy in Executive Power

		Mean Difference (I-J)			
Monthly income		Group J			
Group (I)		< 1,000 yuan	1,000 -3,000 yuan	3,001 -5,000 yuan	> 5,000 yuan
	\bar{X}	3.71	3.91	3.95	4.27
< 1,000 yuan	3.71	-	-.199 (.011*)	-.238 (.005*)	-.566 (.006*)
1,000 -3,000 yuan	3.91		-	-.039 (.670)	-.367 (.077)
3,001 -5,000 yuan	3.95			-	-.328 (.118)
> 5,000 yuan	4.27				-

*The mean difference is significant at the 0.05 level
Dependent Variable: executive power

Table 4.20 presents a comparison of the pairwise average monthly income groups that affect the execution power of public policy in the executive branch towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. The mean value of the monthly income < 1,000-yuan group is less than the monthly income 1,000 – 3,000-yuan group, 3,001 – 5,000-yuan group, and > 5,000-yuan group, with a significant value of 0.011, .005, and .006. It demonstrates that respondents in the monthly income <1,000-yuan group are less aware of the executive power than those in the other monthly income groups.

Table 4.21 Comparison of Pairwise Averages Using LSD of the Difference in Monthly Income Affects Power of Public Policy in Decision Makers

Monthly Income Group (I)	Mean Difference (I-J)			
	Group J			
	< 1,000 yuan	1,000 -3,000 yuan	3,001 -5,000 yuan	> 5,000 yuan
Group (I)	\bar{X}	3.88	4.10	4.04
< 1,000 yuan	3.88	-	-.219 (.002*)	-.160 (.035*)
1,000 -3,000 yuan	4.10		-	-.059 (.477)
3,001 -5,000 yuan	4.04			-.299 (.224)
> 5,000 yuan	4.27			-

*The mean difference is significant at the 0.05 level
Dependent Variable: decision makers

Table 4.21 presents a comparison of the pairwise average monthly income groups that affect the execution power of public policy in decision-makers' perceptions of grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the monthly income <1,000-yuan group is less than the monthly income 1,000 – 3,000-yuan group, 3,001 – 5,000-yuan group, and >5,000-yuan group with a significant value of 0.002, 0.035, and .034, respectively. It demonstrates that respondents in the monthly income <1,000-yuan group are less aware of the power of public policy in decision-makers than those in the other monthly income groups.

Table 4.22 Comparison of Pairwise Averages Using LSD of the Difference in Monthly Income Affects Overall Execution Power

Monthly income		Mean Difference (I-J)			
		Group J		> 5,000 yuan	
Group (I)	< 1,000 yuan	1,000 -3,000 yuan	3,001 -5,000 yuan	> 5,000 yuan	
	\bar{X}	3.90	4.10	4.03	4.27
< 1,000 yuan	3.90	-	-.208 (.003)*	-.138 (.069)	-.378 (.039*)
1,000 -3,000 yuan	4.10		-	.070 (.398)	-.170 (.359)
3,001 -5,000 yuan	4.03			-	-.240 (.202)
> 5,000 yuan	4.27				-

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.22 presents a comparison of the pairwise average monthly income groups that affect the overall execution power towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. The mean value of the monthly income in the <1,000-yuan group is less than that in the 1,000–3,000-yuan group, the>5,000-yuan group, and the difference is significant, with p-values of 0.003 and 0.039. It demonstrates that respondents in the monthly income <1,000-yuan group are less aware of the overall execution power than those in the monthly income 1,000–3,000-yuan group and the>5,000-yuan group.

H1f: The difference in educational level affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.23 presents the findings of the analysis.

Table 4.23 The One-way ANOVA Results on the Difference in Educational Level Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	5.104	4	1.276	2.930	0.021*
	Within Groups	172.006	395	0.435		
	Total	177.110	399			
Decision Makers	Between Groups	5.072	4	1.268	3.658	0.006*
	Within Groups	136.918	395	0.347		
	Total	141.990	399			
Overall execution power	Between Groups	4.714	4	1.178	3.416	0.009*
	Within Groups	136.284	395	0.345		
	Total	140.998	399			

The one-way ANOVA analysis results in Table 4.23 indicate that the significant values of educational level affecting the execution power of public policy in the executive power, decision makers, and overall execution power variable are 0.021, 0.006, and 0.009, respectively, all of which are less than 0.05. It is therefore concluded that the difference in educational level affects the execution power of public policy differently in the executive branch, among decision-makers, and in the overall execution power variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.24 - 4.26.

Table 4.24 Comparison of Pairwise Averages Using LSD of the Difference in Educational Level Affects the Power of Public Policy in Executive Power

		Mean Difference (I-J)				
		Group J		Junior College	Bachelor's Degree	Master's Degree or Higher
Group (I)	Educational level	Junior High School or Lower	High School or Vocational School			
	\bar{X}	3.81	3.95	3.77	4.11	4.07
Junior high school or lower	3.81	-	-.142 (.371)	.032 (.796)	-.302 (.061)	-.265 (.213)
High school or vocational school	3.95		-	.175 (.123)	-.159 (.293)	-.123 (.551)
Junior college	3.77			-	-.334 (.004)*	-.297 (.101)
Bachelor's degree	4.11				-	.037 (.859)
Master's degree or higher	4.07					-

*The mean difference is significant at the 0.05 level

Dependent Variable: executive power

Table 4.24 presents a comparison of the pairwise averages of educational level groups that affect the execution power of public policy in executive power towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. The mean value of the junior college group is less than that of the Bachelor's degree group, with a significant p-value of 0.004. It demonstrates that respondents in the junior college group are less aware of executive power than those in the Bachelor's degree group.

Table 4.25 Comparison of Pairwise Averages Using LSD of the Difference in Educational Level Affects Power of Public Policy in Decision Makers

Educational Level		Mean Difference (I-J)				
		Group (I)	Junior High School or Lower	Group J	Junior College	Bachelor's Degree
	\bar{X}	4.06	4.18	3.92	4.16	4.29
Junior high school or lower	4.06	-	-.115 (.418)	.140 (.211)	-.098 (.496)	-.221 (.244)
High school or vocational school	4.18		-	.255 (.012)*	.017 (.898)	-.106 (.563)
Junior college	3.92			-	-.237 (.022)*	-.361 (.026)*
Bachelor's degree	4.16				-	.124 (.504)
Master's degree or higher	4.29					-

*The mean difference is significant at the 0.05 level

Dependent Variable: decision makers

Table 4.25 presents a comparison of the pairwise averages of educational levels that affect the execution power of public policy in decision-makers' perceptions of grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the high school or vocational school group is less than that of the junior college group, with a statistically significant difference of 0.012. It demonstrates that respondents in the high school or vocational school group are less aware of the decision-makers than those in the junior college group.

The mean value of the junior college group is less than that of the Bachelor's degree group and the Master's degree or higher group, with significant values of 0.022 and 0.026, respectively. It demonstrates that respondents in the junior college group are less aware of the decision makers than those in the Bachelor's degree group and the Master's degree or higher group.

Table 4.26 Comparison of Pairwise Averages Using LSD of the Difference in Educational Level Affects Overall Execution Power

Educational Level		Mean Difference (I-J)				
		Group J		Junior College	Bachelor's Degree	Master's Degree or Higher
Group (I)	Junior High School or Lower	High school or Vocational School				
	\bar{X}	4.03	4.15	3.93	4.19	4.29
Junior high school or lower	4.03	-	-.122 (.390)	.100 (.367)	-.157 (.273)	-.253 (.181)
High school or vocational school	4.15	-		.222 (.028*)	-.035 (.793)	-.132 (.472)
Junior college	3.93			-	-.257 (.013*)	-.354 (.028*)
Bachelor's degree	4.19				-	-.097 (.601)
Master's degree or higher	4.29					-

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.26 presents a comparison of the pairwise average educational levels of groups that affect the overall execution power towards grassroots cadres and staff, the public, and social workers in four townships and seven villages in Guizhou. The mean value of the junior college group is less than that of the Bachelor's degree group and the Master's degree or higher group, with significant values of 0.013 and 0.028, respectively. It demonstrates that the respondents in the junior college group are less aware of the overall execution power than those in the Bachelor's degree group and the Master's degree or higher group.

4.2.1 Public Services Affecting the Execution Power of Public Policy

H2: The difference in public service, including notifications, public service projects, social security, and medical services, affects the execution power of public policy differently.

This section's analysis is carried out using Hypothesis 2, which comprises the following four sub-hypotheses.

H_{2a} The difference in the following notifications affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.27 presents the findings of the analysis.

Table 4.27 The One-way ANOVA Results on the Difference in Notifications Effects Execution Power of Public Policy

Execution power of public policy		Sum of Squares	df	Mean Square	f	Sig.
Executive Power	Between Groups	12.986	3	4.329	10.444	0.000*
	Within Groups	164.124	396	0.414		
	Total	177.110	399			
Decision Makers	Between Groups	11.091	3	3.697	11.184	0.000*
	Within Groups	130.899	396	0.331		
	Total	141.990	399			
Overall execution power	Between Groups	10.704	3	3.568	10.844	0.000*
	Within Groups	130.293	396	0.329		
	Total	140.997	399			

The one-way ANOVA analysis results in Table 4.27 indicate that the significant values of the following notifications affect the execution power of public policy in the executive power, decision makers, and overall execution power variable, which are 0.000, 0.000, and 0.000, respectively, all of which are less than 0.05. It is therefore concluded that the difference in the following notifications affects the execution power of public policy differently in the executive branch, decision-makers, and overall execution power variable towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.28-4.30

Table 4.28 Comparison of Pairwise Averages Using LSD of the Difference in Notifications Affects Executive Power

Following notifications		Mean Difference (I-J)			
		Group J			
Group (I)	Never focus	Occasionally focus	Frequently focus	Always focus	
	\bar{X}	3.55	3.75	3.85	4.20
Never focus	3.55	-	-.201 (.162)	-.305 (.050)	-.657 (.000*)
Occasionally focus	3.75	-	-	-.103 (.217)	-.456 (.000*)
Frequently focus	3.85	-	-	-	-.353 (.001*)
Always focus	4.20	-	-	-	-

*The mean difference is significant at the 0.05 level

Dependent Variable: executive power

Table 4.28 presents a comparison of the pairwise averages for groups based on their focus on the following notifications and how this affects their perceptions of executive power among grassroots cadres, staff, the public, and social workers across four townships and seven villages in Guizhou. The mean score of the "Always focus on notifications" group is higher than that of the "Never focus," "Occasionally focus," and "Frequently focus on notifications" groups, with significant p-values of 0.000, 0.000, and 0.001, respectively. This indicates that respondents in the 'Always focus on notifications' group are more aware of executive power than those in the other two groups.

Table 4.29 Comparison of Pairwise Averages Using LSD of the Difference in Notifications Affects Decision Makers

Following Notifications		Mean Difference (I-J)			
		Group J			
Group (I)	Never Focus	Occasionally Focus	Frequently Focus	Always Focus	
	\bar{X}	3.68	3.91	4.04	4.32
Never focus	3.68	-	-.231 (.073)	-.356 (.011*)	-.637 (.000*)
Occasionally focus	3.91	-	-	-.125 (.095)	-.406 (.000*)
Frequently focus	4.04	-	-	-	-.281 (.003*)
Always focus	4.32	-	-	-	-

*The mean difference is significant at the 0.05 level

Dependent Variable: decision makers

Table 4.29 presents a comparison of the pairwise averages for groups based on their focus on the following notifications and how this affects their perceptions of the decision-makers among grassroots cadres, staff, the public, and social workers across four townships and seven villages in Guizhou. The mean score of the "Always focus on notifications" group is higher than that of the "Never focus, occasionally focus on," and "Frequently focus on" notifications groups, with significant p-values of 0.000, 0.000, and 0.003, respectively. This indicates that respondents in the 'Always focus on notifications' group are more aware of the decision-makers than those in the other two groups.

