ABSTRACT

The topic of the present research work is -

“ANALYTICAL STUDY OF THE ADMINISTRATION, MANAGEMENT AND WORKING OF THE INDUSTRIAL CANTEENS WITH SPECIAL REFERENCE TO THE INDUSTRIAL UNITS SITUATED IN AND AROUND PUNE REGION (DURING 1998 TO 2002)”

The success of every industrial unit depends on the efficiency of its work force. The employees of the industrial unit constitute the core of its workforce. The welfare of the employees is thus the responsibility of those who run the industrial unit. It is imperative for an industrial unit to contribute to the morale, emotional stability, mental relaxation and health of its employees. The share of contributing to the well being and health of the employees will be met by providing quality food and refreshments by the industrial unit concerned. For this purpose the industrial unit is required to maintain and manage a good canteen providing quality food and services. It is one of the provisions of labour welfare which is a part of the social welfare.

Labour Welfare -

Labour welfare along with safety, health, social security is a part of social welfare, which is a cherished ideal of all civilized countries like India. Welfare includes the physical, social, psychological and general well-being. The concept of labour welfare is dynamic and varies from country to country due to its value system and social institutions. The term labour welfare includes all those voluntary efforts of the employers to establish living and cultural conditions for the employees beyond that which is required by law.

The term broadly includes all measures which promote the physical, psychological, and general well-being of the workers. The committee on labour welfare (1969) defined labour welfare to include such services, facilities, and amenities as adequate canteens, rest and recreational facilities, sanitary and medical facilities, arrangements for travel to and from work, and for the accommodation of workers employed at a distance from their homes, and such other services, amenities, and
facilities including social security measures as contribute to improve the conditions under which workers are employed.


The Study Team appointed by the Government of India to examine labour welfare activities then existing divided the entire range of these activities into three groups, such as,

(i) Welfare within the precincts of an establishment, medical aid, crèches, canteens, supply of drinking water, etc.
(ii) Welfare outside the establishment : provision for indoor and outdoor recreation, housing, adult education, visual instructions, etc, and
(iii) Social Security,


Industrial Canteens -

Welfare services are not charity to the workers but are necessary for the organization to achieve its goals. There is a distinct relationship between welfare measures and the workers productivity. Welfare services relate to physical and social well-being of the employees both within and outside the organisation.

One of the facilitative services in the labour welfare measures is the provision of canteens, rest rooms and lunch rooms. Eating is naturally a very important thing for an employee to maintain his health and efficiency. Unless proper facilities for food, tea and rest rooms are available, wealth and consequential efficiency of the workers will go down. Hence, almost all the factories make it a point to provide for canteens where food can be obtained either at a fair price or at subsidised rates. Similarly, lunch rooms may be provided where workers may take their food which they bring from their homes.
Workers also need some place or shelter for taking rest during leisure homes. This is also a necessity for proper upkeep of health and efficiency.

Sections 42 to 49 of the Factories Act, 1948 contain specific provisions relating to labour welfare, sections 42 to 45 apply to all factories irrespective of the number of workers employed which relate to washing facilities (Sec.42) facilities for storing and drying clothing (Sec. 43), facilities for sitting (Sec.44), and first aid appliances (Sec.45). The section 46 is related to canteens and Sec. 47 is about shelters, rest rooms and lunch rooms. Section 46 states that the State Government may make rules requiring that in any specified factory wherein more than two hundred and fifty workers are ordinarily employed, a canteen or canteens shall be provided and maintained by the occupier for the use of the workers. Such rules may provide for : (a) the date by which such canteen shall be opened (b) the standards in respect of construction, accommodation, furniture and other equipments of the canteen (c) the foodstuffs to be served therein and the charges which may be marked for these (d) the constitution of a managing committee for the canteen and representation of the workers in the managements of canteen. (dd) the items of expenditure in running of canteens which are not to be taken into account in fixing the cost of foodstuffs and which shall be borne by the employer.

Key Concepts -

The administration and management of industrial canteens is the topic being investigated. The terms ‘administration’, ‘management’, ‘financial management’, ‘personnel management’, and ‘organisational working’ are the key concepts which need to be put in their proper perspectives in the context of the data collected for the investigation.

Role of Canteens with reference to industrial canteens -

Religion, tradition, and culture bring people together in large numbers to celebrate festivals, and enjoy special occasions like marriages, births, which, involve eating together. The traditional mass distribution of food in Temples and Gurudwaras, the breaking of fast together during Ramazan, and feasting in Christmas are occasions of large scale food preparation and service. Tradition and culture dictate that every occasion should be marked by festivity. Even in bereavement it is traditional to feed the
sympathisers. The development of catering establishments has closely followed the changes in living, working and eating habits of people. The significant developments in various spheres such as education, transportation, communication, healthcare, welfare, trade and commerce, and industralisation brought in its wake the need to feed the labour force in factories. This led to the development of industrial canteens. Office goers too needed lunch room facilities and so office canteens appeared on the scene. These facilities have taken different forms, extending from soft drinks, snacks and platter lunch services, to provisions of hot and cold complete meals in Tiffin boxes, and trays delivered to customers on order.

