

# Employee Management And Its Impact On Successful Operations Management – The Case Of The Toyota Company

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## ● Abstract:

Human resource management, lean processes and outcomes for employees: Towards a research agenda. The Citation of Human Resource Management – Galaxy Toyota, 25, 2881–2891. [Google Scholar], pp. 2881–2891) observed that lean in an employment relations- unionist paradigm is relatively an under researched area, despite several organizations attempting to introduce lean being unionized. Resultantly, two broad themes identified for further research, included the relationship between lean and employee unions, and the involvement of unions in the implementation of lean. This citation addresses these themes by paying attention to an actual case study of the attempts made by the Japanese automotive giant Toyota, to establish its customized lean model within its unionized Indian affiliate GTL (Galaxy Toyota Limited), during the period 2017-2022. The findings suggest that there is an acrimonious relationship between lean and the unions – as evidenced by India's strong manufacturing unions that posed significant challenges to Toyota's efficacious implementation of lean practices – and concur with a few of the key reasons that informed the decision taken by the company's top management in 2020 to cease their Indian manufacturing operations by 2021.

## ● Introduction:

Operations management is the administration of business operations within an enterprise to achieve the best quality products and services. It is, therefore, involved with the most effective conversion of materials and labour into products and services to maximise an organisation's profitability. Operations management teams aim to make the maximum net operational profit viable by balancing the expenses and income. Some of the importance of Operational management are: Operations management oversees the complete operating system of an organization. Operations management includes recognizing and optimizing the processes included in the production of services or goods, which can help cut costs.

Thus, operations management facilitates selling more products/services and reducing costs, which means increased revenues and enhanced growth of an organization. Operation management improves the productivity of employees. It checks and measures the performance of all people working in the organization.

Operation manager trains and educate their employees for better performance. Toyota started expanding its company around the world after some ups and downs, mainly when it began manufacturing small cars in the early of the '70s. It became successful in both the USA and Europe and now in India, establishing its superiority in the automotive business as it offered vehicles at affordable price.

**According to the 2020** Annual report per segment, cars are priced at about 4,338.3 t with a severe market environment and raising sales by US\$ 124,014 million per segment. Toyotas' objective is to run a range of non-automotive activities in the 21st century, including financial services for the purchase, lease of cars, land creation, web-based vehicle information networks, marine, and aerospace companies. besides, conducting of invention, consulting, and research relating to each of the other items with the utilization of such designs and analyses including any businesses incidental to or related to any of the other things with a basic principle, to precede economic atmosphere and give the society a sustainable development and reliable products by ensuring quality and innovation.

#### ★Significance of Operational management:

##### Product Quality

The operations management is the first unit in a typical firm that checks a product's durability and reliability. It deals with the quality of products or goods which would suit customers on and after delivery. When a product is of quality, it gives you an edge compared to your competitors.

##### Productivity

Productivity is the ratio of input to output and is the only way to verify employees' input. Operations management ensures appropriate staffing of employees to resources to get maximum results. The only way to ensure productivity is through effective operations management.

## □ Customer Satisfaction

There is no feeling for a manager or an employee as a customer getting the utmost satisfaction. Operations management rightly ensures this is coupled with a quality product. Customers make organisation thrive, and they must be treated well in every way necessary and possible.

## □ Reduced Operating Cost

Through productivity, quality products and customer satisfaction, cost incurred on product servicing is maximally reduced. This simultaneously leads to increased revenue. Only operations management can make this possible. In reducing operating costs, there is also waste reduction. The exact number/size of products is produced as requested via proper operations management.

Employee participation in management means giving scope for Employee to influence the managerial decision-making process at different levels by various forms within the organisation. The principal kinds of Employee participation are information sharing, joint consultation, suggestion schemes, etc. In recent time, scholars have directed increasing attention to the problem of employee participation and its broader corollary, industrial democracy. These concerns reflect a growing interest find ways to make work more meaningful and satisfying to the worker. Workers' participation in management is an essential ingredient of Industrial democracy. The concept of workers' participation in management is based on Human Relations approach to Management which brought about a new set of values to labour and management. Traditionally the concept of Workers' Participation in Management **(WPM)** refers to participation of non-managerial employees in the decision-making process of the organisation. Workers' participation in management is a process by which subordinate employees, either individually or collectively, become involved in one or more aspects of organizational decision making within the enterprises in which they work.

## ● Objectives of Toyota:

□ Organizing integration (This purpose accomplished by the intensive use of the departments subordinated to the organizational objectives. As part of this goal, the health of workers has also attained full attention)



- Commitment to do that, two approaches have pursued (Firstly, Toyota suggested the recruitment staff in its plants and initiatives as recommendation systems, efficiency circles, and employee interaction strategies are used to obtain commitment.)
- Flexibility and the adaptability The Team's authority, instead of the individual's unique role possessing all the powers, had opened the way to recognize the organization's versatility. These teams are task-based and, depending on the situation, maybe disbanded or modified by the organization. The adaptability trait is institutionalized by focusing on multi-skills and job rotations.
- Quality To do so, the methods of equity and team patience used to guarantee the consistency of the goods. Moreover, a series of actions hired, such as time and motion analysis, benchmarking, continuous process development, and employee engagement in achieving this goal.