Table 4.30 Comparison of Pairwise Averages Using LSD of the Difference in Notifications Affects Overall Execution Power

Following Notifications		Mean Difference (I-J)			
		Group J			
Group (I)	Never Focus	Occasionally Focus	Frequently Focus	Always Focus	
	\bar{X}	3.68	3.92	4.03	4.32
Never focus	3.68	-	-.240 (.062)	-.343 (.013*)	-.637 (.000*)
Occasionally focus	3.92	-	-	-.104 (.165)	-.397 (.000*)
Frequently focus	4.03	-	-	-	-.294 (.002*)
Always focus	4.32	-	-	-	-

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.30 presents a comparison of the pairwise averages for groups based on their focus on the following notifications and how this affects their perceptions of overall execution power among grassroots cadres, staff, the public, and social workers across four townships and seven villages in Guizhou. The mean score of the "Always focus on notifications" group is higher than that of the "Never focus," "Occasionally focus on," and "Frequently focus on notifications" groups, with significant p-values of 0.000, 0.000, and 0.002, respectively. This indicates that respondents in the Always focus on notifications group are more aware of overall execution power than those in the other two groups.

Furthermore, the mean score for the "Frequently focus on notifications" group is higher than that of the "Never focus on notifications" group, with a significant p-value of 0.013. This suggests that respondents in the 'Frequently focus on notifications' group are more aware of overall execution power than those in the 'Never focus on notifications' group.

H_{2b} The difference in public service projects affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.31 presents the findings of the analysis.

Table 4.31 The One-way ANOVA Results on the Difference in Public Service Project Effects on the Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	4.104	6	0.684	1.554	0.159
	Within Groups	173.006	393	0.440		
	Total	177.110	399			
Decision Makers	Between Groups	5.691	6	0.948	2.735	0.013*
	Within Groups	136.299	393	0.347		
	Total	141.990	399			
Overall execution power	Between Groups	4.664	6	0.777	2.241	0.039*
	Within Groups	136.333	393	0.347		
	Total	140.998	399			

The one-way ANOVA analysis results in Table 4.31 indicate that the significant values of the following public service projects affect the execution power of public policy in decision-makers, with overall execution power values of 0.013 and 0.039, which are both less than 0.05. It is therefore concluded that the difference in public service projects affects the execution power of public policy in decision-makers, and the overall execution power is applied differently towards grassroots cadres and staff, the public, and social workers in 4 townships and 7 villages in Guizhou. Consequently, a comparison of pairwise averages was conducted by using LSD and is demonstrated in Table 4.32 -4.33.

Table 4.32 Comparison of Pairwise Averages Using LSD of the Difference in Public Service Project Affects Decision Makers

		Mean Difference (I-J)						
		Group J						
Public Service Project	Group (I)	Healthcare	Social Security	Cultural Education	Ecological Environment	Infrastructure	Public Policy	Other
		\bar{X}	3.98	4.05	3.98	3.79	4.24	3.93
Healthcare	3.98	-	-.074 (.399)	-.004 (.974)	.181 (.320)	-.260 (.014*)	.044 (.691)	.118 (.320)
Social security	4.05	-	-	.070 (.496)	.255 (.022*)	-.186 (.067)	.118 (.269)	.192 (.097)
Cultural education	3.98	-	-	-	.184 (.147)	-.256 (.031)	.047 (.700)	.122 (.352)
Ecological environment	3.79	-	-	-	-	-.440 (.000*)	-.137 (.291)	-.062 (.650)
Infrastructure	4.24	-	-	-	-	-	.303 (.013*)	.378 (.004*)
Public safety	3.93	-	-	-	-	-	-	.075 (.576)
Other	3.86	-	-	-	-	-	-	-

*The mean difference is significant at the 0.05 level
Dependent Variable: decision makers

Table 4.32 presents a comparison of the pairwise averages for groups based on their focus on the most needed public service project and how this affects their perceptions of decision-makers among grassroots cadres, staff, the public, and social workers across four townships and seven villages in Guizhou. The mean score for the needed public service project in Infrastructure is higher than in Healthcare, Ecological Environment, Public Policy, and Other, with significant p-values of 0.014, 0.000, 0.013, and 0.004, respectively. This suggests that decision-makers should be more aware of Infrastructure public service projects compared to healthcare, Ecological environment, Public Policy, and Other public service projects.

Similarly, the mean score for the needed public service project in Social Security is higher than that for the Ecological environment, with a significant value of 0.022, suggesting distinct perceptions regarding these public services that decision-makers should be aware of.

Table 4.33 Comparison of Pairwise Averages Using LSD of the Difference in Public Service Project Affects Overall Execution Power

Overall Execution Power	Group (I)	Mean Difference (I-J)							
		Group J							
		Healthcare	Social Security	Cultural Education	Ecological Environment	Infrastructure	Public Policy	Other	
		\bar{X}	3.99	4.05	4.00	3.79	4.20	3.95	3.86
Healthcare	3.99	-	-.062 (.481)	-.012 (.909)	.193 (.093)	-.208 (.048*)	.033 (.763)	.131 (.273)	
Social security	4.05	-	-.050 (.632)	.255 (.022*)	-.147 (.148)	.095 (.373)	.192 (.097)		
Cultural education	4.00	-	-.205 (.107)	-.196 (.099)	.045 (.712)	.143 (.276)			
Ecological environment	3.79	-	-.401 (.001*)	-.160 (.218)	-.062 (.650)				
Infrastructure	4.20	-	-.242 (.047*)	.339 (.009*)					
Public safety	3.95	-	-.097 (.466)						
Other	3.86	-	-.097 (.466)						

*The mean difference is significant at the 0.05 level

Dependent Variable: overall execution power

Table 4.33 presents a comparison of the pairwise averages for groups based on their focus on the most needed public service project and how this affects their perceptions of decision-makers among grassroots cadres, staff, the public, and social workers across four townships and seven villages in Guizhou. The mean score for the needed public service project in Infrastructure is higher than in Healthcare, Ecological Environment, Public Policy, and Other, with significant p-values of 0.048, 0.001, 0.047, and 0.009, respectively. This suggests that overall execution power should be more aware of Infrastructure public service projects compared to healthcare, Ecological environment, Public Policy, and Other public service projects.

H_{2c} The difference in social security affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.34 presents the findings of the analysis.

Table 4.34 The One-way ANOVA Results on the Difference in Social Security Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	Sig.
Executive Power	Between Groups	3.475	7	0.496	1.121	0.349
	Within Groups	173.635	392	0.433		
	Total	177.110	399			
Decision Makers	Between Groups	3.575	7	0.511	1.447	0.185
	Within Groups	138.415	392	0.353		
	Total	141.990	399			
Overall execution power	Between Groups	4.112	7	0.587	1.682	0.112
	Within Groups	136.886	392	0.349		
	Total	140.998	399			

According to the study's hypothesis, differences in social security have varying impacts on the ability of public policy to be implemented. One area that respondents feel needs improvement is the social security service. The analysis results on the execution power of public policy show that there are no statistically significant differences between the groups for any of the three variables. For Executive Power ($p = 0.349$), Decision Makers ($p = 0.185$), and Overall Execution Power ($p = 0.112$), all p -values exceed the 0.05 significance level, indicating no significant differences between the groups.

Since all p -values are above the commonly accepted threshold of 0.05, it can be concluded that the differences of social security service items, as perceived by respondents, do not lead to statistically significant variations in the execution power of public policy.

H_{2d} The difference in medical service affects the execution power of public policy differently.

One-way ANOVA was used to analyze the data and evaluate the differences in mean values among more than two groups at a statistically significant level of 0.05. Table 4.35 presents the findings of the analysis.

Table 4.35 The One-way ANOVA Results on the Difference in Medical Service Effects Execution Power of Public Policy

Execution Power of Public Policy		Sum of Squares	df	Mean Square	F	P-value
Executive Power	Between Groups	2.257	5	0.451	1.017	0.407
	Within Groups	174.853	394	0.444		
	Total	177.110	399			
Decision Makers	Between Groups	1.769	5	0.354	0.994	0.421
	Within Groups	140.221	394	0.356		
	Total	141.990	399			
Overall execution power	Between Groups	1.315	5	0.263	0.742	0.592
	Within Groups	139.682	394	0.355		
	Total	140.997	399			

According to the study's hypothesis, differences in medical services have varying impacts on the implementation of public policy. One area that respondents feel needs improvement is the variety of medical services offered. The analysis results on the execution power of public policy show that there are no statistically significant differences between the groups for any of the three variables. For Executive Power ($p = 0.407$), Decision Makers ($p = 0.421$), and Overall Execution Power ($p = 0.592$), all p -values exceed the 0.05 significance level, indicating no significant differences between the groups.

Since all p -values exceed the commonly accepted threshold of 0.05, it can be concluded that respondents' perceptions of the need for improvement in medical services do not result in statistically significant variations in the execution power of public policy.

4.2.2 Factors Influencing the Execution Power of Public Policy

H3: Policy executing capacity influences the execution power of public policy

This section's analysis was conducted using Hypothesis 3, which comprised three sub-hypotheses. Multiple linear regression was used to evaluate the influence of three independent variables — public policy, implementation, and audience — on three dependent variables: executive power, decision-makers, and the execution power of public policy.

The forms of the estimating equations were as follows:

$$\hat{Y}_T = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$\hat{Y}_1 = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$\hat{Y}_2 = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3$$

The dependent variables were:

$$\hat{Y}_T = \text{Execution power of public policy}$$

$$\hat{Y}_1 = \text{Executive power}$$

$$\hat{Y}_2 = \text{decision makers}$$

Independent variables were:

$$X_1 = \text{public policy}$$

$$X_2 = \text{implementation}$$

$$X_3 = \text{audience}$$

H_{3a}: The policy executing capacity influences the execution power of public policy in executive power.

Table 4.36 presents the analysis results, which indicate a positive relationship between public policy, implementation, and audience and executive power, with a multiple correlation (R) of 0.805. This relationship enables the prediction of the analysis equation's value with 64.60 percent accuracy at a statistical significance level of 0.05.

Table 4.36 The Analysis Results of Policy Executing Capacity Influence Execution Power of Public Policy in Executive Power

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
Executive power	0.805	0.648	0.646	0.397

Table 4.37 presents the results of the analysis for developing a prediction equation on how policy-executing capacity, including public policy, implementation, and audience, affects the execution power of public policy in terms of executive power. The results indicate that two predictor variables, audience and public policy, have significant values of 0.000 and 0.000, respectively. Based on these results, the prediction equation is formulated as follows:

$$\hat{Y}_1 = .455 + .567X_3 + .291X_1 \\ (.000*) (.000*)$$

The coefficient of the policy-executing capacity within executive power shows an R-squared value of 0.648, suggesting that the independent variables (audience and public policy) significantly explain the variance in executive power. Moreover, the analysis reveals that as the capacity related to the audience and public policy increases, the execution power of public policy within executive power also rises.

In conclusion, the results demonstrate that both the audience and public policy significantly influence the execution power of public policy within executive power, with the audience exerting the strongest impact.

Table 4.37 The Multiple Linear Regression Coefficients for the Policy Executing Capacity Influences the Execution Power of Public Policy in Executive Power

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.455	.127		3.573	.000		
Audience (x ₃)	.567	.047	.561	12.184	.000	.419	2.387
Public policy (x ₁)	.291	.046	.290	6.309	.000	.419	2.387

Dependent Variable: executive power

H_{3b}: The policy executing capacity influences the execution power of public policy in decision makers

Table 4.38 presents the analysis results, which indicate a positive relationship between public policy, implementation, and audience and decision makers, with a multiple correlation (R) of 0.808. This relationship enables the prediction of the analysis equation's value with 65.10 percent accuracy at a statistical significance level of 0.05.