The various categories of food service establishments such as snack and drink bars, speciality restaurants, take home centers, mobile and leisure eating and formal dining establishments grew as a matter of convenience at the places of work or residence. These were generally meant to be low or no profit making in their approach. The types of catering facilities are varied and their number is constantly increasing. Even then, the need to focus on relatively small establishment, in terms of providing planned operations, is great. Establishments feeding from 50 to 250 people and more per day need to be looked into, in order to ensure a fair deal to the customers in terms of health satisfaction and enjoyment of food. It is with this view that the present study seeks to emphasize the importance of organising, supervising, and controlling the quality of food and service in industrial canteens and lunchrooms.

The provision of canteen facility is thus that facility which is concerned with the entire labour force in the industrial unit. ‘Better working conditions lead to better productivity’ is the principle that has been universally acknowledged by all those who are concerned with the setting up and running an industrial unit. It is not just the best working conditions that are sufficient now but the best working facilities like steaming hot food which is hygienically prepared and which is promptly served to the heart’s satisfaction to the workers. Considering the significance of the physical satisfaction, psychological relaxation, and mental refreshment that is given to the employees in the industrial unit to maintain its work culture, work environment and industrial peace through the industrial canteens, it is proposed to undertake a sample survey of the industrial canteens in and around the city of Pune.

The purpose of the study -
The purpose of the present investigatory survey project is to attempt a study of the 122 industrial canteens which have responded by giving answers to the 50-Question Questionnaire specially designed for the investigatory survey. The study is attempted with an intention to find out the set up of administration and the procedures of management in the industrial canteens which have responded to the Questionnaire. The main purpose of the study can be stated as given below.

1) To attempt a study of the administrative set-up of the industrial canteens under investigation,

2) To attempt a study of the financial management of the industrial canteens surveyed,

3) To attempt a study of the personnel management of the industrial canteens surveyed,

4) To attempt a study of organisational working of the industrial canteens investigated,

5) To attempt a comparative analysis of the area-wise and category wise types of the industrial canteens under study and

6) To attempt to find out the problems facing the industrial canteens under study and to recommend the possible solutions.

**Objective of the study -**

The nature of administration of the industrial canteens needs to be studied carefully to understand the proper functioning of the industrial canteens. The executive and operative functions of running an industrial canteen are performed by the managerial staff engaged for the purpose. The space management, the equipment management, the food management, the financial management, the personnel management and the disposal and safety management are the major activities that the canteen management is required to perform appropriately. The main features of these major activities of management of canteens are required to be investigated to understand how to manage and maintain industrial canteens successfully to the satisfaction of all concerned. The area-wise and category-wise types of industrial canteens are being surveyed and their broad features need to be studied in the present investigatory survey. The detailed objectives of the present investigatory study can be listed as given below:
1) to study the administrative set-up of the industrial canteens being surveyed with reference to the responses given to the 50 Question Questionnaire,
2) to study the procedures of management of the industrial canteens being surveyed,
3) to study the financial management of the industrial canteens under survey,
4) to study the personnel management of the industrial canteens under study,
5) to study the food management of the industrial canteens under study,
6) to study the main heads of expenditure incurred in the industrial canteens under investigation,
7) to study the scope of career opportunities in the industrial canteens on the basis of the responses from the industrial canteens under study, and
8) to study the problems faced by the industrial canteens surveyed and to make suitable recommendations.

The Five Hypotheses -

The study of the administration of the industrial canteens is the focus of the present investigatory survey. The present research study has another focus to attend and that is concerned with the industrial canteen management. The industrial canteen management is further categorised as the financial management of the industrial canteens and the personnel management of the industrial canteens. Another area is the system of the organisational structure of the industrial canteens chosen for investigation. The smooth and satisfactory functioning of the industrial canteens thus depends on the administrative set-up, efficient financial management, effective personnel management, and systematic organisational working. The same can be stated in the five hypotheses of the present research study based on the responses given to the 50-Question Questionnaire, which is specially designed to attempt a sample survey of the industrial canteens in and around the city of Pune. The validation of the five hypotheses will be attempted through the interpretation and analysis of the data compiled. The five hypotheses are stated below.

1. The smooth and satisfactory functioning of the industrial canteens
   DEPENDS/DOES NOT DEPEND
   on the efficient administrative set-up of these canteens.
2. The smooth and satisfactory functioning of the industrial canteens
   DEPENDS/DOES NOT DEPEND
on the effective financial management of these canteens.