### ●Scope of the Study:

Scope of the study is confined to, what are the numerous facets and incentives of the organization, which are motivating the workers to stay with the organization. to hunt out what aspects are satisfied and dissatisfied by the workers of the organization and thus the difference within the satisfaction level of executives of Non-executives. Whilst with the increasing competition level it is important to work on the stress level among different levels of employees which could be meaningful to stress out the cons in the organisation.

### ●Literature Review :

Toyota is the low cost producer in the industry. After knowing the processing and implementing concept of the organisation Toyota is that Quality is the top most priority and customer is very keen on cost and price. Both the history of Operational management in the F&B industry as well as current developments and issues will be discussed. The section of this chapter will then outline the research gap to be filled by this study and the limitations of it. Through an summary of selected studies within the above areas, an attempt has been made to bring out the essential parameters that govern WPM function, as considered relevant to the present study within the international and Indian context.

- The first section that deals with WPM as a has three sub sections, namely, the origin and history of Employee participation, followed by an summary of Employee participation in several countries then an summary and history of WPM in India.
- The second section deals with the literary concept of productivity through Employee participation in management. This section has two sub sections. the first deals with organisational productivity and second with employee's productivity.
- The third section of literature review deals with levels of participation within the organisation.
- The fourth section deals with the impact of WPM on the economic relations of organisational productivity.
- The fifth section deals with two case studies of company X and Company Y in India, within the context of Employee participation in management. Company X could also be an outsized public sector unit handling the primary business of ore production and its export. it is a Maharatna Company employing over 7000 employees with an environment of peaceful industrial relations. Company Y could also be a medium size public sector undertaking.

## ● Rationale of the Toyota Company:

### □ Continuous Improvement

Toyota has been able to make continuous improvement over the years. Some may argue about being slow in their development. But this slow and continuous improvement has played a critical role in toyota success.

### □ Focused strategy

Toyota focused on making fuel efficient and reliable car. Their kept working on that same strategy for over the years and carried it out successfully. Toyota trains its employees in “Toyota Production System” (TPS). This assist them to create the high quality vehicles at the lowest cost and fastest pace.

## □ Research and Development

Toyota are never know for making quick move. They generally take time to make business decision and this actually has played a significant role in Toyota success. Before making any business move and innovation, Toyota works on research. They take time for research and development and come out with the best.

## □ Operational Efficiency

Over the years Toyota has been able to achieve operational efficiency. It has minimized waste and redundancy and successfully utilized its workforce, technology, business process and to get best out of them. The study adopted the case study approach for the aim of conducting an empirical investigation to the problem of Employee Participation in Management deciding in GALAXY TOYOTA LIMITED work environment.

## ● Research Methodology:

The study adopted the case study approach for the aim of conducting an empirical and thorough investigation to the problem of Employee Participation in Management deciding in GALAXY TOYOTA LIMITED work environment. The study was conducted and data were collected both through the primary and secondary source. Most of the question have been questioned through direct personal investigation which always brings reliability as well as less chances or almost no chances of biasness. While collecting day 32 employees have been answered few answers where some of the answer has been identified through mailing reports i.e. indirect personal investigation.

**Primary sources of data were derived from the questionnaire and interview from employees** of all departments in GALAXY TOYOTA LIMITED like HR, Finance and Sales & Marketing. The questionnaire was in two sections - the first contained questions on respondent's personal data where employees answered some of the basic as well Advanced answers of the required questions whereas, the second on the extent of employee participation. Under questionnaire a sampling method has to be used which is composed of Health benefits, financial benefits, miscellaneous benefits and overall satisfaction of employees where a positive response has been recorded from each and every employee.



**Secondary source** from company records i.e. from the published as well as from the unpublished sources, bulletins and other official documents. The adoption of these tools helped to collect both quantitative and qualitative data. A sample of 32 employees has been chosen for the study and an easy sampling technique is used to select the sample for conducting the study.

● **Objectives of study:**

☐ **Growth rate manifestation:**

Toyota will lead the future mobility society, enriching lives around the world with the safest and most responsible ways of moving people. They are aiming to grow as in different areas

☐ **Familiarise with mission and vision:**

GALAXY TOYOTA visionise to achieve their manufacturing as well as operational tasks to handle the glitches of the dynamic problems.

☐ **Industrial performance:**

While having low inventory levels is certainly a key component to the Toyota Production System, just as important are the simple and low-tech fundamental pillars of the system which leads to better industrial performance.

☐ **Reliable vehicles and sustainable development:**

One of the safest companies, Toyota Still focusing on the reliability of vehicles and wants to achieve the goal of sustainability in near future in different ways.

☐ **Scanning of the environment:**

In this dynamic world, TPS is rational in making their tools better and environment friendly to reduce the impact of pollution.

□ **To attain customer satisfaction:**

The most and major objective of Toyota Ltd. is to attain customer satisfaction by providing them better overall facilities.