Table 4.38 The Analysis Results of Policy Executing Capacity Influence Decision Makers

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
Decision makers	0.808	0.654	0.651	0.352

Table 4.39 presents the results of the analysis for developing a prediction equation on how policy-executing capacity, including public policy, implementation, and audience, affects the execution power of public policy in terms of decision-makers. The results indicate that three predictor variables — audience, implementation, and public policy — have significant values of 0.000, 0.000, and 0.009, respectively. Based on these results, the prediction equation is formulated as follows:

$$\hat{Y}_2 = 0.784 + 0.355X_3 + 0.334X_2 + 0.114X_1$$

$$(0.000*) \quad (0.000*) \quad (0.009*)$$

The coefficient of the policy-executing capacity within decision makers yields an R-squared value of 0.654, indicating that the independent variables (audience, implementation, and public policy) collectively explain a significant portion of the variance in the decision-making process. Moreover, the analysis reveals that as the capacity related to the audience, implementation, and public policy increases, the execution power of public policy within decision makers also rises.

In conclusion, the results demonstrate that the audience, implementation, and public policy significantly influence the execution power of public policy within decision makers, with the audience exerting the strongest impact.

Table 4.39 The Multiple Linear Regression Coefficients for the Policy Executing Capacity Influences the Execution Power of Public Policy in Decision Makers

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.784	.120		6.563	.000		
Audience (x_3)	.355	.046	.392	7.712	.000	.339	2.951
Implementation (x_2)	.334	.044	.361	7.585	.000	.387	2.585
Public policy (x_1)	.114	.044	.128	2.611	.009	.366	2.734

Dependent Variable: decision makers

H3c: The policy executing capacity influences the execution power of public policy

Table 4.40 shows the analysis results, which indicate that public policy, implementation, and audience have a positive relationship with the execution power of public policy, with a multiple correlation (R) of 0.961, and can predict the value of the analysis equation with 92.20 percent accuracy at a statistical significance value of 0.05.

Table 4.40 The Analysis Results of Policy Executing Capacity Influence on the Execution Power of Public Policy

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
Execution power of public policy	0.961	0.923	0.922	0.176

Table 4.41 presents the results of the analysis for developing a prediction equation on how policy-executing capacity, including public policy, implementation, and audience, affects the execution power of public policy. The results indicate that three predictor variables, audience, implementation, and public policy, have significant values of 0.000, 0.000, and 0.000, respectively. Based on these results, the prediction equation is formulated as follows:

$$\hat{Y}_T = -0.068 + 0.401X_3 + 0.371X_2 + 0.242X_1$$

$$(.000^*) \quad (.000^*) \quad (.000^*)$$

The coefficient of the policy-executing capacity yields an R-squared value of 0.961, indicating that the independent variables (audience, implementation, and public policy) collectively explain a significant portion of the variance in the execution power of public policy. Moreover, the analysis reveals that as the capacity related to the audience, implementation, and public policy increases, the execution power of public policy also rises.

In conclusion, the results demonstrate that the audience, implementation, and public policy significantly influence the execution power of public policy, with the audience exerting the strongest impact.

Table 4.41 The Multiple Linear Regression Coefficients for the Policy Executing Capacity Influences the Execution Power of Public Policy

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-.068	.060		-1.137	.256		
Audience (x ₃)	.401	.023	.419	17.466	.000	.339	2.951
Implementation (x ₂)	.371	.022	.379	16.887	.000	.387	2.585
Public policy (x ₁)	.242	.022	.255	11.062	.000	.366	2.734

Dependent Variable: executive power of public policy

4.3 Summary Results

Table 4.42 presents the summary results of how demographic factors affect executive power, decision makers, and the overall execution power of public policy. The findings indicate that age, identity, educational background, and monthly income are significant factors influencing the execution power of public policy across all three areas: executive power, decision-making, and overall execution power. In contrast, gender has no significant effect, and marital status shows a mixed impact.

Table 4.42 Summary Results of the Demographic Factors Affecting the Execution Power of Public Policy

Demographic Factors	Executive Power	Decision Makers	Overall Execution Power of Public Policy
Gender	t(398) = 0.247, p = 0.805	t(398) = 0.587, p = 0.558	t(398) = 0.472, p = 0.637
Age	F(4,395)= 4.236, p= 0.002*	F(4,395)= 4.933, p= 0.001*	F(4,395)= 4.464, p= 0.002*
Marital status	F(3,396)= 1.883, p= 0.132	F(3,396)= 2.920, p= 0.034*	F(3,396)= 1.653, p= 0.053
Identity	F(10,389)=2.706, p= 0.003*	F(10,389)=3.332, p= 0.000*	F(10,389)=2.988, p= 0.001*
Educational background	F(4,395)= 2.930, p= 0.021*	F(4,395)= 3.658, p= 0.006*	F(4,395)= 3.416, p= 0.009*
Monthly income	F(3,396)= 5.235, p= 0.001*	F(3,396)= 4.470, p= 0.004*	F(3,396)=3.993 , p= 0.008*

Table 4.43 presents the summary results of how service factors, including notifications, public service policy, social security, and medical services, affect executive power, decision-makers, and the overall execution power of public policy. The finding indicates that notifications and public service projects play important roles in influencing how policies are executed, while social security and medical services appear to have minimal effect.

Table 4.43 Summary Results of the Public Service Factors Affecting the Execution Power of Public Policy

Public Service	Executive Power	Decision Makers	Overall Execution Power of Public Policy
Notifications	$F(3,396)= 10.444, p= 0.000^*$	$F(3,396)= 11.184, p= 0.000^*$	$F(3,396)= 10.844, p= 0.000^*$
Public service project	$F(6,393)= 1.554, p= 0.159$	$F(6,393)= 2.735, p= 0.013^*$	$F(6,393)= 2.241, p= 0.039^*$
Social security	$F(7,392)= 1.121, p= 0.349$	$F(7, 392)= 1.447, p= 0.185$	$F(7,392)= 1.682, p= 0.112$
Medical service	$F(5,394)= 1.017, p= 0.407$	$F(5,394)= 0.994, p= 0.421$	$F(5,394)=0.742 , p= 0.592$

Table 4.44 presents the summary results of how policy-making capacity influences the execution power of public policy. The results demonstrate that policy-executing capacity (comprising audience, implementation, and public policy) significantly influences the execution power of public policy.

The audience consistently shows the most decisive influence on both executive power and decision-makers, as well as the overall execution power of public policy.

Implementation and public policy also have a significant impact, with implementation playing a crucial role in shaping decision-making and the overall effectiveness of public policy.

This suggests that the audience's involvement and effective implementation are crucial for enhancing the effectiveness of public policies, while public policy alone plays a more moderate role.

Table 4.44 Summary of Policy-making Capacity Influence on the Execution Power of Public Policy

Hypotheses	Forecasting Equations
H2: Policy executing capacity influences the execution power of public policy	$\hat{Y}_1 = 0.455 + .567X_3 + .291X_1$ (.000*) (.000*)
\hat{Y}_T = execution power of public policy	$\hat{Y}_2 = 0.784 + .355X_3 + .334X_2 + .114X_1$ (.000*) (.000*) (.009*)
\hat{Y}_1 = Executive power	
\hat{Y}_2 = Decision makers	$\hat{Y}_T = -.068 + .401X_3 + .371X_2 + .242X_1$ (.000*) (.000*) (.000*)
X_1 = Public policy	
X_2 = Implementation	
X_3 = Audience	

4.4 Qualitative Data Analysis

4.4.1 Introduction to the Interviewee

The researchers conducted interviews with township party and government leaders to gain a deeper understanding of the specific problems and obstacles faced by township governments in implementing public policies in Guizhou. This research concentrates on the impact of public policy implementation from five aspects: the understanding of public policy implementers, the allocation of implementation resources, the coordination and management of policy implementation, the supervision of policy implementation, and the evaluation of policy effectiveness. Different positions of responsibility represent different dimensions of awareness and concern. Ten decision-makers or heads of township governments were interviewed. Table 4.45 shows the interviewee profile related to this study.

Table 4.45 Interviewees' Profile on Public Policy Implementation in Local Government Management Departments

Number	Interviewee Name	Work place	Job	Work Experience
1	ZXJ	People's Government of Township A	Town party secretary	16 years
2	HZG	People's Government of Township A	Deputy secretary of the town Party Committee, mayor	21 years
3	DHH	People's Government of Township A	Deputy Secretary of the Party Committee, Commissar of Politics and Law	11 years
4	YQ	People's Government of Township A	Town party committee, secretary of the Commission for Discipline Inspection	12 years
5	WFR	People's Government of Township A	Member of the Party Committee, deputy mayor	15 years
6	YXJ	People's Government of Township A	Member of the Party Committee, Minister of Armed Forces, deputy mayor	11 years
7	GW	People's Government of Township A	Chairman of the presidium of the National People's Congress	23 years
8	YJ	People's Government of Township A	Town party committee member, organization member, publicity member, United Front member, vice chairman of the People's Congress	11 years
9	LF	People's Government of County B	Director, Jomtien Branch, Market Supervision Authority	17 years
10	HW	People's Government of County B	Deputy Branch Chief, Songshan Branch, Inland Revenue Department	16 years

4.4.2 Selected Interview Transcripts

At the beginning of the interview, the researcher introduces the interviewee and clearly explains the purpose of the interview, including a request for permission to take photographs of the interview process. The researcher also informed the interviewee of the confidentiality of the interview data, emphasizing that the interview transcripts

were to be accessed only by the researcher and not by anyone else. The researcher created 10 semi-structured questions specifically for the interviews, which were designed to examine the extent to which public policy implementers are aware of and have control over the five dimensions of public policy implementation: understanding of public policy, allocation of resources for implementation, coordination and management of policy implementation, monitoring of policy implementation, and evaluation of policy effectiveness. It helps researchers identify the focus and approach to synthesize problems at the level of implementation decision-making. The transcripts of the interviews, as a sample of three of the ten interviewees, are presented in Appendix D.

4.4.3 Summary of Interviews

After conducting the structured interview with 10 decision-makers or heads of township governments, the transcripts were analyzed using content analysis, and the results are presented in Table 4.46.

Table 4.46 Summary from the Structured Interviews

Question	Summary of the Answers
Understanding of Public Policy	
1) How do you understand our current public policy goals?	Public policy objectives are established to promote economic development, foster social progress, raise people's living standards, improve the quality of the population, protect the ecological environment, and promote other aspects of coordinated development. At the township level, public policy objectives mainly include promoting the economic development of townships and improving the living standards of township residents. The government needs to ensure the effective implementation of public policies and achieve good results by strengthening party building work, improving policy implementation capacity, understanding the policy background and objectives, and enhancing public awareness and outreach. At the same time, the objectives of public policy also serve as the basis for policy implementation and evaluation. If the implementation of a policy deviates from its objectives, it needs to be corrected promptly. Ultimately, the goal of public policy is to promote social equality and justice, ensuring that everyone has access to basic public resources and benefits, and to enhance public satisfaction and well-being.
2) What misconceptions or biases do you think may arise	During the policy interpretation process, misunderstandings may arise regarding policy objectives, content, and implementation. To ensure the team has an accurate understanding of policies, policy training, promotion, and execution can be strengthened to prevent misunderstandings at low levels and