3. The smooth and satisfactory functioning of the industrial canteens
   \textbf{DEPENDS/DOES NOT DEPEND}
   on the disciplined personnel management of these canteens.

4. The smooth and satisfactory functioning of the industrial canteens
   \textbf{DEPENDS/DOES NOT DEPEND}
   on the systematic organisational working of these canteens.

5. The smooth and satisfactory functioning of the industrial canteens
   \textbf{AFFECTS/DOES NOT AFFECT}
   the smooth and satisfactory and efficient functioning of the industrial units of these canteens.

\textbf{Relevance of the study -}

The relevance of the present study is in its attempt to undertake an investigatory survey of a topic related with industrialisation in India. A specific industrialised area is chosen and one of the aspects of an industrial unit such as the industrial canteen is being investigated. Such a research investigation has not been attempted before and this is the first-ever research study of this kind. The study will be relevant as it will pinpoint the problems or the difficulties faced in the smooth functioning of the industrial canteens. The problems of satisfying the tastes of all customers, time management, staff management and capital utilization are pinpointed. On the basis of the information collected from the responses to the questions, the problems have been identified and an attempt is made to find out the possible solutions to the problems and difficulties. The study is relevant in the sense that the findings at the micro-level are applicable at the macro-level too. The universal applicability of the findings will transform the study of a small industrial area into a study of industrial canteens in general in any area. The relevance of the study lies in the fact that it is a topic concerned with the contemporary period. The contemporaneity, the universality, and the uniqueness of the topic chosen for the research investigatory survey is what has made it a relevant research study of industrial canteens in and around Pune city.

\textbf{Chapter-wise Outline of the Study -}
The study is divided into seven chapters. The methodology of a systematic research project is followed in the preparation and the presentation of this dissertation. The first chapter begins with Introduction which is sub-divided in five sections in which the first is the introductory section; the second is the explanation of the key concepts of the research work. The topic of research is concerned with industrial canteens which are introduced in the third sub-section. The topic of research is introduced outlining its purpose, objectives, hypotheses and relevance in the next sub-section and the last sub-section which is the present sub-section that offers the chapter-wise outline of the study. The second chapter offers the features of research methodology adopted for the present study including the method of data collection and the review of past literature. The third chapter presents the topic of research that is the industrial canteens. The fourth chapter gives information about the rules and regulations regarding industrial canteens. The fifth chapter deals with the departmental canteens and their broad features. The sixth chapter is of Analysis and Interpretation of data. It takes up the aspects of administration, personnel management, financial management and organisational working of the industrial canteens. It then offers comparative and interpretative analysis of the data presented. The seventh chapter presents concluding remarks which record the findings of the study with the validation of the hypotheses, the summary of conclusions, the recommendations and the suggestions for improvement. The last sub-section of the last chapter offers a brief list of areas for further research. The chapter-wise outline of the present research study is given below:

Chapter 1: INTRODUCTION
Chapter 2: RESEARCH METHODOLOGY
Chapter 3: INDUSTRIAL CANTEENS
Chapter 4: RULES AND REGULATIONS GOVERNING INDUSTRIAL CANTEENS
Chapter 5: DEPARTMENTAL CANTEENS
Chapter 6: ANALYSIS AND INTERPRETATION OF DATA
Chapter 7: CONCLUDING REMARKS

The outline of the chapters brings out the fact that the first two chapters present the background of the research topic and the middle three chapters give information about the industrial canteens and the last two chapters are devoted to the presentation of data and concluding remarks. The study contains Annexure I of specimen
Questionnaire and Annexure II which lists the Industrial Units selected for survey in the present study. The study is concluded with the Bibliography.

**Research Methodology -**

Research Methodology consists of a cumulative set of procedural steps in conducting research on a topic chosen for that specific purpose. Research means finding something new, something original, conceptually or experimentally or applying the same again to its domain. The present research study is an attempt to apply the guiding principles of administration and management to a group of industrial canteens. The survey of industrial canteens is attempted through the compilation of responses. The data is compiled from the responses given as answers to the Questionnaire specially designed for the present research on hand. The Questionnaire contains fifty questions and these questions address areas concerned with the aspects of administration, management and organisational structure. About one third part of the battery of these fifty questions deals with the organisational structure of the industrial canteens. The remaining two thirds of the Questionnaire is further sub-divided in three parts which address the areas of administration, financial management and personnel management. The responses to the Questionnaire were solicited from approximately 200 industrial units having industrial canteens. All those that were approached have not given their responses but 122 industrial canteens from 58 industrial units have responded and these responses-6100 responses in all-have formed the basis of the present study. The method of data collection, the method of data analysis and other features such as the period, the coverage and the limitations of the study are presented in the second chapter. The sections on the methodology are followed by a brief sketch of the past literature.