● **Questionnaire of Facilities to Employees - Galaxy Toyota:**

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Health benefits</b>					
I am satisfied with my health plan options.	✓				
I am satisfied with my vision plans option		✓			
I am satisfied with my long term disability insurance		✓			
I am satisfied with my life insurance		✓			



<b>Financial benefits</b>					
I am satisfied with my opportunities for promotion bonus and raises	✓				
Paid time off	✓				
I am satisfied with the number of vacation, sick and personal days that I received	✓				
<b>Additional benefits</b>					
I am satisfied with my continuing education and training opportunities.			✓		
I am satisfied with my tuition reimbursement				✓	

options.					
Overall I am satisfied with my employee benefits	✓				

**●Toyota’s Policy – Towards Employees:**

**Basic Benefits:**

Explore the various perks of working at Toyota motor – from competitive pay and workplace insurance to a full-service, on-site wellness facility, and multiple options for paid time off.

**1- COMPETITIVE PAY**

Section 1.00 Payment for a well-done job. Galaxy Toyota motor ensures that wages are competitive, and each year they participate in an external wage survey. Also, monthly analysis of employee wages and twice-annual hourly rates. Then, pay for all the hours, whether in the workplace or on the production line workers

**2- REWARDS & INCENTIVES**

They are offering a variety of bonus payments to increase the base salary for employees. For example, team members can earn an annual bonus based on individual achievements and the company.

**3- VACATION & TIME OFF & sick leave**

Currently, permanent full-time team members are entitled to receive 19 days of Paid Time Off during the year their first anniversary falls, and gain additional time-off after further years of service. Therefore, the staff is entitled to 14 planned holidays off, nine

formal holidays, and five days of holidays during Christmas and New Year. Although, 75% of employees with experience of Less Than 1 Year say that their PTO consists of 15-20 days of paid vacation and sick leave. Whereas, 75% of employees with 2 to 5 Years say they receive 10-15 days of paid holiday and sick leave as part of their PTO.

#### 4- Barrier-zone air-conditioning systems

It provides spot air-conditioning to improve comfort for employees and reduce energy consumption. Human engineering assessments are conducted to identify locations where spot air-conditioning is needed. Plants with barrier-zone air conditioning system.

#### □ Anti-Discrimination Laws:

Overall, In 2020, concerning women 's role, Galaxy Toyota pointed out its direction and strategy of women's participation, focusing on cultural awareness, change management within the organization, reviewing its policies concerning female workers, and taking measures to create a pleasant atmosphere for women to participate. And, Toyota achieved diversity and equal opportunities in three main points,

1. Allowing for women to work and raise children.
2. Assisting in women's careers.
3. Reform the working environment and employee cultural awareness.
4. Also, they have flexible working hours, child care facilities at business sites,

#### □ Disabled employment:

Galaxy Toyota has assigned a job consultant to each office, created a consultation hotline that ensures privacy, and introduced a different holiday system that can be used by employees for going to the hospital or other clinics. Furthermore, to ensure that persons with disabilities given fair opportunities, the company sends in sign language interpreters, provides a variety of support tools, and make workplace improvements as needed. In terms of facility, they are creating workplaces with improved accessibility as required by, for example, providing accessible parking



spaces, universally accessible toilets, and distributing guidebooks to help other employees better understand disabilities. Moreover, Toyota employed 256 persons with disabilities by June 2019. Also, the employment rate increased from 2015 to 2022 from 2.14 to 3.12.

### □ **Employee Safety and Healthy**

Galaxy Toyota Industry is involved in various activities to improve safety and health such as training its employees to behave safely in the workplace, improving the safety of machinery and establishing an occupational safety and health management system for its employees. These activities have led to an occupational accident rate that is below the industry average. In the future, Toyota Industries will continue to promote its occupational safety and health management system in conjunction with carrying out risk assessments. These activities will help the company to achieve the goal of zero workdays lost due to on-the-job accidents.

### □ **Preventing Accidents at Work**

Galaxy Toyota Industry is involved in ongoing efforts to avoid near miss accidents and accidents that may lead to lost workdays, bodily injury or fatality. The company is further involved in preventive measures to improve safety and health, which are designed to eliminate potentially dangerous workplace behavior and situations that may be dangerous to employees.