Question	Summary of the Answers
Understanding of Public Policy	<p>during the policy interpretation process?</p> <p>How do you ensure that the team has an accurate understanding of the policy?</p> <p>improve the transparency and openness of information disclosure. When implementing various policies in townships, it is necessary to refine specific work content and requirements based on actual work, strengthen policy guidance, and ensure that policy implementation remains consistent. In the process of interpreting policies, there may be a distortion of information transmission, a lack of emphasis on key points, selective understanding, and issues related to timeliness. It is necessary to adhere to seeking truth from facts, pay attention to procedural justice, and ensure that power is exercised correctly. To ensure that the team has an accurate understanding of policies, it is necessary to strengthen training and learning, conduct in-depth research, establish supervision mechanisms, and summarize feedback. In the process of interpreting policies, it is essential to avoid problems such as misinterpreting one-sided information and textual ambiguity. By organizing specialized training and developing detailed implementation plans, the team can ensure an accurate understanding of the policies. Ultimately, the issue of taxpayers' limited understanding of tax policies can be addressed through enhanced learning and application.</p>
Implementation of resource allocation	<p>3) How are the resources needed to implement the policy allocated?</p> <p>The paper primarily summarizes the various aspects of agricultural work in townships that need to be considered when allocating resources to implement policies, including the definition and characteristics of agricultural resources, the significance of rural work, the principles of resource allocation, and measures for managing land and water resources. The importance of strengthening government regulation and supervision, establishing a sound welfare system, ensuring an equitable distribution of resources, and enhancing party politics, party building, and publicity work is also emphasized. In addition, specific steps and principles for resource allocation were proposed, including clarifying policy objectives and priorities, assessing the current status of resources, formulating allocation plans, and reserving emergency resources for future use. Finally, the importance of safeguarding infrastructure resources and the proportion of secondary distribution of resources was emphasized.</p>
<p>4) What resources do you think have the greatest impact on policy implementation?</p>	<p>The success of agricultural policy implementation in communes depends on the quality of the policy program, the adequacy of resources, and the capacity to implement it. Among these, human resources, financial resources, material resources, information resources, and propaganda resources are the key factors that affect the effectiveness of policy implementation. In practice, material, information, and advocacy resources have a greater impact on policy implementation, while human, financial, and organizational resources are also crucial. Overall, financial, technical, and human resources are the most important resources in agricultural policy implementation.</p>
Coordination of policy implementation	
5) How can policy	Establish a cross-sectoral coordination mechanism, strengthen the construction of an agricultural information sharing platform, strengthen

Question	Summary of the Answers
Understanding of Public Policy	
implementation be coordinated between different sectors?	communication and exchanges with farmers, strengthen operational guidance, establish a monitoring and evaluation mechanism, strengthen communication and coordination, strengthen supervision and inspection, establish a precise communication mechanism, clarify departmental responsibilities, rationally allocate resources, establish a mechanism for conflict resolution, establish a sound coordination mechanism, clarify the division of responsibilities, establish a coordinating mechanism, strengthen communication and collaboration, clarify departmental responsibilities, and accurately prioritize.
6) Which coordination mechanisms do you think are most effective in facilitating policy implementation?	Various coordination mechanisms in different areas, including policy formulation, implementation, supervision, training and education, fiscal policy, industrial policy, regular meetings, policy promotion, division of responsibilities, information communication, scientific orientation, publicity and education, information sharing, accountability, incentives and constraints, joint working groups, public participation, cross-sectoral collaboration and so on. These mechanisms aim to enhance policy implementation, promote agricultural development and rural revitalization, ensure that policies are effectively communicated to beneficiaries, and monitor policy implementation to make timely corrections. They also emphasize the importance of leadership, specific coordination by the leaders in charge, and division of labor among departments.
Supervision of Policy Implementation	
7) How to supervise the process of policy implementation?	Several methods and approaches to supervising policy implementation are summarized. First, the effective implementation of the policy can be ensured through regular inspections of villages (communities) led by disciplinary departments, which promotes openness and transparency in policy implementation, encourages public supervision, and utilizes internal party supervision as the primary method. Second, the township level can ensure the effective implementation of social security policies through regular inspections, audits, and evaluations. Furthermore, by integrating the “four supervisions” (disciplinary supervision, monitoring supervision, stationing supervision, and inspection supervision), the overall thinking of a chessboard has been clarified. The functional positioning of each supervisor has been clarified, focusing on the operation of power and the fulfillment of duties, to ensure the enhancement of supervision and governance effectiveness. Finally, clear supervisory responsibilities have been established, systems have been strengthened, and key leaders have been given primary supervisory responsibility to ensure the smooth implementation of the policy and its realization.
8) How to improve the supervision mechanism and	The growing importance of agricultural work in townships in the national economy has necessitated the improvement of supervision mechanisms and the enhancement of policy implementation. Specific measures include improving institutional mechanisms, promoting special inspections, promoting tripartite supervision, encouraging social supervision,

Question	Summary of the Answers
Understanding of Public Policy	
enhance policy implementation?	<p>strengthening training and publicity, and supervising with discipline inspection and supervision specialties. In addition, there is a need to improve the disciplinary work system, strengthen the construction of party integrity, improve the accountability mechanism, clarify the supervision standards and processes, establish diversified supervisory bodies, strengthen training and education, improve the reward and punishment system, strengthen communication and feedback, innovate the supervision methods, and strengthen the supervisory force, among other measures. The ultimate goal is to realize the normalization and long-term effectiveness of the supervision mechanism.</p>
Evaluation of policy effectiveness	
9) How would you define success in policy implementation?	<p>The success of policy implementation can be defined as the process of the activities of policy implementers who, through the establishment of organizational structures, the use of a variety of political resources, and the adoption of a variety of actions, such as interpretation, propaganda, experimentation, coordination and control, transform the content of policy concepts into practical effects, thereby achieving the established policy objectives. An efficient, coordinated, and capable implementation body can ensure the effective implementation of policies. Policies ultimately have to act on a specific policy object to fulfill their role, depending on whether the policy object is compliant with the policy. Criteria for the success of policy implementation include the degree of achievement of policy objectives, public satisfaction, the efficiency of resource utilization, the standardization of policy implementation, and innovation and improvement in the policy implementation process. Successful policy implementation also involves adapting to the implementation environment, allocating necessary policy resources, and employing effective implementation strategies, as well as ensuring effective communication and coordination. Ultimately, the success of policy implementation requires a comprehensive consideration of multiple factors to achieve comprehensive economic and social development in townships and improve people's living standards.</p>
10) How do you think effectiveness evaluation can help improve policy implementation?	<p>The important role of effectiveness evaluation in improving the effectiveness of policy implementation is summarized. Evaluation can help identify problems and deficiencies in the policy implementation process, propose improvement measures, adjust and optimize policies, rationally allocate resources, enhance the scientific basis of decision-making, and strengthen transparency and credibility. Through regular or irregular assessments, problems and difficulties can be identified promptly, promoting the refinement and improvement of policy implementation. Effectiveness evaluation is not only feedback on the results of policy implementation, but also supervision and guidance on the policy implementation process, which helps to make policy implementation more scientific, efficient, and rational.</p>

CHAPTER V

DISCUSSION AND CONCLUSION

The purpose of this study is, first, to scientifically analyze the influence of policies, policymakers, implementers, and audiences on the ability of Chinese township grassroots governments to implement public policies. The second is to study the phenomenon of deviation and its reasons in the policy practices of grassroots governments. The third is to put forward reasonable suggestions in the face of policy implementation difficulties. Based on the analysis results in Chapter 4, this chapter is divided into four parts.

- 5.1 Conclusion
- 5.2 Discussion
- 5.3 Recommendations for public policy formulation and the environment
- 5.4 Recommendations for public policy implementation

5.1 Conclusion

The objectives of this study were to analyze the impact of public policy execution on township policies and executive power, as well as the decision-making processes of primary-level governments in China. The study aimed to investigate the phenomenon of deviation and its underlying reasons in policy practice, and to provide reasonable suggestions in response to policy implementation difficulties. The research framework was developed based on Smith's theory (Smith & Rogers, 1776; Nursahidin et al., 2020). The research framework consists of three independent variables, including demographic factors (*gender, age, marital status, identity, monthly income, and educational level*), public service (*notifications, public service project, social security, and medical services*), and policy executing capacity (*public policy, implementation, and audience*). The dependent variable is executive power, encompassing the decision-maker.

This study employs a hybrid research method, which is of great significance for examining the public policy execution capabilities of township primary-level governments in China. The population of this research consisted of grassroots cadres

and staff, the public, and social workers in four townships and seven villages in Guizhou. The sample was based on the Yamane table at a 95% confidence level, with a sample size of 400.

The research tool is a questionnaire divided into 4 parts: demographics, public service, policy executing capacity, and execution power. The questions have the appearance of multiple-choice questions and 5-point Likert scales. The internal consistency of the questionnaire was evaluated by three experts in academic and practical fields using the Cronbach's alpha criterion of 0.5. A question that falls below the specified criteria is considered not in accordance with the objectives and may be amended or deleted. The questionnaire that passed the IOC test was used to collect data from 30 samples for a reliability test, using Cronbach's alpha coefficient (α), with values ranging from 0.770 to 0.897. The statistics used to analyze the data were descriptive statistics, including frequency, percentage, mean, and standard deviation; inferential statistics, including an independent sample t-test, a one-way ANOVA, post hoc analysis using LSD, and multiple linear regression.

5.1.1 General Data Analysis

The analysis results demonstrate that the largest group of the respondents is males, aged 18-22 years old, single, urban migrant workers with a junior college education and a monthly income of less than 10,000 yuan.

For public service, the analysis results highlight public service priorities and engagement with local government notifications. Most respondents occasionally engage with notifications, with a smaller group never interacting with them. Social security and healthcare are the top priorities, while ecological environment and public safety are less emphasized. Within social security, old-age security and unemployment relief are the primary concerns. In healthcare, respondents are most focused on reducing medical expenses and drug prices, followed by improvements in medical technology and hospital environments. Fewer respondents prioritize the attitude of medical staff or the availability of healthcare resources.

For policy execution capacity, the majority of respondents agreed with the statements across all areas, as indicated by the high frequencies in the 'agree' and 'strongly agree' levels. Implementation had the highest mean (4.07), suggesting the strongest agreement with this aspect. Overall Policy Executing Capability had the

second-highest mean (3.97), indicating a generally positive opinion about the overall capability. In conclusion, respondents expressed positive opinions, with Implementation receiving the strongest agreement.

For execution power, decision makers are rated the highest (mean = 4.00), reflecting strong consensus on the effectiveness of these areas, followed closely by Overall Execution Power and Executive power (mean = 3.98). The Executive Power is still seen positively (mean = 3.84), though it ranks slightly lower compared to decision makers and overall execution power. Overall, respondents agreed, with Decision Makers receiving the highest agreement.

5.1.2 Research Hypotheses Testing

H1: The difference in demographics, including gender, age, marital status, identity, monthly income, and educational level, affects the execution power of public policy differently.

The effect of demographic factors on the execution power of public policy reveals that gender is the only factor that appears to have no significant impact on the execution power of public policy. Furthermore, age, identity, educational background, and monthly income are all highly influential factors in the policy execution process, with each demographic factor contributing to the outcomes of policy decisions. In addition, marital status has a mixed effect, indicating that it may be significant in certain aspects (such as decision-makers) but not in others (such as executive power).

This suggests that public policy execution power is influenced by a combination of social factors (such as identity and marital status), economic factors (like income), and individual characteristics (including age and education). Together, these demographic factors influence how policies are shaped and implemented in practice, affecting both the strategies employed by decision-makers and the overall effectiveness of the policies being implemented.

H2: The difference in public service, including notifications, public service project, social security, and medical services, affect the execution power of public policy differently.

The results reveal that service factors, including notifications, public service policies, social security, and medical services, play a crucial role in influencing executive power, decision-makers, and overall policy execution. Among these,

notifications are particularly significant in the execution of public policy. Their importance across all areas suggests that effective communication and timely updates are crucial to the successful implementation of policies. Without these notifications, execution processes may suffer from delays, miscommunication, or inefficiency. The analysis results also highlight that notifications and public service projects have strong and significant impacts on how public policies are executed. In contrast, social security and medical services show little to no direct effect on the execution power of public policy.

H3: Policy executing capacity influences the execution power of public policy.

The results reveal the influence of policy-making capacity on the execution power of public policy. The results demonstrate that policy-executing capacity consists of audiences, implementation, and public policy, which significantly influence the execution power of public policy. The audience consistently shows the strongest influence on both executive power and decision-makers, as well as the overall execution power of public policy. Implementation and public policy also have a significant impact, with implementation playing a crucial role in shaping decision-making and the overall effectiveness of public policy.

This suggests that the audience's involvement and effective implementation are crucial for enhancing the effectiveness of public policies, while public policy alone plays a more moderate role.

5.2 Discussion

The discussion, based on the research questions, can be explained as follows.

5.2.1. How do township governments in Guizhou implement national public policies, and how do executive demographic factors affect the execution power of public policy?