A company can contribute fairly its share towards the good health of its employees by providing quality food and refreshments. For this purpose, it is imperative for a company to maintain and manage a good canteen providing quality food and services.

These canteens can be of two types:

1. Company-run Departmental Canteens
2. Contractor-run canteens
1. Departmental (Company run canteens): In this type of canteen all the cooks, waiters, maidservants etc. are employed by the company itself. The company directly incurs all the canteen expenses. This type of canteen is viable only in companies which have a large number of employees, depending on them for food and refreshments.

2. Contractor-run Canteens: These canteens are run by contractors for a stipulated term of contract. This type of canteen is mostly preferred by the companies, having an average/medium or small strength/workforce. In this case, the company lets out the task of providing food and refreshments to outside/private parties on contract basis.

The main purpose of a canteen is not only to provide food to the worker but also to look after and maintain a regular nutritious diet in order to enhance his performance in increasing the scale of production and improving the quality of work.

Method of Data Collection

The method of data collection for the present research study is that of the compilation of data based on the responses given to the Questionnaire specially designed for the purpose of the present study. It was intended to collect the data from 200 industrial canteens but the responses received are from 122 industrial canteens. These 122 industrial canteens are from four different categories. The area wise breakup is of 99 industrial canteens from the urban industrial area in and in the vicinity of Pune city area. The remaining 23 industrial canteens are rural. The 99 industrial canteens in the urban area have two broad categories, of which 85 industrial canteens are run by the contractors while the 14 are departmental canteens. In the 85 urban industrial canteens which are mainly contractor – run, there are two groups which are single unit urban industrial canteens numbering 22 canteens and there are 63 multiple unit urban industrial canteens. The questionnaires of 50 questions were circulated to those who were responsible for the management of these canteens. It is observed from the information sheet of the questionnaire that the respondent is generally the canteen manager or the proprietor who holds a responsible position and who knows the most about the canteen concerned. The respondent is one of the policy – makers for the functioning of the canteen he represents and gives answers to the questions in the Questionnaire.
Coverage of the Study -

This shows that the present study covers 122 industrial canteens in number from the area of Pune, Pimpri Chinchawad industrial belt as the urban base and the radius of about 50 kms as the rural region and the four significant areas of the disciplines of administration and management and the time – scale is of five years from 1998 to 2002, the period of transition of a millennium. Numerically, 122 industrial canteens, on the spatial axis, the area of Pune city and Pune rural region, academically, the principles of management applied to a commercial enterprise in the industrial units and temporally, a period of five years of transition from the 20th to the 21st century is the span of coverage of the present research study.

Period of the study -

The researcher has selected the span of five years from 1998 to 2002 as the period of the present study. During this period of five years the Government of India introduced many revolutionary changes in the company Act and also accepted many changes of economic sector with new economic reforms. The changes of economic reforms like free licenses, privatization, liberalization, made an impact on the industrial relations of the companies. After taking these factors into consideration, the period of the study from 1998 – is of 2002, the impact of economic reforms on industrial relations and practices of the public companies in and around Pune City. During this period of five years from 1998 -2002 pressures continued to increase the economic problems of industries, also the standard of living of the workers in the industrial sector. During the period of ten years from 1991 -2000 the Government imposed many restrictions on the recruitment in the Government sector and proposed the disinvestment measures in the public limited sector. Such changes increased the pressure of employment in the industrial sector in India. The period of study is five years that marks the period of seven to twelve years after the economic reforms. The workers in industries employed before 1991 were considered eligible for their demands like wages, free housing etc. Trade Unions changed their approaches and strategies in to get their demands fulfilled. The industries in private sector also attempted new approaches and policies towards employment of labour to increase their financial commitment in terms of wages and amenities to the workers. All these developments
are relevant to the study of impact of revision of wages and welfare schemes introduced in the industries.

**Limitations of the Study** -

The main limitations of the present research study can be listed as given below:

a) The study is limited to the industrial canteens and not to the other catering establishments,

b) The study is limited to the industrial canteens in and around the city of Pune and not to the other industrial canteens at the industrial centres in the country,

c) The study is limited to the industrial canteens in and around the city of Pune which number 122 and the other industrial canteens except these canteens are excluded.

d) The study is limited to the 122 industrial canteens that responded to the 50-Question Questionnaire and has excluded those that have not responded to the Questionnaire.

e) The study is limited to the four aspects of the administration and Management of these 122 industrial canteens and does not take into consideration the other aspects related to these areas.

f) The study is limited to the data compiled from the responses to the Questionnaire and does not exceed this limit of objectivity, and

g) The study is limited to the responses given to the Questionnaire and so it is limited in those areas which indicate “no response”.