### □ **Occupational Safety and Health Management System:**

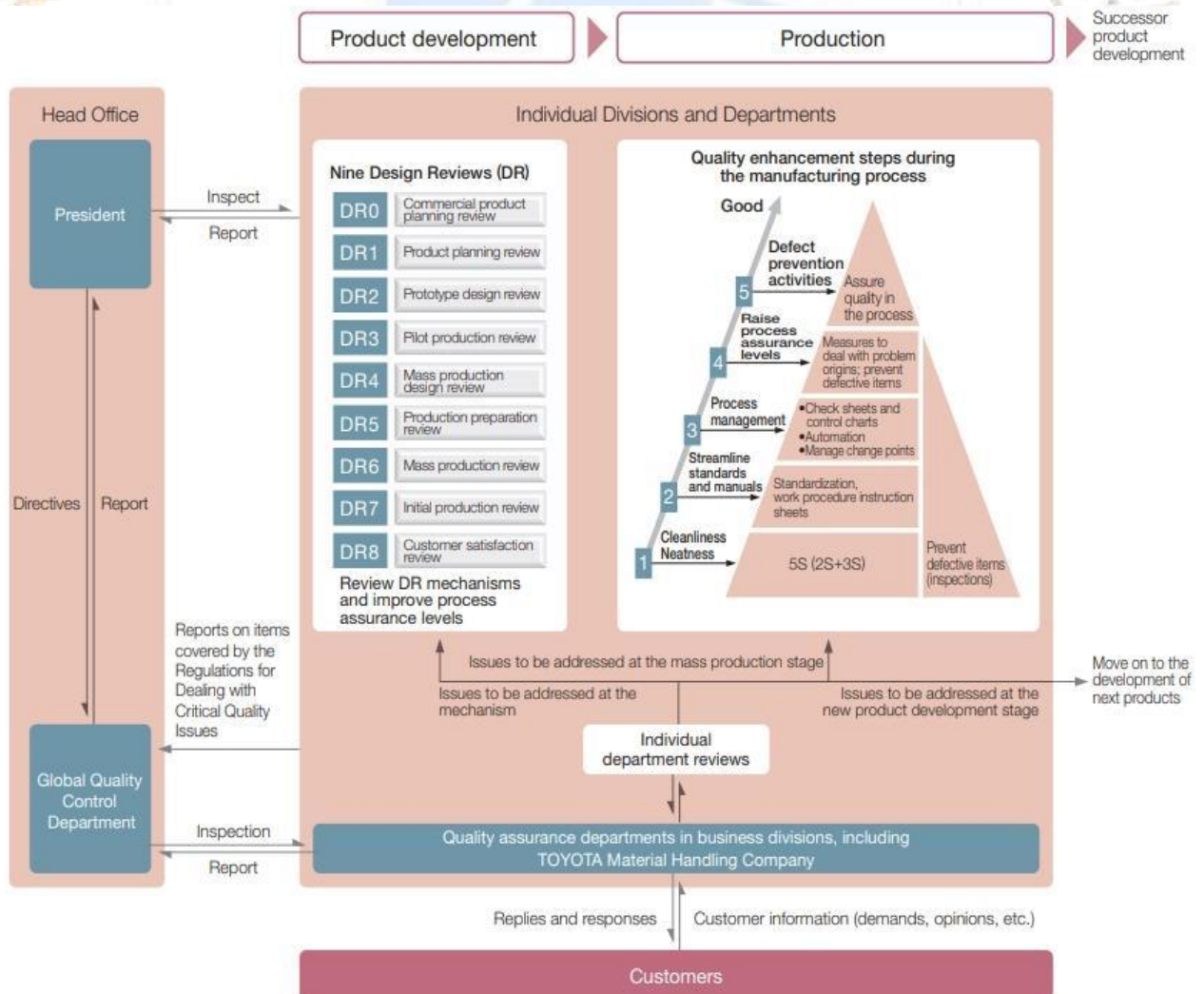
Galaxy Toyota Industry is working to establish its own occupational safety and health management system for the benefit of its employees. This system further helps to improve the company's management quality by raising its standards for safety and health management and reducing the cost of occupational accidents. Toyota Industries has taken a multi layered approach for its safety and health management system by deploying the system at the supervisor, managerial and business unit levels, with an emphasis on the labour-intensive activities of the company.

In FY 2021, Galaxy Toyota Industry conducted an assessment of its safety and health management system at the managerial level, which is based on its safety and health management system for supervisors that was originally established in Financial Year 2015. In the future, the company will continue to enhance its occupational safety and health management system, including at the department level.

□ **Creating a Comfortable Workplace Environment:**

Toyota Industries is making every effort to provide a healthy and pleasant workplace for all its employees. The company is implementing measures to reduce noise, dust and other elements that can lead to illness such as welding fumes. Toyota Industries is also improving the human engineering aspect of its workplaces in order to make them more comfortable for employees, such as protecting employees from heat and reducing the burden of labor tasks.

Toyota Industries is involved in a variety of efforts aimed at promoting both the mental and physical well-being of its employees, using a balanced approach that is also advocated by Japan’s Ministry of Health, Labor and Welfare. Information about the company’s activities to improve employee health is available through its corporate intranet. Programs include health improvement seminars that are geared toward various age levels and wellness education aimed at preventing illnesses among employees.



The company has also held seminars on preventing lower back pain, the most recent of which was attended by 128 employees. A survey conducted after the most recent seminar found that 80% of the attendees experienced some improvement after having attended the seminar. Toyota Industries also holds events such as quit smoking campaigns and group walks that are designed to encourage its employees to quit smoking and exercise regularly.

Toyota Industries is striving to ensure the mental wellbeing of its employees by focusing on education, so that the company can rapidly identify employees who may need counselling or therapy. Toyota Industries also offers regular medical check-ups for all of its employees. In FY 2021, the company created the “Hot Communication Card” for its employees, which encourages employees to greet each other and provides useful medical contact information.

### ●Reliability of Galaxy Toyota:

In all processes hereby in Galaxy Toyota, predetermined procedures must be carried out according to instructions to ensure no defective items proceed to the next stage. This is vital for ensuring that the company only manufactures high quality products. Adopting a “market in” approach, Toyota Industries’ business divisions develop new products based on customer needs. As mentioned above, the integrity of the overall system is assured through a design review (DR) system to assess quality, whereby general managers of divisions inspect every step of the production process, from product planning and design to production preparations, production, initial quality and customer satisfaction levels.

This ensures that no product progresses to the next stage of the production process unless established target levels have been achieved. Once new products are launched and important customer information reaches the quality assurance department of each division, it is feedback to the responsible department (such as design and manufacturing) and countermeasures are quickly developed. At the same time, the DR system is reviewed to prevent a recurrence in subsequent models.