Impact of demographic factors

This study demonstrates the significant impact of demographic factors on the effectiveness of public policy, in line with May (2019), who states that demographic

factors influence public policy by shaping mortality, fertility, and immigration decisions. The execution power of public policy, including executive power, decision makers, and the overall execution power of public policy, indicates that age, identity, educational background, and monthly income are significant factors affecting the execution power of public policy across all three areas. This study offers an interesting three perspectives of demographic factor including **social factors** (such as identity and marital status), **economic factors** (like income), and **individual characteristics** (such as age and education) that contribute to how policies are shape and carried in practice, affecting both the strategies used by decision makers and the overall effectiveness of the policies being implemented.

Impact of public service

The analysis results highlight that notifications and public service projects have strong and significant impacts on how public policies are executed. Notifications are one way to get more people involved in public policy, and they can lead to increased support for the executive branch. Agbazuere (2020) described how the country's development drive can be improved by paying more attention to receiving inputs from all policy-making actors, both within and outside the government, and by encouraging continuity in good policies, regardless of the tenure of administrations. In addition, public policy refers to the norms and guidelines of behavior established by the government to achieve specific social, economic, and political objectives. The setting of its expected goals, the adequate preparation of resources and services, and the fairness, impartiality, and transparency of the policy are all important in the study, reflecting the policy's full consideration of the issue of the public's needs and the anticipation of the expected effects and risk assessment, which need to be focused on strengthening and maintaining. The public nature, fairness, authority, and sustainability of policies are important for the effective implementation of public policy enforcement and the successful realization of goals.

5.2.2 What are the key factors that influence the execution power of public policy within township-level governments in Guizhou, and how do these factors facilitate or hinder policy execution?

This study examines the key factors that influence the effectiveness of public policy implementation in township governments in Guizhou. It emphasizes that

identity differences among stakeholders can impact the implementation of policies. One of the most critical findings is that audience involvement, including public opinions, needs, and participation, has the most decisive influence on the effectiveness of policy implementation, as shown by the forecasting model derived from data analysis.

The study identifies three core components crucial to successful implementation:

1. **Policy Design:** Its clarity, fairness, and authority are fundamental to achieving intended outcomes.

2. **Implementers' Capacity:** Effective implementation depends on the skills, coordination ability, and resource commitment of policy executors.

3. **Audience Engagement:** Public satisfaction, perception of benefits, and degree of participation directly affect policy success. Evaluation of these factors provides vital feedback for policymakers, supporting continuous improvement.

5.2.3 What strategies can be developed to enhance the efficiency and effectiveness of public policy execution power by township-level governments in Guizhou, and how might these strategies be applied to improve governance and policy execution nationwide in China?

The study's findings revealed a significant effect of policy implementation capacity, including public policy, implementation, and audience, on the effectiveness of public policy implementation. This aligns with previous studies, in which Julius noted that a lack of implementation capacity hinders the effective implementation of public policies, requiring political commitment, clear accountability, and anti-corruption measures (Julius, 2024). Additionally, the capacity for implementing strategies significantly affects the success of the implementation. Factors such as coordination among implementers, funding, commitment, capacity, and top-down support play a crucial role in determining implementation performance (Khandaker Shahriar, 2016). In this study, there is a significant effect of acceptance of H2 policy implementation capacity on public policy implementation.

The results demonstrate that the public policy is effective, legal, and authoritative, and it has a significant impact on the implementation of public policy. Liu (2013) noted in his article on public policy implementation and its influencing factors that public policy formulation and implementation are not entirely distinct from one

another. The "break" in public policy decision-making does not mean the end of public policy formulation; on the contrary, public policy implementation is the continuation, deepening, and expansion of public policy formulation, and public policy formulation and implementation are a process of mutual adjustment (Yang, 2011). The feasibility study of public policy and the improvement of policy implementation are consistent with the study presented in the paper. The scientific nature of public policy itself is closely related to the effect of policy implementation, which is a key reason for the failure of government execution. The important reason is that the policy itself is not perfect. High-quality public policies have the characteristics of legitimacy, rationality, clarity, coordination, stability, continuity, scientificity, elasticity of objectives, and a virtuous circle among public policies. Public policy formulation is the primary link in the process of public policy implementation, and ensuring the quality of public policy formulation is a necessary prerequisite and important basis for effective public policy implementation. Suppose the public policy program itself is flawed. There is a significant gap between the policy ideal and the actual conditions, and the new policy plan does not align with the original policy or conflict with existing laws and regulations. All these factors will lead to the failure of public policy implementation or the inability to achieve the desired effect, thereby affecting the improvement of public policy implementation. The results indicate that the impact of public policy on its implementation is substantial.

The results show that the authority of the government, the honesty and self-discipline of the staff, and their work attitude have a significant impact on the implementation of public policies. The analysis of stakeholders in public policy making is consistent with that of Xie (2013). Effective policy making can effectively allocate social resources, promote healthy economic development, achieve social prosperity and stability, establish government authority, improve policy implementation and government credibility, and improve people's well-being (Chen, 2022). Government credibility significantly affects the implementation of public policies by influencing political legitimacy, and the gap between perception and expectation plays a crucial role in determining the government's credibility. Agree with the view that authority in government is important (Xiao, 2016). Strengthening the political literacy of policy implementors and enhancing the quality of policy implementation is a strong guarantee

to improve policy implementation and ensure that the direction of policy implementation remains consistent. It is also a practical embodiment of the essential requirements for effective policy implementation. Wu (2015) notes that the effect of policy implementation is closely related to the quality of the subject of policy implementation, in which the leader plays a key role in the policy implementation process. In addition, as the public servants of the state administrative organs who account for the vast majority of the specific implementation personnel of the policy, if they cannot deeply understand the spirit of the superior documents and policies, and accurately grasp the essence and intention of the superior policies, there will be deviations in the process of policy implementation, so that the problems arising in the process of policy implementation can not be timely and effectively solved. The effective implementation of public policy requires regulated and effective supervision and restriction. It is necessary to standardize discretion in the policy implementation and supervision process, promote the transparency of supervision information, leverage the supervisory power of social media, and promptly identify and correct deviations in the policy implementation process. The impact on staff was significantly consistent. The research indicates that the implementers of public policies have a substantial impact on the effective implementation of these policies.

The study's results indicate that the rural minimum subsistence guarantee system has benefited many low-income households. The contents of the public announcements in the government's public affairs work are timely and accurate, reflecting the people's genuine feelings about the implementation of public policy, and the impact is significantly positive. Wu (2015) believes that the implementation of public policy in order to get the support of the general public, in the process of policy development, must involve the general public, so that they are informed of the public information in the process of policy development and implementation; therefore, the information disclosure system should be established. Good policies are not imagined out of thin air; the policymakers are also the audience of the policy. They will also be influenced by a variety of environmental factors, including economic, historical, legal, ethical, philosophical, religious, educational, employment-related, and other factors, such as beliefs, values, and ideologies. However, the policy should ultimately affect the

people, so it is evident that the audience of public policy has an impact on its implementation.

5.2.4 What are the specific methods and paths of policy implementation practices that are important for the implementation of national public policies by township governments in your state?

The results of the interviews show that when township governments implement public policies, success depends on the quality of the policy program, the adequacy of resources, and the ability to implement it. Among these, human resources, financial resources, material resources, information resources, and propaganda resources are the key factors that affect the effectiveness of policy implementation. In practice, material, information, and advocacy resources have a greater impact on policy implementation, while human, financial, and organizational resources are also crucial. Overall, financial, technical, and human resources are the most important resources in policy implementation.

In the implementation of this policy, misunderstandings may arise regarding its objectives, content, and enforceability. To ensure the team has an accurate understanding of the policy, policy training, publicity, and implementation can be strengthened to resolve misunderstandings about the low level of protection and to improve transparency and openness in information disclosure. When the policies are implemented in the townships, it is necessary to refine the specific content and requirements of the work in conjunction with the actual work, and to strengthen policy guidance to ensure that the implementation of the policy is not compromised. In the process of interpreting policies, there may be distortion of information transmission, a lack of focus, selective understanding, and timeliness issues. It is therefore necessary to insist on seeking truth from facts, focusing on procedural justice, and ensuring that power is exercised correctly. To ensure the team has an accurate understanding of the policy, training and learning should be strengthened, in-depth research conducted, a monitoring mechanism established, and feedback summarized. In the process of interpreting policies, it is essential to avoid problems such as one-sided interpretations of information and textual ambiguities, and to ensure the team's accurate understanding of policies by organizing thematic training sessions and developing detailed implementation plans.

The results of the above interviews indicate that the orientation of public policy objectives, expected effects, implementation risks, interest groups, resource allocation, coordination mechanisms, implementation supervision, and evaluation and feedback are important and have a significant impact on public policy implementation.

5.3 Recommendations for Public Policymaking and the Environment

5.3.1 Formulation of Scientifically Sound Public Policies

The democratic nature of public policy itself is a prerequisite or foundation for policy implementation. In the policy formation process, the issue needs to be reasonably defined, analyzed in depth, and constantly revised and improved, resulting in a final plan that better addresses social problems. To make the right decision, it is necessary to conduct a large number of effective studies, and constantly create and improve the decision-making system, with clear policy objectives, adequate investigation and research, stakeholder participation, risk assessment and preplanning, reasonable allocation of resources, sound regulatory basis, detailed implementation plan, and comprehensive consideration of the evaluation and adjustment mechanism. The policy objective is the starting point and landing point for formulating scientific and rational public policies; investigation and research is the foundation; stakeholder participation is the pathway; risk assessment is the prognosis; resource allocation is an important link; laws and regulations embody legitimacy and authority; the implementation plan is an important component; and the evaluation and adjustment mechanism is to ensure sustainability.

Only under the principles of the rule of law, science, rationalization, and professionalism can public policies be formulated in strict accordance with scientifically sound steps, fundamentally guaranteeing the quality of the policies. At the same time, when formulating policy plans, it is essential to have both a master plan and a backup plan, and policy implementation should adhere to the principle of seeking truth from facts to ensure the accuracy and correctness of policies. Scientific policies align with the trend of historical development, seek truth from facts, and serve the people wholeheartedly.

First, the channels for expressing public opinion should be opened up. In the decision-making process, the government should hold hearings and establish an implementation system that combines professorial argumentation, public participation, and government decision-making. Let stakeholders fully express their demands and encourage more people to participate in the public decision-making process. The government should take the initiative to gauge the public's response to the policy accurately, and the difficulties encountered in its implementation will be gradually reduced.

Secondly, public decision-making procedures should be strictly adhered to, and policy choices must be subject to feasibility studies to avoid a tendency to idealize and weaken the business approach. We must also give full consideration to the acceptance of policies by the main target groups of existing policies.

Thirdly, we should improve laws and regulations and establish public hearings in the community to ensure the scientific nature of public decision-making. Implementation means resolute execution, and only when the right decisions are made can they be implemented correctly.

5.3.2 Optimizing the Environment for Policy Implementation

The policy implementation environment refers to the various internal and external conditions that policies encounter during implementation, which have a direct impact on the realization of policy objectives and the ultimate effect of the policies. Efforts should be made to establish the concepts of democratic decision-making, expert consultation, and collective decision-making, and to create a democratic, scientific, equal, consultative, and reasonable environment. Therefore, optimizing policy implementation can enhance public trust in and support for the policy, thus improving the authority and implementation of the policy, which is of vital significance in ensuring the smooth implementation of the policy and achieving the expected results.

First, strengthening policy publicity and interpretation. Policy publicity and interpretation are the basis for optimizing the policy implementation environment. Through various channels, widely publicize the policy objectives and contents, and improve public awareness and understanding of the policy. At the same time, the authority of policy interpretation is strengthened to ensure that the public correctly understands the policy intent and objectives.

Second, improve the policy implementation mechanism. It is the key to optimizing the policy implementation environment. Clarify the responsibility and authority of policy implementation to ensure the order and effectiveness of policy implementation.