In spite of these limitations, the present researcher has compiled the data from the responses given to the 50-Question Questionnaire by the responding 122 industrial canteens in and around the city of Pune. The limitations of the study are overcome by making the responses representative reactions of the individuals who run the industrial canteens. What is true of industrial canteen management in and around Pune is universally applicable to the industrial canteens all over the country. The study representatively puts forward the guidelines of the administration and management of the industrial canteens in the industrial units irrespective of the barriers of caste, creed, race, region, and religion.

**Steps of the Methodology of the Present Study** -
After the first step of the selection of the research topic, the next step of the research methodology of the present research study is the area selected for the compilation of data from the units of industrial canteens in the industrial units in a specific region. The region chosen is the area of Municipal Corporations of Pune and Pimpri-Chinchwad for the compilation of data from the 99 urban industrial canteens of which the departmental canteens are fourteen. Of the 85 urban industrial canteens, there are 22 single-unit and 63 multiple-unit urban industrial canteens. The rural area is within the radius of about 50kms around Pune, to be exact, Koregaon Bhima (25km), Shirur (65km) Jejuri (50km) Chakan (20km) Sudumbare (28km) Bebedhol (20km) and Sarola (45km) from which data is compiled from 23 rural industrial canteens. The investigatory research survey is made on the cluster of these 122 industrial canteens in and around the city of Pune. The area specific study of industrial canteens is another feature of this unique research study.

The next step is the preparation of the Questionnaire in the methodology of the present study. The 50-Question Questionnaire is carefully prepared to touch the aspects of the industrial canteens in respect of the principles of administration and management. The questions seek responses on the administration (11 questions), the financial management (10 questions), the personnel management (12 questions), and the organisational working of the industrial canteens (17 questions).

The next step is the compilation of data from the 122 industrial canteens. The Questionnaire was circulated among 200 canteens but the responses received were from 122 industrial canteens in Pune region.

The methodology of the present research study has the steps such as (i) selection of the topic (ii) the selection of the area for data collection (iii) the preparation of the Questionnaire (iv) the compilation of data from the responses to the Questionnaire (v) the interpretation and analysis of data and (vi) the conclusions of the research study.

**Questionnaire designed for the study -**

The Questionnaire specifically designed for the present research study contains 50 questions. The Questionnaire begins with an information sheet in which the
information regarding the name of the industrial canteen, the date of establishment, the address with phone numbers and the nature of production or process in the industrial unit, the name, address and the phone numbers of residence and workplace of the respondent and the items prepared in the canteen is sought.

The information sheet is followed by the questionnaire with fifty questions having blank space provided for each response to the items in the Questionnaire. The fifty questions address the areas like the administration (11 questions), the financial management (10 questions), the personnel management (12 questions), and the organisational structure of the industrial canteens (17 questions), but not exactly in a sequential order.

Method of Data Analysis -

The data compiled from the responses given to each of the fifty questions in the Questionnaire was entered in the PageMaker in respect of each of the respondent that represented the industrial canteens totaling one hundred twenty two units of the industrial units concerned. The data thus compiled was a series of fifty responses in respect of each of the 122 industrial canteens in the urban and rural areas of the Pune region. Each question was separated for interpretation and analysis of data. The one hundred and twenty two responses for each question were separately recorded in a separate programme. The responses were then put into four different clusters as determined by the research design and the parameters of the research methodology adopted. These four clusters have been examined through the responses thus collected through the Questionnaires circulated. The four-fold division of the responses to the 50 Questions by the 122 industrial canteens is a major break-through for the analysis of data on the industrial canteens in the rural and urban areas of the industrial belt in and around the city of Pune. Each response from the total of 6,100 responses (50x122) indicates the nature of canteens in this field.

The data presented is thus analysed through the use of SSPS software which is useful for research of survey types in the areas of social sciences and commerce. The disciplines of administration and management accept the use of such software in the compilation and interpretation of data. The interpretation and analysis of data has followed the objective criteria. The method of data analysis is thus marked by the
statistical and software features and is useful for the analysis of data compiled through the responses to the art and science of data analysis and data collection followed is thus the one that is useful in the research in the faculty of commerce in the disciplines of administration and management.

**Research Design of the Study**

The methodology of the research study passes through the stages of the selection of the research topic, the selection of the area of the canteens to be studied, the preparation of the Questionnaire, the compilation of data through the responses to each of the fifty questions by 122 respondents, the interpretation and analysis of data and the conclusions drawn on the basis of the data compiled. After the initial steps are completed and the data is collected, the research design enters the phase of the interpretation, analysis and presentation of the data. The planned design of the dissertation is of the seven chapters.