While everything is done in the production process to prevent defective products proceeding to the next stage of the production process or leaving the factory, we also proactively tackle quality improvement on five levels, including cleanliness and neatness. All businesses have taken a positive approach to ensure they comply with



requirements of ISO9001 and TS16949 (an ISO technical specification for the automotive industry), which are international standards for quality management systems. In particular, Toyota Industries' vehicle division has achieved ISO9001 certification and is now engaged in independent efforts aimed at establishing even higher quality assurance levels. It is also encouraging its main affiliates in Japan and overseas to achieve certification.

□ **Build an environment that allows employees to work with vitality.**

To enable a company and its employees to realize continuous growth, it is essential to create a workplace environment and systems that make employees' work rewarding and fulfilling. With this in mind, we are devising a number of measures to build such an environment and systems.

□ **Create frameworks for promoting constant and autonomous reforms and kaizen.**

We regard a company's responsibility as enabling employees to act with self-initiative, with an unceasing desire to pursue reforms and kaizen (continuous improvement). Toyota Tsusho is building systems and frameworks that promote such actions.

□ **Develop human resources with curiosity and interest in the global management environment and capable of responding flexibly, quickly, and sincerely to changes in the environment.**

The management environment is evolving at a breath-taking pace. Even so, we will work to strengthen our business functions and develop human resources capable of swiftly undertaking sincere business activities.

□ **Promote teamwork with an eye toward overall optimization as an organization.**

We are building organizations that enable overall optimization by respecting individuality and including diversity. To do so, we believe it is essential to have a corporate culture that fosters mutual respect and ensures sufficient vertical, horizontal and diagonal communication. We are currently creating a framework for such a corporate culture.

**Quality Guidelines of Past Three Years:**

FV 2020	FV 2021	FV 2022
Decide and follow through	Customer first	Customer first
Response to change	Zero defects	Zero defects
Eliminate repeated defects.		Creation of a workplace that continually pursues quality first.

**●Toyota innovation and impact:**

**1. Expanding markets:**

Toyota has always been one of the frontrunners in terms of innovation in the technology space. The brand always strives to offer the best and the latest tech features to its loyal customers, which is very well reflected by the 2022 Toyota Camry. While collecting data with GALAXY TOYOTA Ltd. They told the future of Toyota and about new brands. As in the moving world, Toyota is pivoting to meet demand. Toyota’s major changes for 2022 include an all-new Corolla Cross small SUV and redesigns of its full-size Tundra pickup truck and GR86 sports coupe. Elsewhere, the line-up gets more incremental changes along with several new special editions, including Toyota’s blacked-out Nightshade Edition. Back in 2019 the company has launched what they call KINTO, “the new beloved car subscription service for individuals”. Toyota has released a flat rate monthly subscription that allowed people to utilise a variety of vehicles for an unlimited time.

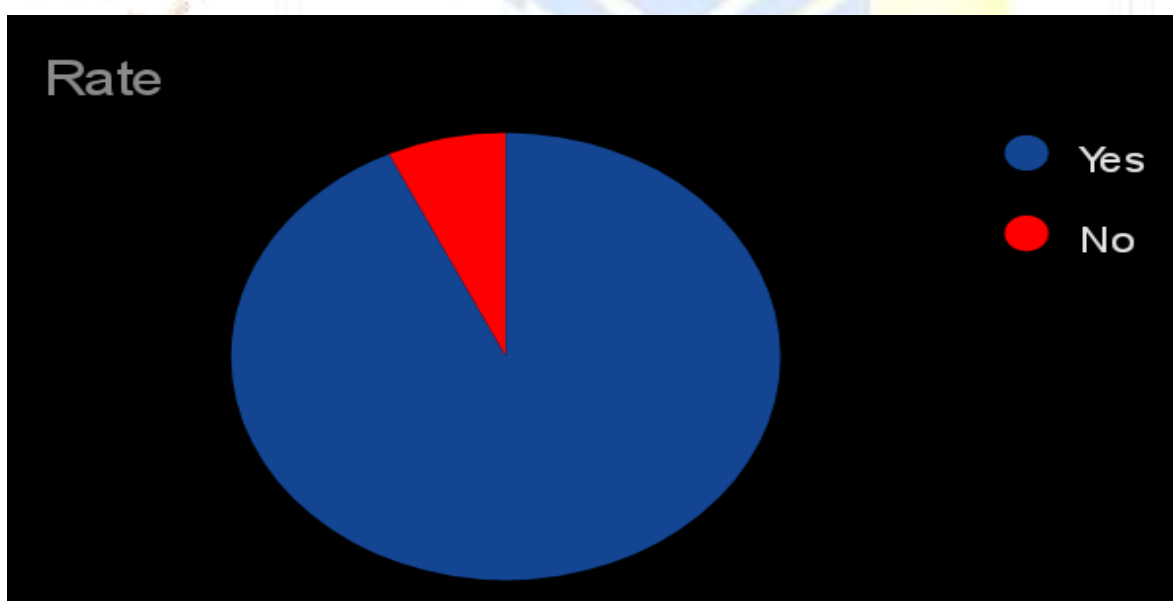
## 2. Positive impact on Women:

Toyota positions the promotion of diversity in the workplace as a critical management strategy, and is undertaking measures to enable a diverse workforce to work with enthusiasm and a sense of purpose. To promote female employee participation in the workplace, Toyota takes measures to support a work-life balance, such as developing work environments that enable women to continue working with confidence while performing child care or nursing care duties.