Third, strengthen the communication and coordination of stakeholders. Including the government, enterprises, social organizations, the public, etc., to fully listen to the views and demands of all parties; establish a mechanism for coordinating interests, to ensure the fairness and reasonableness of the policy; and adequately deal with the interests of all parties to reduce contradictions and conflicts in the process of policy implementation.

Fourth, strengthening laws and regulations. It serves as a crucial foundation for policy implementation. Ensure that the implementation of policies is based on laws and regulations, and that the authority and seriousness of policy implementation are respected.

Fifth, improve the supervision and accountability mechanisms. It is the guarantee mechanism for policy implementation. Strengthen accountability legislation, unify accountability standards, and clarify the scope of accountability. Strengthen the supervision and assessment of policy implementation, and identify and correct problems on time.

Sixth, improve the performance appraisal model of grassroots governments. Grass-roots governments sometimes implement public policies on economic and political premises. Quantitative economic indicators are the primary focus of the evaluation system, while environmental, health, and economic quality are often neglected. Improve the incentive mechanism, the grassroots government in the implementation of public policy implementation from economic competition, job promotion to public service, the realization of the grass-roots government performance appraisal objectives, so that the performance appraisal institutions and indicators as diversified as possible, to achieve the fairness of the officials' performance appraisal indexes, to constrain the administrative management with the expansion of the interests of the government within the government, the grass-roots government officials to form the correct view of interests, so that the implementation of public policy is more scientific, reasonable and justified.

5.4 Recommendations for the Implementation of Public Policies

5.4.1 Improved Quality of Policy Implementers

Policy implementers are a key factor in ensuring that policies are successfully implemented and achieve their desired goals. Therefore, improving the quality of policy implementers is of great significance to the successful implementation of policies.

First, the scientific division of policy implementation subjects and personnel responsibilities helps prevent confusion in the policy's implementation. In order to solve the problems of shortage of funds, personnel and equipment of the policy implementation body, improve the construction of administrative ethical responsibility system, through the system to guarantee and constrain the concept of administrative responsibility of civil servants can be continuously improved and maintained, and gradually promote the construction of grass-roots governmental ethical training system, such as the construction of the national staff character evaluation mechanism, through the clarity and understanding of the national public service personnel to improve the quality of the quality of the public service personnel and the efficiency of the work.

Secondly, strengthen policy interpretation and business capacity training. Utilize scientific and cultural knowledge to inform practice, foster global awareness and strategic thinking, and overcome habitual behavior. Possess a high level of operational, collaborative, organizational, and leadership skills through continuous learning and training. Enhance understanding and tolerance of policy goals to reduce the cost of policy implementation, which is conducive to transforming public policies into pursuits that resonate with people's hearts.

Thirdly, regulating the speech and behavior of policy implementers, as well as their ethical qualities, enhances public affinity for the policy. Establishing a good image and credibility enhances the public's trust in and support for the policy, thereby increasing its credibility and implementation.

Fourth, to enhance risk awareness and risk response ability, resilience, and competence in dealing with complex issues, thereby reducing risks in the policy implementation process and ensuring the smooth implementation of the policy.

Fifth, focusing on the collaboration between multiple departments and teams in policy implementation. Enhancing the team's awareness of and ability to

collaborate will enable them to communicate more effectively and work with other departments and teams, as well as jointly address the challenges and problems encountered during policy implementation, ensuring the smooth execution of the policy.

5.4.2 Policies Are Being Implemented in an Ever-Improving System

A sound policy implementation system can ensure the effective implementation of policies, improve the efficiency of policy implementation, and thus promote the sustained and healthy development of society. The creation of a smooth information exchange mechanism, the establishment of policy information, to increase the people's understanding of government departments, first, the establishment of a specialized exchange of institutions, to ensure that problems arise promptly to the government consultation; second, to ensure that the information is true and accurate, by the law and comprehensive standardization of the implementation process of public policy; third, to strengthen the construction of township e-government, and to improve the transmission of information between grass-roots level of government.

Through reform and innovation, departmental functions are optimized and the government is driven. Cultivate the ability of government staff to deal with day-to-day affairs, improve the efficiency of public policy implementation, enhance the sense of responsibility of the main body of the policy, and strengthen the time and attitude of the policy implementers of the problem; deepen the openness of administrative affairs, improve the transparency of the implementation of public policy, and timely release to the community of public policy and its implementation in the immediate interests of the public, and to effectively protect the public's right to know; focus on the policy propaganda, the main body of the implementation of the policy Use, periodicals, broadcasting and other channels to carry out policy publicity, the Internet and other media, and actively guide the community at large to identify and support the implementation of policies, to create a comfortable policy atmosphere.

5.4.3 Increasing Public Awareness of the Policy

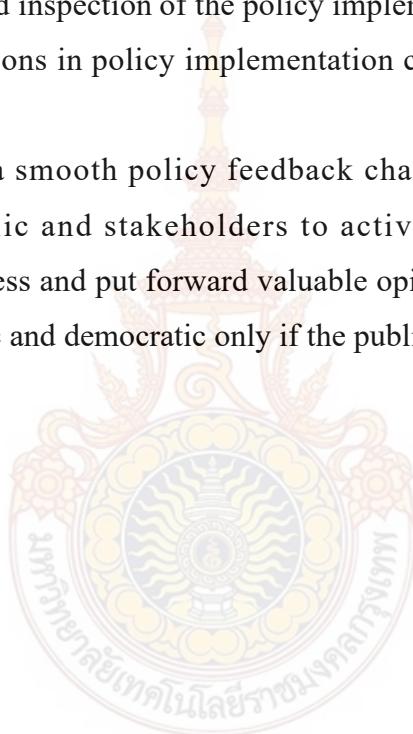
Public recognition of policies, that is, the extent to which people understand, accept, and agree with policies, is one of the most important indicators for assessing the effectiveness of policy implementation.

First, in order to ensure that public policies are of high quality, they must be conducted following the law, without infringing on the legitimate rights and interests of the people, and without “localized policies”; and only on this basis can people identify with and support public policies.

Secondly, through extensive and in-depth policy publicity, the public's knowledge and understanding of the policy should be improved, and its acceptance and recognition should be enhanced.

Thirdly, a robust policy supervision mechanism should be established to enhance oversight and inspection of the policy implementation process, ensuring that problems and deviations in policy implementation can be identified and addressed promptly.

Fourth, a smooth policy feedback channel should be established to encourage the public and stakeholders to actively participate in the policy implementation process and put forward valuable opinions and suggestions. Policies can be more scientific and democratic only if the public is truly involved.



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APPENDICES

Appendix A Questionnaire

Dear Participant,

I am researching “Executing Public Policy in Chinese Township Governments: An Empirical Analysis from Guizhou Province,” with a specific focus on the impact of public policy execution on township policies and the level of executive power and decision-making among primary-level governments in China. Your insights as a crucial player in this sector are invaluable to me.

This questionnaire is designed to gather detailed information on your opinion about public service, policy execution capacity, and public policy implementation. Your participation in this survey will significantly contribute to our understanding of the phenomenon of deviation in policy practice at the township level. The questionnaire should take approximately 15-20 minutes to complete. Please be assured that all responses will be kept confidential and used only for research purposes.

I greatly appreciate your valuable time and insights. Thank you for participating in this Study.

Sincerely,

Mr. Shunyi SU
MMS Candidate
Institute of Science Innovation and Culture, Rajamangala University of Technology
Krungthep, 10120 Bangkok, Thailand

Public Policy and Public Services Questionnaire

Part I: Demographic Information

Please provide the following demographic details. This information will help us better understand the perspectives of different groups about public policy. All responses are confidential and will be used solely for statistical purposes.

Instructions:

- Answer each question truthfully and to the best of your ability.
- For each question, please check in the box that best represents your situation or opinion. Select the option that most closely matches your perspective.
- Your participation is voluntary, and you may skip any questions you are uncomfortable answering.
- All responses will remain anonymous.

1. What is your gender?

1. Male

2. Female

2. How old are you?

1. 20-18 years old

2. 23-27 years old

3. 28-32 years old

4. 33-37 years old

5. 38 years old or older

3. Your marital status

1. Married

2. Single

3. Divorce

4. Widow

4. Your identity

1. County Cadres

2. Township leadership

3. Township affairs

4. Staff enterprise

5. Village level

6. Personnel of a public institution

7. Government retiree

8. Agricultural worker

9. Individual business

10. Urban migrant workers

11. Others

5. Your monthly income

1. Lower than 1000 yuan

2. 1000-3000 yuan

3. 3001-5000 yuan

4. more than 5000 yuan

6. Your educational level

1. Junior high school or lower

2. High School or vocational school

3. Junior college

4. Bachelor degree

5. Master's degree or above

Part II: Public Services

Please answer the questions about public service based on your opinion by checking (in the appropriate box).

7. Have you followed the notices and notifications from local governments, villages, and streets?

- 1. Never focus on
- 2. Occasionally focus on
- 3. Frequently focus on
- 4. Always focus on

8. Which of the following do you think is the public service project you need the most?

- 1. Healthcare
- 2. Social security
- 3. Cultural education
- 4. Ecological environment
- 5. Infrastructure
- 6. Public safety
- 7. Other

9. Which service items do you think township governments should prioritize or improve in the field of social security?

- 1. The old-age security
- 2. Basic living allowances
- 3. Unemployment relief
- 4. Disability assistance
- 5. Disaster relief
- 6. Maternity Protection
- 7. Legal aid
- 8. Other

10. Which medical and health services do you think the local township government should improve the most?

- 1. Number of hospitals and medical staff
- 2. Hospital environment and medical equipment
- 3. Medical technology level
- 4. Medical expenses and drug prices
- 5. Attitude of medical personnel
- 6. Other

Part III: Please indicate your level of agreement by checking the appropriate box regarding public policy, its implementation, and the involvement of the public. The five response options are as follows: (1) Strongly disagree, (2) Disagree, (3) Neutral/Uncertain, (4) Agree, (5) Strongly Agree.

Public Policy	1	2	3	4	5
11. Public policy is public and fair.					
12. Public policies are effective, legal, and authoritative.					
13. Public policy is reasonable and acceptable.					
14. Public policy is open and transparent.					
15. The ultimate goal of public policy is to serve the people and is inclusive.					

Implementation of Public Policies	1	2	3	4	5
16. The authority of local governments is important.					
17. The quality and professionalism of local government staff are important.					
18. The integrity, self-discipline, and work attitude of local government staff are important.					
19. The resource allocation and organizational structure of local governments are important for the implementation of public policies.					
20. Effective promotion and dissemination of public policies are important.					
Audience of Public Policies	1	2	3	4	5
21. It is important to purchase basic medical insurance for urban and rural residents.					
22. The rural minimum living guarantee system has helped many impoverished households.					
23. The content disclosed in government affairs disclosure work is timely and truthful.					
24. It is fair, open, and just for local government staff to carry out work in villages.					
25. There have been no instances of local government workers going to villages to carry out their work.					

Part IV: Please indicate your level of agreement by checking the appropriate box regarding executives' power and decision-makers' power concerning public policies. The five response options are as follows: (1) Strongly disagree, (2) Disagree, (3) Neutral/Uncertain, (4) Agree, (5) Strongly Agree.

Executive Power Over Public Policies	1	2	3	4	5
26. You believe that the local government's implementation of the government information disclosure system is relatively strong					
27. You believe that the execution of the system of integrity of cadres by the local government is strong					
28. You believe that the government of your location has a strong implementation of the open government procurement system					
29. To what extent do you agree that the local government has vigorously implemented the policy of "Administrative Approval"?					
30. You believe that your local government is more effective in publicizing and communicating public policy.					

Decision Makers' Power Over Public Policy	1	2	3	4	5
31. Defining policy objectives is key to public policy decision-making.					
32. Decision-makers take public opinion into account when making policy decisions.					
33. Public policy flexibility is considered in the decision-making process.					
34. Decisions are made with consideration for public order and moral standards.					
35. Establishing a sound monitoring mechanism for public policy decisions is essential.					