The first two chapters introduce the preliminary details such as the explanation of key concepts, the objectives, the purpose, the hypotheses and the status of industrial canteens in the scheme of labour welfare measures, the outline of the study, and the research methodology. The middle three chapters give details of the functioning of the industrial canteens, the rules and regulations governing the industrial canteens and the functioning of the departmental canteens. The last two chapters deal with the presentation, interpretation, analysis of data and the conclusions of the study. This is the design of the research dissertation which is now ready for submission.

**Chapter Three**

The first chapter introduces the topic of research. The labour welfare facilities are detailed out with special reference to the canteen facilities. The key concepts of administration, financial management, personnel management and organisational working are discussed. The research topic and its significance, its purpose, its objectives and the hypotheses of the research study are presented. After the presentation of the chapter wise outline of the research study in the second chapter the research methodology, the method of data collection, the period and the coverage of the study, the limitations and the method of data analysis are discussed. The third and the fourth chapters deal with the industrial canteens and the rules and regulations governing
the industrial canteens. The third chapter is on the industrial canteens. It discusses the need and justification of the industrial canteens as a welfare facility. The administrative set up of the industrial canteens with reference to the canteen manager, the canteen personnel, and the canteen committee is discussed. The records and registers to be maintained in the industrial canteens and the financial statements are discussed in details. The maintaining of accounts, the preparing of budgets and the income and expenditure ratios is discussed. The third chapter brings out the importance of the managerial procedures like the supervising, monitoring, controlling, directing, communicating, and reporting. The management structures of the industrial canteens are discussed in the concluding section of the third chapter which deals with the administrative set-up and the managerial procedures of the industrial canteens.

Chapter Four -

The fourth chapter of this research study is about the rules and regulations that control the functioning of the industrial canteens in the area about 122 laws that control the functioning of the industrial canteens of which there are the labour laws and the food laws which are applicable to the catering establishment like the industrial canteens. Most of the food laws concern the health and hygiene restrictions and the food and drugs control regulations in the food laws. The chapter mainly deals with the labour laws. The historical perspective of labour laws right from the beginning of industrialization around 1850 in India has been traced. The main stages of labour laws in India such as the Royal Commission on labour and the Factories Act, 1948 have been discussed in details. The historical prospective is presented through the major recommendations of the first National Commission on Labour in 1969 and the second National Commission on Labour recommendations in 2002. The contemporary scenario after the economic reforms of 1991 is then presented. There are sections that deal with this aspect of the functioning of the industrial canteens. The management of the industrial canteen in respect of physical financial and personnel management is discussed in the relevant sections of the fourth chapter. The infrastructural facilities and the planning and the preparation is discussed in the fourth chapter. The administration, management and organisational working of the industrial canteens is presented. The factors which are responsible for the smooth functioning are discussed. The types of industrial canteens and the profile of the industrial canteens is presented in the concluding portion of the fourth chapter.
Chapter Five -

The fifth chapter is devoted to the discussion of the functioning of the departmental canteens. The uniform orders about the departmental canteens are presented. The discussion on the procedural functioning of departmental canteens the administrative set up, the managerial functions and infrastructural facilities of the departmental canteens is presented in the relevant sections. The personnel management and planning of departmental canteen operations is brought out in this chapter. The organisational working of the departmental canteens is discussed. The management structure of the departmental canteens is presented in this chapter. The departmental canteens in and around Pune are discussed in the relevant section. The profile of the departmental canteens surveyed is presented in the concluding part of the chapter on the departmental canteens. The middle three chapters after the first two introductory chapters deal with the industrial as well as the departmental canteens.

Chapter Six -

The sixth chapter is the chapter of interpretation and analysis of data compiled from the responses to the 50 Question Questionnaire specially designed to make an analytical study of administration, management and working of the industrial canteens in and around the city of Pune during the period from 1998 to 2002. The data is compiled from the responses given by the respondents from 122 industrial canteens of the region. These responses which are Six Thousand and One Hundred responses in total are arranged in four groups under the three broad heading of administration, management and organisational working as the main aspects of the research study undertaken. The group of management is further divided in financial management and personnel management. The first group is of the responses to the eleven questions related to the administration of the industrial canteens. The second group contains the responses to the ten questions which seek to collect information about the financial management of these industrial canteens in and around the city of Pune. The third group includes the responses to the twelve questions which attempt to gather information about the personnel management of the 122 industrial canteens of the Pune region. The fourth group is that of the responses to the remaining seventeen questions
which are related to the organisational working of the industrial canteens in the area in and around the city of Pune.