### ● Interpretation and Data Analysis:

1. Do you have a good communication and mutual understanding with your immediate manager/supervisor?

Options	Response (%)
Yes	93%
No	7%

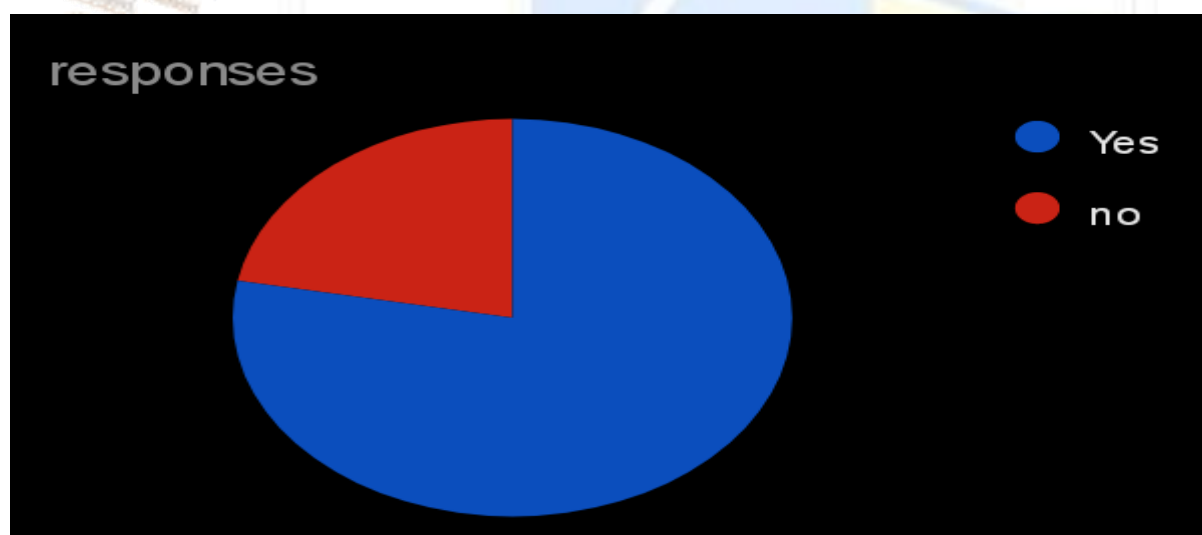




The above analysis shows that 93% of the respondents have good mutual understanding with their immediate manager and supervisor which means relationships between the internal employees are good and harmonious.

**2. Do you think employees have successfully adapted the changing working culture and environment of GALAXY TOYOTA LTD?**

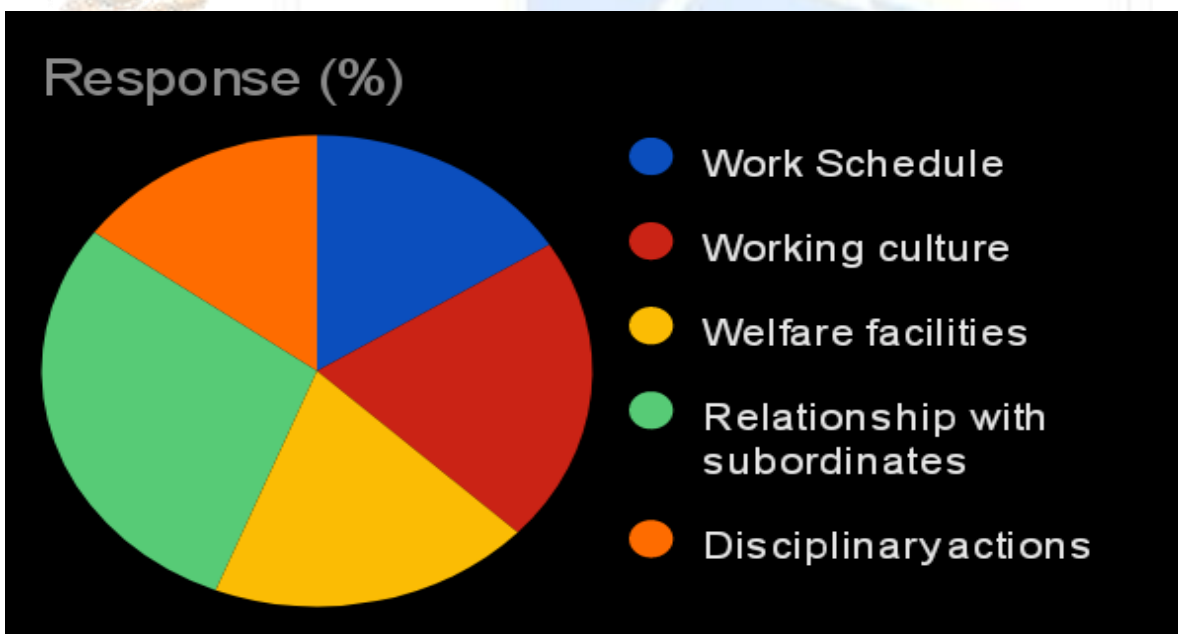
Option	Response (%)
Yes	78
No	22



The above analysis says that 78% of the employees think that they have successfully adapted to the changing work culture and environment of GALAXY TOYOTA LTD while the rest of 22% of respondents have not adjusted in the work culture of GALAXY TOYOTA LTD.