The questionnaire ends here. Thank you for taking the time to complete this survey! Your responses are important and will help guide the improvement of public services and policies. Wishing you good health and good work!



Appendix B

Interview Questions

The Interview Questions on the Executive Power of Public Policies by Local Government Management

Interview time:

Place:

Years of working:

Working Unit and position:

1. Public policy understanding

(1) How do you understand our current public policy goals?

(2) In the process of policy interpretation, what misunderstandings or deviations do you think may occur? How do you ensure your team has a clear understanding of the policy?

2. Executing resource allocation

(3) How do you allocate the resources needed to implement policies?

(4) Which resources do you think have the greatest impact on policy implementation?

3. Policy implementation coordination

(5) How do you coordinate policy implementation between different departments?

(6) What coordination mechanisms do you think are most effective in promoting policy implementation?

4. Policy implementation supervision

(7) How do you monitor the implementation process of policies?

(8) How can you improve the supervision mechanism to enhance policy execution?

5. Policy effectiveness evaluation

(9) How do you define the success of policy implementation?

(10) How do you think effectiveness evaluation can help improve policy execution?

Appendix C

Questionnaire IOC Assessment Form

Public Policy	Expert1	Expert2	Expert3	IOC Exponent
11. Public policy is public and fair.	+1	+1	+1	1
12. Public policies are effective, legal, and authoritative.	+1	+1	+1	1
13. Public policy is reasonable and acceptable.	+1	+1	+1	1
14. Public policy is open and transparent.	+1	+1	+1	1
15. The ultimate goal of public policy is to serve the people and is inclusive.	+1	0	+1	0.67
Implementation of Public Policies	Expert1	Expert2	Expert3	IOC Exponent
16. The authority of local governments is important.	+1	+1	+1	1
17. The quality and professionalism of local government staff are important.	0	+1	+1	0.67
18. The integrity, self-discipline, and work attitude of local government staff are important.	+1	+1	+1	1
19. The resource allocation and organizational structure of local governments are important for the implementation of public policies.	+1	+1	+1	1
20. Effective promotion and dissemination of public policies are important.	+1	+1	0	0.67
Audience of Public Policies	Expert1	Expert2	Expert3	IOC Exponent
21. It is important to purchase basic medical insurance for urban and rural residents.	+1	+1	+1	1
22. The rural minimum living guarantee system has helped many impoverished households.	+1	+1	+1	1
23. The content disclosed in government affairs disclosure work is timely and truthful.	+1	+1	+1	1
24. It is fair, open, and just for local government staff to carry out work in villages.	+1	0	+1	0.67
25. There have been no instances of local government workers going to villages to carry out their work.	+1	+1	+1	1

Executive Power Over Public Policies	Expert1	Expert2	Expert3	IOC Exponent
26. You believe that the local government's implementation of the government information disclosure system is relatively strong	+1	+1	+1	1
27. You believe that the execution of the system of integrity of cadres by the local government is strong	+1	+1	0	0.67
28. You believe that the government of your location has a strong implementation of the open government procurement system	+1	+1	+1	1
29. To what extent do you agree that the local government has strongly implemented the policy of "Administrative Approval"?	0	+1	+1	0.67
30. You believe that your local government is more effective in publicizing and communicating public policy.	+1	+1	+1	1
Decision About Public Policy	Expert1	Expert2	Expert3	IOC Exponent
31. Defining policy objectives is key to public policy decision-making.	+1	+1	+1	1
32. Decision-makers take public opinion into account when making policy decisions.	+1	+1	+1	1
33. Public policy flexibility is considered in the decision-making process.	+1	+1	+1	1
34. Decisions are made with consideration for public order and moral standards.	+1	+1	+1	1
35. Establishing a sound monitoring mechanism for public policy decisions is essential.	+1	+1	+1	1

Appendix D

Interview Transcript

R: How do you understand our current public policy goals?

ZXJ: *Current public policy objectives aim to promote the coordinated development of the economy, society, environment, and other aspects, and are the action guidelines formulated by national or local governments for realizing public interests within a certain period. For the township party committee, clear public policy objectives help guide the direction of township development and ensure that township development is in line with national policy guidance; public policy objectives have a clear directionality, which helps to be targeted in resource allocation, improve the efficiency of resource utilization, and promote the economic and social development of the townships; public policy objectives are concerned about people's livelihoods, and closely surrounding public policy objectives in their work is conducive to better safeguard and improve people's livelihood, improve people's living standards; public policy objectives help the township party committee to clarify the focus of the work, strengthen and innovate social governance, and improve the governance capacity of the township.*

HZG: *The current public policy goals include economic development, social progress, people's lives, population quality, ecological environment, and other goals in a macro sense, all of which reflect the government's purpose - "to serve the people". Combined with the functions of the township government, we need to provide agricultural and rural economic development, protection of basic economic rights and interests of farmers, environmental sanitation, environmental protection, ecological construction, food safety, social security, conflict resolution, protection of minors, fire safety, rural housing reconstruction, mobilization of national defense and other public services in line with the reality of the townships and the needs of the masses, and around these aspects to accelerate the functions of the township government. Around these areas, it has continuously accelerated the pace of transformation of township government functions and made efforts to strengthen public service functions.*

DHH: *With the continuous development of the economy and society, the modernization of agriculture, as a basic industry of the national economy, is increasingly receiving widespread attention. Currently, public policy objectives focus on promoting the development of the township economy, upgrading the living standards of township residents, and achieving rural revitalization. First, it is conducive to guaranteeing national food security. By increasing investment in agriculture, enhancing the level of agricultural science and technology, and promoting new varieties and technologies such as high-yield, high-quality, disease-resistant, stress-resistant, and water-saving ones, the output per unit area can be increased to ensure steady growth in grain production. Secondly, it helps promote the structural adjustment of the agricultural industry by guiding farmers to develop a variety of businesses, optimizing the industry's structure, improving agricultural added value, and increasing farmers' income. Third, it helps to improve the quality of farmers. Through the training of farmers, improve the*

quality of scientific and technological culture and management ability, and enhance the ability of farmers to develop modern agriculture.

R: What misconceptions or biases do you think may occur during policy interpretation? How do you ensure that the team has an accurate understanding of the policy?

ZXJ: *In the process of policy interpretation, some misunderstandings or biases may occur: First, a one-sided understanding of information. Since policy documents often contain a large amount of information, individuals may focus solely on the parts directly related to their work, while overlooking other important content, resulting in a one-sided understanding of the policy's overall objectives. The second is the existence of textual ambiguity. Certain expressions in policy documents may be ambiguous, allowing people to interpret them according to their own understanding, which can result in different interpretations.*

In order to ensure that the team has an accurate and comprehensive understanding of the policy, it is necessary to organize thematic training to help team members fully and accurately understand the policy background, objectives, content and requirements by organizing professionals to interpret the policy documents article by article, and to guide team members in discussions and exchanges, to reduce individual comprehension bias through collective wisdom and discussions. At the same time, based on an accurate understanding of the policy, a detailed implementation plan is formulated to clarify the requirements for task division, time nodes, and expected goals. Through the development and implementation of the plan, we can further deepen our understanding and grasp of the policy.

HZG: *When various policies are implemented in towns and villages, they have been interpreted by functional departments at all levels and improved in combination with actual work content and requirements. Different regional development directions have different emphases in different directions of policy interpretation, so it is difficult to "grasp" all work. Focus on the development of the agricultural industry and tourism as the primary development direction. When the policies of "strong provincial capital" and "five governance" in rural areas are implemented, we will combine the development of agricultural and cultural tourism to highlight the work's characteristics. To ensure an accurate understanding of the policy, most measures will be promoted through meetings, training, publicity, exchange, and learning initiatives, and strong measures will be adopted to address the problems. At the same time, the higher-level government should strengthen policy guidance and effectively publicize and interpret relevant policies. Local typical practices and advanced experiences should be positively fed back, and a dynamic mechanism for policy implementation feedback should be formed to ensure that policy implementation is not out of shape.*

DHH: *In the process of policy interpretation, there may be misunderstandings about the objectives of the policy, misunderstandings about the content of the policy, and misunderstandings about the implementation of the policy. The main reason is that agricultural policy encompasses a wide range of content, which may lead to an inaccurate understanding of policy objectives, resulting in deviations in implementation. For example, the improvement in agricultural output value is often*

misunderstood as a simple increase in output, while the improvement in quality and efficiency is overlooked.

To ensure the team has an accurate understanding of the policy, we can start by focusing on the following aspects: First, we can strengthen policy training. Through the organization of special lectures, training courses, etc., to improve the understanding and grasp of staff policies. Second, we strengthened policy publicity. Utilize a variety of publicity channels, such as rural radio, newspapers, and networks, to widely disseminate the policy content and enhance farmers' awareness of the policy. Third, we will strengthen our ability to implement policies. We will enhance the oversight mechanism for policy implementation to ensure that policies are effectively implemented and have a lasting impact.

R: How do you allocate the resources needed to enforce the policy?

ZXJ: *Firstly, it is necessary to have a deep understanding of the goals and requirements of higher-level policies, and clarify the focus and direction of policy implementation. Conduct a comprehensive analysis based on the actual situation, including population structure, economic development level, infrastructure status, etc., to determine the specific needs for resource allocation. One is resource integration and optimization allocation, which integrates existing resources, including human resources, financial resources, material resources, etc., based on policy needs and the actual situation of townships. In terms of resource allocation, priority should be given to key areas and weak links to ensure the rational allocation and effective utilization of resources. The second is to establish a sound supervision and evaluation mechanism. To ensure the effective utilization of resources and the smooth implementation of policies, a supervision and evaluation mechanism should be established, including regular inspections of policy implementation, evaluation of the effectiveness of resource utilization, and timely adjustment of resource allocation strategies to ensure the achievement of policy goals. The third is to strengthen communication and coordination, enhancing communication and coordination with relevant departments to ensure a smooth information flow and avoid resource waste and redundant construction. At the same time, it is also necessary to strengthen communication with the masses, listen to their opinions and suggestions, in order to better implement policies.*

HZG: *As far as grassroots governments are concerned, there are potential conflicts between limited resource supply and the demand for resources among multiple functional departments of the government, as well as between different tasks, resulting in uneven resource allocation. In terms of human resources, the staffing of government departments is relatively fixed, and different tasks are assigned to individuals according to their roles. If more is invested in one task, it means less is invested in other tasks. Under objective constraints, when an organization is unable to meet the required resources, it will obtain the necessary resources in its environment, carry out organized mobilization towards the masses, market, and society, and unite multiple entities to participate in policy implementation activities.*

DHH: When allocating resources required for policy implementation in rural agricultural work, it is necessary to consider the definition and characteristics of agricultural resources comprehensively, the significance of rural work, the principles of resource allocation, and specific measures for land and water resource management. At the same time, multiple strategies and measures, such as policy support, talent cultivation, agricultural industrialization development, rural economic cooperation organization construction, and infrastructure construction, should be combined to achieve a rational allocation of agricultural resources and sustainable development of the rural economy.

R: What resources do you think have the greatest impact on policy implementation?

ZXJ: First, human resources. The cadre team is the key force of policy implementation, and its quality, ability, working attitude, and sense of responsibility directly affect the efficiency and quality of policy implementation. At the same time, the support and cooperation of the people are a crucial guarantee for the smooth implementation of the policy, and the public's sense of identity and participation in the policy should be enhanced through publicity, education, demonstrations, and guidance. The second is financial resources; policy implementation often requires a certain amount of financial support. Under limited financial resources, improving the efficiency of fund use is equally important for policy implementation, as well as for third-party organizational resources. A well-structured organizational framework can ensure the efficient implementation of policy. The organizational structure should be adjusted and optimized to meet the needs of policy implementation. The responsibilities and authority of various departments and posts should be clearly defined to ensure a smooth connection between all links in the policy implementation process.

HZG: The implementation of the policy is nothing more than that; financial resources and human resources have the greatest impact. Specifically, the implementation of various industrial projects is supported by special funds, and it can only be completed with the declaration, implementation, and supervision of grassroots staff. At the same time, it is necessary to combine local resource endowments and extend the industrial chain, such as agriculture and the service industry, by revitalizing idle assets according to local conditions. It has formed collective economic industries, such as agricultural supermarkets, express supermarkets, and rural cooperatives.