**First Group -**

The first group of responses to the eleven questions is related to the aspect of Administration of the industrial canteens in the area selected for this investigatory research study. The days of functioning and the days of closure of the industrial canteens is a matter concerning the decision-making in the administrative set-up of the industrial canteens being investigated in this study. The first and the last question of this group of eleven questions about administration seek responses on the working days and the non-working days of these canteens. The first question which is question number twelve in the 50-Question Questionnaire gathers information about the days of closure directly and gives information about the days of functioning. The other question about working on all the days of the week is question number forty-five of the 50-Question Questionnaire. The next question of this group is the question number twenty-four which is concerned with the matter of administrative policy. This question seeks to know if the canteen administration has a policy of supplying lunch and dinner to the canteen employees. The other sub-question of the question number twenty-four seeks to know about the most significant decision regarding the decision as to who decides the menu in the canteen concerned. The facility of providing food to the canteen employees is a policy matter and the decision about the menu is the plan of action in day-to-day functioning of the canteen administration. The question number twenty-nine seeks responses about the visits paid to the industrial canteen concerned by VIPs. Such visits bring out the fact about the public relations developed by the industrial canteen concerned. The next two questions of this group of administration are question number thirty-four and question number thirty-nine. Both the questions are about the career in canteen management and the positive and negative aspects of the career in managing an industrial canteen. The views about the career in canteen management reveal an aspect of the administrative set-up of the industrial canteens in and around the city of Pune during the period of the study from 1998 to 2002. The next two questions are question numbers thirty-five and thirty-six of the 50-Question Questionnaire which seek to compile data from the responses to these questions about the major challenges and problems and the ways of overcoming these problems and challenges. The next two questions are question number thirty-seven and thirty-eight from the Questionnaire that
give information about the qualities required for managing an industrial canteen and the secret of success for running an industrial canteen. The last question of this group of administration of industrial canteens is whether the outsiders are allowed or not in the industrial canteen concerned. This is again a matter concerning the policy decision of the administrative set up of the industrial canteen concerned. These eleven questions thus compile data about the working days, the decision about the menu, the VIP visits, views about the career in canteen management, the problems and the ways of overcoming problems, the qualities required and the secret of success in running industrial canteens and permission to outsiders which present data about administration of canteens.

Second Group -

The second group of responses to the ten questions in the 50 Question Questionnaire designed to analyse and interpret the data compiled for this investigatory research study of the 122 industrial canteens is and around the city of Pune during the period of the study from 1998 to 2002 concerns the financial management. The major aspects of financial management are covered through the responses to these ten questions of the second group of this investigatory analytical research study of the industrial canteens. The income side is first considered through the first two questions that seek information about the turnover (Q.3) and the subsidy received. (Q.4) the next two questions Q. 6 and Q. 7 concentrate on the purchases made in the canteen. Who purchases and how and when does the purchasing take place are the points on which the information is sought through the responses. The major head of expenditure is purchasing provisions in addition to the salary and wages and electricity and fuel. The frequency of purchasing perishable goods is a significant task for those involved in the running of an industrial canteen. The next fifth question of this group (Q17) is cornered with the facilities, mainly financial facilities given to the employees of the canteen as this expenditure is a part of the overheads the canteen concerned has to incur regularly. The sixth question of the second group (Q.18) seeks to find out about the invitation for tenders and its duration. This is concerned with the mode of financial management of the industrial canteens. The next four questions seek information about the mode of maintaining the accounts of the industrial canteens (Q.28) and about the preparing the Monthly Operating Statements, (Q.31) the Budget (Q.32) and the Canteen Cost Sheet (Q.33) Thus, the major aspects covered are turnover, subsidy, purchasing by whom,
how and when, the facilities to canteen employees, the invitation for tenders, the maintaining of accounts and preparing the MOS, the Budget and the CCS.

The daily, monthly and in some cases, the annual turnover of the canteens is presented by the respondents of the 122 industrial canteens in and around the city of Pune. The management share is made available to many of these industrial canteens through the subsidy given to these canteens. The percentage of subsidy is supplied by the respondents. The prices are subsidised. The turnover and the subsidy point out the receipt side of the financial status of the industrial canteens. Purchasing provisions is the major expenditure for these industrial canteens. The economic stability of the industrial canteen depends much on who makes the purchases and what is the range of prices offered to the purchasing and what are the discounts given. The frequency of purchasing items is of vital significant in the smooth functioning of the industrial canteen. The tenders for purchases and for running the canteen are invited to decide the mode of the running of the industrial canteens. The Monthly Operating Statement is the planner sheet of the monthly operations and activities with financial transactions included. The canteen cost sheet determines the manufacturing cost for the pricing purposes and the Budget is the financial statement of the day the week, the month and the year. The clear picture of the financial management of the industrial canteens in Pune emerges from these responses.

**Third Group -**

The third group of responses to the twelve questions out of the 50 questions of the Questionnaire seeks to collect information on the personnel management of the 122 industrial canteens in and around the city of Pune during the period of this investigatory research study from 1998 to 2002. These twelve questions deal with the different aspects of personnel management. The first two questions seek information about the persons responsible to run the canteen. The question number nine seeks to find out if the person managing or running the canteen has visited other industrial canteens and which canteens have been visited. The question number ten is designed to get responses about the course or the training the person has undergone in canteen catering management. The question seeks the specification of the course completed by the person who is required to manage the industrial canteen. The next question of the third group is question number thirteen which seeks to gather information about the
domination in the industrial canteen. The specification of the dominating authority is required. The domination of trade union or personnel manager or labour officer is to be indicated by the respondent.