**3. Out of the following options, which problem do you face regularly at GALAXY TOYOTA LTD?**

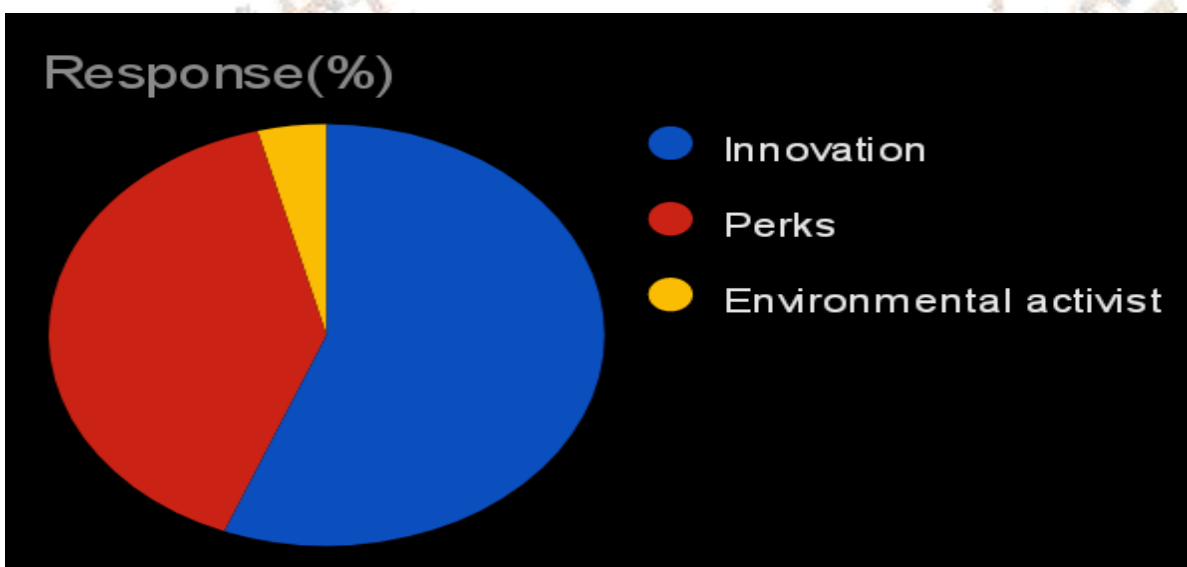
Options	Response (%)
Work Schedule	16
Working Culture	21
Welfare facilities	19
Relationship with subordinates	29
Disciplinary actions	15



Interpretation: The above analysis indicates that the major problem faced by 29% of respondents are relationship with subordinates, which could be because of the conflicts prevailing between employees of GALAXY TOYOTA LTD and this is resulted from Poor communication and Lack of openness.

4. If you were offered a position at Toyota, but another job offer came along that paid more money and had better benefits, what would you choose?

Options	Response(%)
Innovation	56
Perks	40
Environmental activist	04

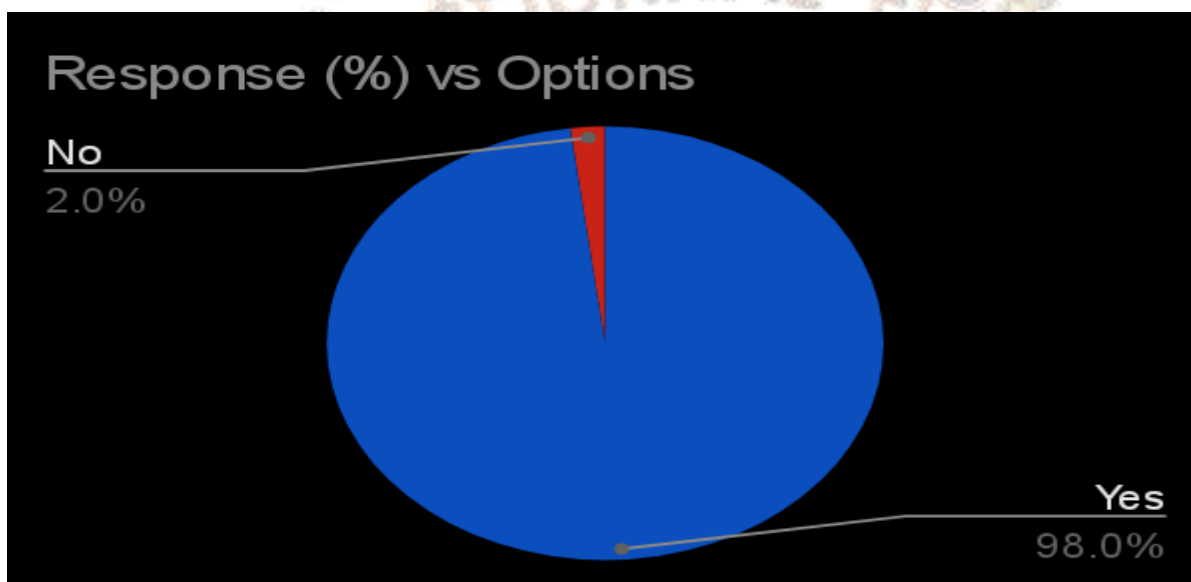


After analysing employees working at GALAXY Toyota because they believed that skills and abilities can help this company succeed. While aware of how important salary and benefits are, they feel like they could be happy with any position as long as able to use skills and learn new ones.



