

# Performance of Public Sector Enterprises in India: A Macro-Level Analysis

*Jatinder Singh\* and Krishna Reddy Chittedi\*\**

The poor performance of Public Sector Enterprises (PSEs) in the 1980s made reform increasingly urgent in the context of the broader strategy of liberalization of the economy to deal with the perceived weaknesses of India's development strategy in general and PSEs in particular. In this context, this paper tries to analyze the performance of Central Public Sector Enterprises (CPSE) against the backdrop of liberalization measures introduced in the 1990s and afterward. The paper makes an assessment on the basis of some selected indicators for the period of 1980-81 to 2008-09. The findings suggest that the PSEs' performance was better in all the indicators in the post-liberalization regime compared to the pre-reform period.

## Introduction

The Public Sector Undertakings (PSUs) are considered as major instruments of state intervention in economic activities in the developing economies. These countries were facing the problem of income and regional inequality along with the low level of employment and lack of skilled manpower. Further, the major contribution to Gross Domestic Product (GDP) in developing economies comes from the agricultural sector because of the weak industrial base and absence of service sector. At the same time, the low level of savings and poor infrastructure fail to encourage private investment. Given the set-up of economic system, the state decided to come forward with a clear long-term development strategy. Thereby, the government followed a plan-led development strategy wherein the major role was given to the public sector. The objective behind the plan-led development strategy was to ensure efficient use of limited economic resources along with the social objective of growth with equity.

Given the social problems and weak industrial base in the early years of independence, the state government designed some specific policies to deal with the industrial sector. The

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# Performance Of Public Enterprises

**Sergio Perelman, Pierre Pestieau**



## **Performance Of Public Enterprises:**

*Economic Performance of Public Enterprises* United Nations. Department of Technical Cooperation for Development, 1986      **Improving Public Enterprise Performance** Victor Powell, 1987 Discussion on public enterprise management and operations in developing countries      **Evaluating the Performance of Public Enterprises in Pakistan** Mary M. Shirley, 1989 Even managers critical of Pakistan's new performance evaluation system consider its targeting and bonus system a powerful incentive to improve efficiency      **The Performance of Public Enterprises** Sergio Perelman, Pierre Pestieau, 2019      Public Industrial Enterprises Mahmood Ali Ayub, Sven Olaf Hegstad, 1986 The main purpose of this study is to identify the factors separate and apart from ownership which influence the performance of public industrial enterprises Based on a review of performance of state owned enterprises in 13 countries the authors isolate three main factors relating to the business and managerial environment that distinguish successful public enterprises from the poorly performing ones These include i the degree of competition that public enterprises are exposed to ii the degree of financial autonomy and accountability under which public enterprises operate and iii the extent and manner in which managerial autonomy and accountability are ensured It is impossible and perhaps misleading to assess statistically the individual importance of each of these factors What is clear from the analysis is that where these three factors exist as a package the performance of public enterprises is significantly better than in those cases where most or all of these factors are non-existent      **Contract Plans and Public Enterprise Performance** John R. Nellis, 1989-01-01 Contract plans help clarify goals increase managerial autonomy and open a dialogue between management and government but their benefits have been oversold      **Performance Contracts**, 1995 This book sets out in some detail the mechanisms for determining enterprise performance and a framework for assessing enterprise productivity across the board      **Economic Liberalisation and Public Enterprises** R. K. Mishra, B. Navin And P. Geeta (eds.), 2006 In Indian context      *The Nexus Between Public Enterprise Governance, Financial Performance, and Macroeconomic Vulnerabilities: An Application to Moldova* Mr. Amgad Hegazy, Arturo Navarro, 2022-03-04 Strong governance frameworks for public enterprises have long been an anchor of stability and efficiency underpinning their financial operations and performance Cross country experiences with the adoption of robust legal regulatory and institutional arrangements in line with international best practices proved critical in reducing well known risks and vulnerabilities from such companies clarifying the role of the state improving the management of state assets and ensuring a level playing field for the private sector to prosper Moldova's large public enterprise sector of over 900 companies faces elevated risks that amplify fiscal and macroeconomic vulnerabilities and undermine market competition productivity and private investment Moldova stands to greatly benefit from strengthening its public corporate governance regime to put its public enterprises on a stronger footing address vulnerabilities and improve market structure      *Performance of Public Enterprises in Nepal*, 1977      **Handbook of Comparative and Development**

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**Evaluation for Public Enterprises** Leroy P. Jones, 1991 Performance evaluation is not a simple task in private enterprises and it is all the more complicated in public enterprises This paper emphasizes three main points a a public enterprise must be evaluated b a public enterprise must not be evaluated like a private enterprise and c a public enterprise should be evaluated by starting with private profit and making a series of adjustments to make it fair to the nation and to managers This paper suggests introducing a signaling system which consists of three major components The first is a performance

evaluation system in which national goals are translated into explicit enterprise objectives and quantified in a performance criterion The second is a performance information system in which actual achievements are monitored The third is an incentive system in which the welfare of managers and workers is linked to national welfare by a pecuniary or non pecuniary bonus system based on achievement of particular target values of the criterion variables The paper proposes a phased system of implementation stressing how performance evaluation must be the product of an evolutionary process involving both enterprise managers and government supervisors

**Performance Evaluation For Performance Improvement** Prahlad Kumar Basu,1991      Indicators for Monitoring and Evaluation of the Performance of Public Enterprises in Africa ,1994

Public Infrastructure Performance in Developing Countries Abdul Ghafoor,2024-11-01 This title was first published in 2000 An investigation of the performance of the electric power and telecommunication sectors of Pakistan at the firm level as well as the sector as a whole seeking to identify and quantify the extent of inefficiencies Since physical or financial or productivity indicators alone are not able to explain the duality of public infrastructure purposes the financial and productivity indicators have been used in evaluating the performance of these sectors Further a Cobb Douglas production function has also been used to calculate the trend in the growth of total factor productivity Economies of scale have also been studied in the case of electric power generation The results of the study show that in Pakistan one of the usual motives for privatization to avoid the poor financial results of state enterprises is not relevant for electricity and telecommunications enterprises This however appears to be due to the financial subsidies they received through access to low cost loan finance and grants rather than to their efficiency in operations By the economic criteria of growth of TFP none of the enterprises do well and two have a negative TFP growth The case for reforming these enterprises is strong and alternative modes of organization finance and ownership need to be considered

Measures for Improving the Performance of Public Enterprises in Developing Countries: Report of a working group United Nations. Division for Public Administration,United Nations. Public Administration Division,1970      Corporate Governance of Public Enterprises in Transitional Economies Dominique Pannier,1996-01-01 World Bank Technical Paper No 323 Draws on the contrasting experiences of five large transitional economies Hungary Poland Romania Russia and Ukraine in the management and oversight of public enterprises Relevant experiences of developed market economies are included

Public Enterprises In Pakistan Robert Laporte,Muntazar Bashir Ahmed,2019-07-11 This book contains a study of the economics and management of public enterprises in Pakistan It examines their performance organizational behavior relationships with other government organizations outside of the sector and the issues that confront the public enterprise sector and the government

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