The next question of the third group is question number twenty which seeks responses about the interference in the running of the industrial canteens by putting a question to know if there are instructions from the higher authorities to those who are running the canteen and the specification of the instructing authority is also sought. The question number twenty six is about the composition of the canteen committee and the sub-question, seeks to know if the workers participation in the canteen committee is allowed or not. The question number twenty-seven seeks opinions on the matter of running of an industrial canteen by ladies only. There is one more question on the composition of the canteen committee which is question number forty-one. The representational or nominational pattern of the canteen committee is to be specified through the responses to this question.

The next two questions-question number forty-six and forty-seven seek to find out if any hazards have taken place in these industrial canteens under scrutiny. The food-poisoning incidents in Q46 and the accidents, fights, riots in Q47 are the points of questioning. The question number forty-eight is designed to get responses about the best thing in the career of running an industrial canteen. The question number forty-nine is about the production of the industrial unit. The last question of the 50-Question Questionnaire is question number fifty that again seeks respondent’s opinions about liking the job of running the industrial canteen.

These twelve questions thus cover major aspects of personnel management like training in canteen management, visits to other canteens, instructions from higher authorities, composition of canteen committee, hazards and opinions about the career and running the industrial canteen by ladies only.

Fourth Group -
The last fourth group of responses to the remaining seventeen questions of this 50-Question Questionnaire seeks information about the organisational working of the 122 industrial canteens in and around the city of Pune during the period of the research study from 1998 to 2002. The first question of this fourth group is question number one which is designed to compile information on the year of establishment of the industrial canteens in and around the Pune area. The question number two seeks responses about the number of beneficiaries of the industrial canteens concerned. The next two questions are about the items. The question number five gives information about the items which are in demand and what is done with unsold items. The question number eight seeks information about the special items prepared in these industrial canteens. The next question is question number eleven that gives information about the number of cooks and other workers employed in the canteen, and their salaries and their status as permanent or temporary employees. The question number fourteen seeks responses about the precautions and measures taken to maintain cleanliness in the industrial canteens under scrutiny. The question number fifteen is designed to collect information about the equipments used in the industrial canteens of the Pune region. The next question is question number sixteen which gives information about the timings of the canteens and the shifts in which these canteens function. The focus of the question number nineteen is to find out which items are prepared daily in these industrial canteens. The next question is question number twenty-one which seeks to know if any discrimination is made in the recruitment of canteen employees. The question number twenty-two is aimed at finding out if the maid-servants are employed and what is the job that is assigned to them. The question number twenty-three seeks responses to gather information about the number of tables and chairs used in the service area of these canteens. The number of gas cylinders used every month is the point of information sought through the responses to the question number twenty-five. The next question is question number thirty which is designed to seek opinions about the cleanliness as the mirror of these canteens. The next question is question number forty that seeks responses about the effect on family life of the career of running an industrial canteen. The question number forty-two is designed to get responses about the area of the industrial canteens under scrutiny. The last question of the last fourth group is question number forty-three which seeks information whether veg or veg and non-veg food is served in these industrial canteens.
The organisational working of these industrial canteens is covered through the responses to these seventeen questions about the year of establishment, the number of beneficiaries, the items prepared, the items in demand, items made specially, items prepared daily, the unsold items and their disposal, the number of cooks, workers, their salaries, their status in terms of permanent or temporary, the equipment the timings. The shifts the number of tables and chairs, the number of gas cylinders, the measures of cleanliness, servants appointed for what purpose, discrimination in recruitment of employees, area of the canteen, the veg – non – veg food served or not and the effect of this career on family life. These questions seek information about the actual working and the factual functioning of these industrial canteens.

The four areas of the study such as the administration (11 questions), the financial management (10 questions) and the personnel management (12 questions) and the organisational working (17 questions) are thus presented. The charts and graphs transfer the informative data in a graphic presentation. Each question has its data interpreted and an interpretative analysis is simultaneously offered in the sixth chapter. After the presentation, interpretation and analysis of the data, a comparative analysis is offered and finally a brief summing up of the data compiled is the given in concluding section of the sixth chapter.

**Chapter Seven -**

The last chapter is chapter seven of concluding remarks. The findings of the four areas of the study are presented. In the section of conclusions the validation of the five hypotheses with remarks is offered. There are major recommendations based on conclusions and suggestions for improvement of the canteen in industrial units in the next two sections. The study is concluded with a Bibliography.