DHH: The implementation of rural agricultural policies is carried out according to the content stipulated in the policy program itself. Therefore, the quality of the policy program itself is a crucial factor limiting its implementation. The resources needed for the implementation of agricultural policy mainly include financial resources, material resources, human resources, information resources, and authority resources. The adequacy of these resources directly affects the efficiency and effectiveness of policy implementation.

R: How do you coordinate policy implementation between different departments?

ZXJ: *A sound coordination mechanism has been established to strengthen communication and collaboration among various departments and to form a synergy in policy implementation.*

First, to clarify the division of responsibilities, clarify the scope of responsibilities and work content of each department, to ensure that each department has a precise positioning and role in the process of policy implementation, which will help to reduce the phenomenon of inter-departmental shirking and pulling the wool over the eyes of others; to formulate a list of responsibilities, to make clear the specific tasks and responsibilities of each department in the implementation of the policy, as well as the timeframe for completion and the assessment standards. Second, establish a coordination mechanism, set up a regular or irregular joint meeting system, invite the heads of various departments to participate, jointly discuss the problems and difficulties encountered in the process of policy implementation, and negotiate solutions; establish an information sharing mechanism, set up an information-sharing platform or channel, and ensure that various departments can obtain and share relevant information on policy implementation in a timely manner, which will help avoid information asymmetry and duplication of efforts. Third, strengthening communication and collaboration, reinforcing communication awareness, fostering a sense of communication and collaboration among departments, encouraging more exchanges and communication among departments, and working together to solve problems in policy implementation; and carrying out joint training, organizing cross-sectoral joint training activities to improve the level of understanding and awareness of policies among departments and enhance their ability to collaborate.

HZG: *Routine work is accomplished by specific business departments in a step-by-step manner. The task of the central work is larger and involves many departments, the grass-roots government will often set up a “lead department”, which is specifically responsible for the central work of the inter-departmental coordination and promotion, thus forming a “lead task system”, in the specific process of practice, grass-roots governments tend to adopt such methods as political mobilization, task chartering, cadre mobilization, indicator governance, supervision and evaluation, repeated rectification and so on. In practice, grassroots governments tend to adopt methods such as political mobilization, task chartering, cadre mobilization, indicator governance, supervision and assessment, and repeated rectification to improve the efficiency of implementation.*

DHH: *In order to effectively coordinate the implementation of policies between different sectors, improve the efficiency of agricultural production and farmers' income, and promote agricultural development, the following aspects can be carried out: first, establish a cross-sectoral coordination mechanism: led by the agricultural sector; with other relevant stations and institutes to participate and hold regular meetings to consult on solutions to problems and promote agricultural development. The second is to strengthen the construction of an agricultural information sharing platform: establish a comprehensive agricultural information sharing platform that includes agricultural production data, policy information, and other relevant details, thereby facilitating the timely acquisition of agricultural field information among various functional*

departments and promoting coordination and information sharing. Third, strengthening communication with farmers: actively communicate with farmers to understand their needs and problems, and provide them with appropriate policies and support measures.

R: What coordination mechanisms do you think are most effective in facilitating policy implementation?

ZXJ: *First, a cross-sectoral collaboration mechanism, which can integrate the resources and strengths of various sectors, forms a synergy to jointly promote policy implementation, promote information sharing and exchange among sectors, and enhance the transparency and efficiency of policy implementation. Under the collaborative mechanism, various departments can act in concert according to a unified plan and goal, reducing duplication of efforts and waste of resources. The second is the public participation mechanism, through which public participation can increase public recognition and support for policies, reduce resistance and obstacles to policy implementation, and directly reflect public opinions and demands, providing important references and bases for policy implementation. The joint participation of the Government and the public in policy implementation can form a strong synergy, promoting the smooth realization of policy objectives.*

HZG: *First, fiscal policy coordination should be strengthened to improve efficiency. To maintain the necessary intensity of fiscal expenditure, expanding fiscal expenditure is a clear direction. To do a good job of the grassroots “three guarantees” (to protect basic livelihoods, wages, and operations), the requirements of effective support for high-quality development to ensure fiscal sustainability and local government debt risk control, and to avoid the risk of grass-roots government debt.*

Second, the coordination of industrial policy should be both development and security. Optimize the implementation of industrial policy, enhance the resilience of the development of the industrial chain, focus on strengthening the weak links in the industrial chain, coordinate the relationship between development and security, to pay close attention to the transformation and upgrading of traditional industries and the cultivation and growth of strategic emerging industries, accelerate the cultivation of new momentum in the green industry, the formation of policy interactions, and jointly promote the high-quality development of industry.

DHH: *The most effective coordination mechanism should be reflected in all aspects of policy formulation, implementation, and supervision. Improving policy implementation through the establishment of a sound coordination mechanism will help promote agricultural development in our town and realize rural revitalization. First, establish a policy coordination mechanism. At the stage of policy formulation, relevant departments should fully communicate to ensure the realization of policy objectives. During the policy implementation process, all departments should work closely together to form a synergy and jointly promote policy implementation. Second, optimize the allocation of policy resources. According to the actual situation in rural areas, rationalize the allocation of policy resources to increase support for poor areas and vulnerable groups, ensuring that the policy benefits all farmers. Third, strengthening*

supervision and inspection. Regular inspections of the implementation of agricultural policies will be conducted, and problems will be rectified promptly. Fourth, establish a sound incentive mechanism. The policy implementation effect of good villages (communities) and individuals is to give recognition and rewards, to stimulate the enthusiasm of townships and farmers, and to promote the agricultural policy to take root.

R: How do you monitor the policy implementation process?

ZXJ: *First, the responsibility for supervision has been clarified, a sound mechanism for supervising the implementation of policies has been established, and the responsibilities and obligations of party members and cadres in supervision have been clarified. By formulating supervision plans and programs, it ensures that supervision work is carried out in an orderly manner. The members of each team have effectively fulfilled their supervisory responsibilities, strengthened supervision and inspection of policy implementation, and ensured that the policy is put into practice. Secondly, it strengthens system construction and establishes and improves relevant systems for policy implementation supervision, such as the information disclosure system and the accountability system, in order to provide institutional safeguards for the supervision work. Policy implementation has been integrated into the appraisal system, and units and individuals who fail to implement the policy have been held accountable and penalized, thereby forming an effective incentive and constraint mechanism.*

HZG: With internal party supervision as the leading role, the disciplinary inspection and supervision organs promote the coordination and convergence of disciplinary supervision, supervision, stationing supervision and inspection supervision, and promote the effective interconnection of internal party supervision with supervision by state organs, democratic supervision, judicial supervision, mass supervision and public opinion supervision, to place power under close supervision.

DHH: *First, the discipline inspection department takes the lead in conducting regular inspections of villages (communities). The second is information disclosure and transparency. Promote the openness and transparency of information on policy implementation, so that the public can understand the specifics of policy implementation. Through the government's official website, bulletin boards, and other channels, the timely release of relevant information on policy implementation is ensured. Third, encourage public supervision. Encourage villagers, agricultural cooperatives, and other social forces to participate in supervision. A reporting mechanism can be established to investigate and address reported issues, ensuring the fairness of policy implementation.*

R: How do you improve the monitoring mechanism to enhance policy implementation?

ZXJ: *First, innovative supervision methods, combined with the actual situation, adopt a variety of supervision methods, such as regular inspection, random sampling, special supervision, etc., to ensure the comprehensiveness and effectiveness of supervision. The*

second is to strengthen the supervisory force, encourage and support the public to participate in supervising policy implementation, broaden the supervisory channels, and create a favorable atmosphere for the whole society to supervise jointly.

HZG: *With discipline inspection and supervision dedicated to supervision, following up and implementing internal party supervision, safeguarding and accepting supervision by the National People's Congress (NPC), guiding and linking administrative supervision, linking and strengthening judicial supervision, safeguarding and supporting democratic supervision, accepting and guiding public supervision and public opinion supervision, and integrating and coordinating the supervisory power of auditing, finance, accounting, and statistics, we will fully bring into play the systemic efficacy of the supervision system of the Party and the State.*

DHH: *Township agriculture is playing an increasingly important role in the national economy. How to improve the supervision mechanism of township agriculture and enhance the ability of policy implementation in our town will be carried out from the following aspects: first, improve the system mechanism, formulate specific implementation plans, improve the Party committee meeting system, talk and talk system, and provide the foundation for the supervision mechanism through system construction. Third, to promote tripartite supervision, give full play to the overall oversight role of party committees, mobilize higher supervision over lower levels, at the same level and lower supervision over higher levels, give full support to the Commission for Discipline inspection in carrying out supervision and inspection, and lead the vast majority with a key minority.*

R: How do you define the success of policy implementation?

ZXJ: *First, the effective realization of policy objectives, the primary goal of policy implementation is to ensure that the specific objectives set by the policy are effectively realized. This includes objectives in the economic, social, and environmental spheres, such as promoting economic development, enhancing people's well-being, and preserving the ecological environment. The second is the enhancement of public satisfaction. The success or otherwise of policy implementation should ultimately be reflected in the public's satisfaction, ensuring that the policy can truly benefit the public and address the problems of concern before it is considered successful.*

HZG: *First, the degree of achievement of policy objectives, including: whether the policy is completed on schedule, the degree of realization of policy objectives, and the sustainability of policy benefits; The second is the satisfaction of the public. Only with the recognition and support of the public can the policy run effectively for a long time. Third, the efficiency of resource utilization, efficient resource utilization can not only improve the effect of policy implementation, but also reduce the cost of policy, and realize the optimal allocation of resources; Fourth, the standardization of policy implementation, the process of policy implementation has a certain degree of transparency and openness, and accepts social supervision; Fifth, continuous innovation and improvement in the process of policy implementation to promote the sustainable development of township economy and society.*

DHH: *Success in policy implementation can be defined as the process through which policy implementers transform the content of policy concepts into actual results and achieve the set policy objectives by establishing organizational structures, utilizing political resources, and taking various actions such as interpretation, propaganda, experimentation, coordination, and control, among others. The process involves not only turning the decision into an actionable process but also working towards the goals set by the decision. For villages and towns, it also lies in the efficiency of the entire implementation process, the rational use of resources, and the optimization of the implementation environment.*

R: How do you think effectiveness assessments can help improve policy implementation?

ZXJ: *Through regular or irregular assessments, problems and difficulties in the process of policy implementation, such as insufficient funding, inadequate implementation, and poor public response, can be identified promptly. In response to these problems, implementation strategies can be adjusted and optimized on time, allowing for more effective measures to be taken in promoting policy implementation.*

HZG: *Regular assessment and feedback are effective measures to help improve working methods and processes between departments. Through regular assessment, departments can gain a deeper understanding of each other's working conditions and problems, and take timely measures to address them. At the same time, by giving timely feedback and suggestions, it can promote mutual help and improvement among departments.*

DHH: *In the process of policy implementation, certain deviations will occur, leading to a significant reduction in effectiveness. Furthermore, effectiveness evaluation, as a scientific management tool, can provide strong support for policy implementation and enhance its effectiveness. First, it clarifies the policy objectives and improves the accuracy of policy implementation. The party committee, government, and relevant stations can formulate targeted implementation programs to ensure that resource allocation and personnel arrangements during the policy implementation process align with the policy objectives. Second, monitoring the implementation process to improve the timeliness of policy implementation. Through regular supervision, the government can monitor the progress, impact, and problems of policy implementation in a timely manner, providing a basis for policy adjustments and, third, summarizing experience to improve the sustainability of policy implementation. Through summarizing, the government can identify successful experiences and existing problems in policy implementation, further optimize the policy system, and improve policy implementation. In addition, summarizing lessons learned also helps to improve the operational quality of policy implementation personnel, cultivate professionals in policy implementation, and provide a strong guarantee for policy implementation.*

BIOGRAPHY

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