5. Does your manager make you feel like a valued part of the Team?

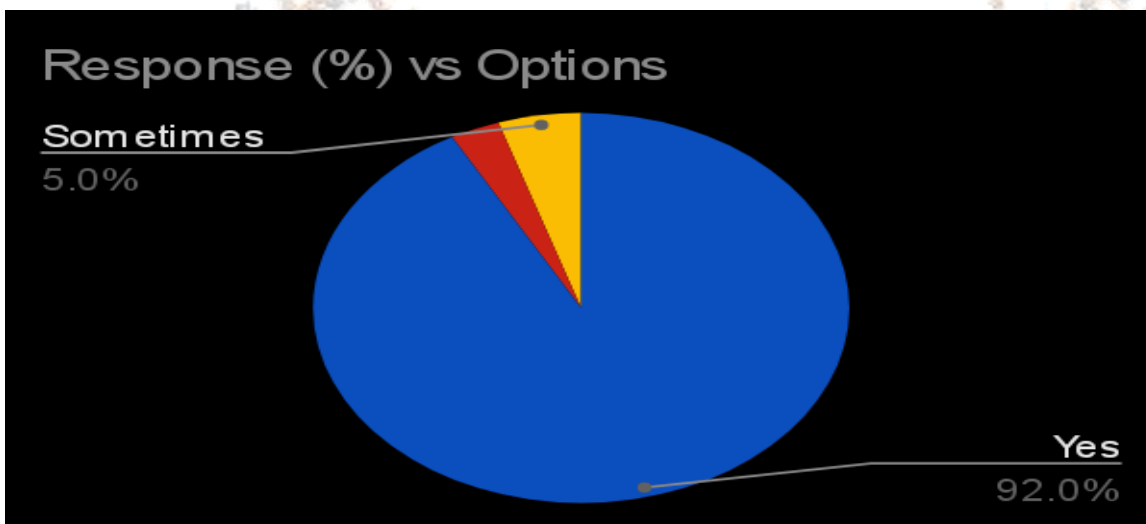
Options	Response (%)
Yes	98
No	02



Under the guidance of different managers different employees have almost same answers as they mentioned well importance of their managers to develop core skills which bring best out from them.

6. The last time you completed a project, did you receive any recognition?

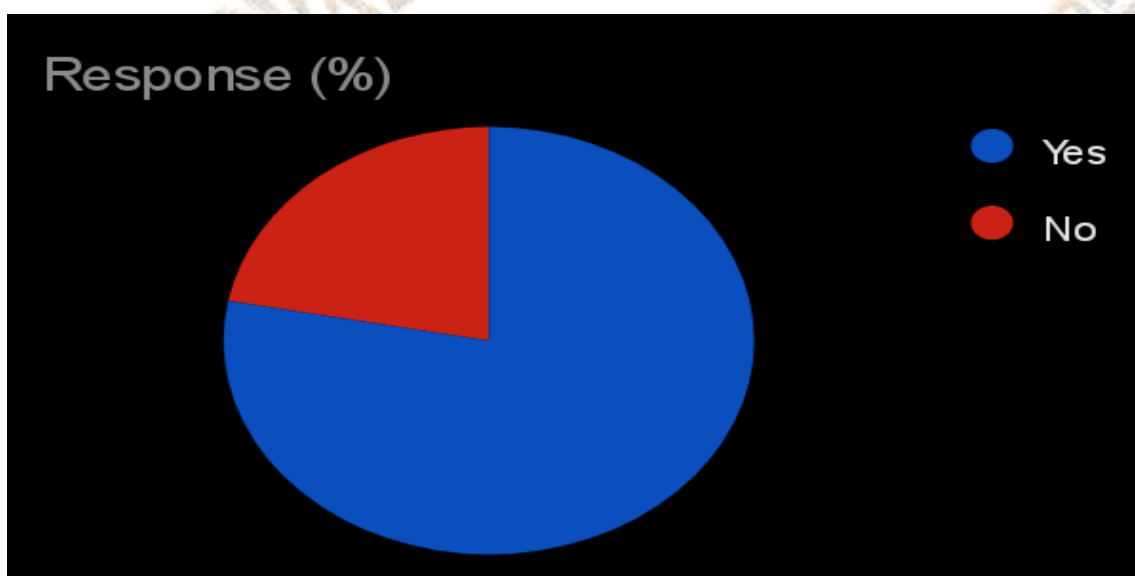
Options	Response (%)
Yes	92
No	3
Sometimes	5



The last project which was undertaken in a Galaxy Toyota, is to be a resource effectiveness as well as efficient as incentives should be given to the employee in each month end if they will be efficient which generally focuses on conservation of limited resources.

**7. Do you think Performance Management System helps people set and achieve meaningful goals?**

Options	Response (%)
Yes	78
No	22

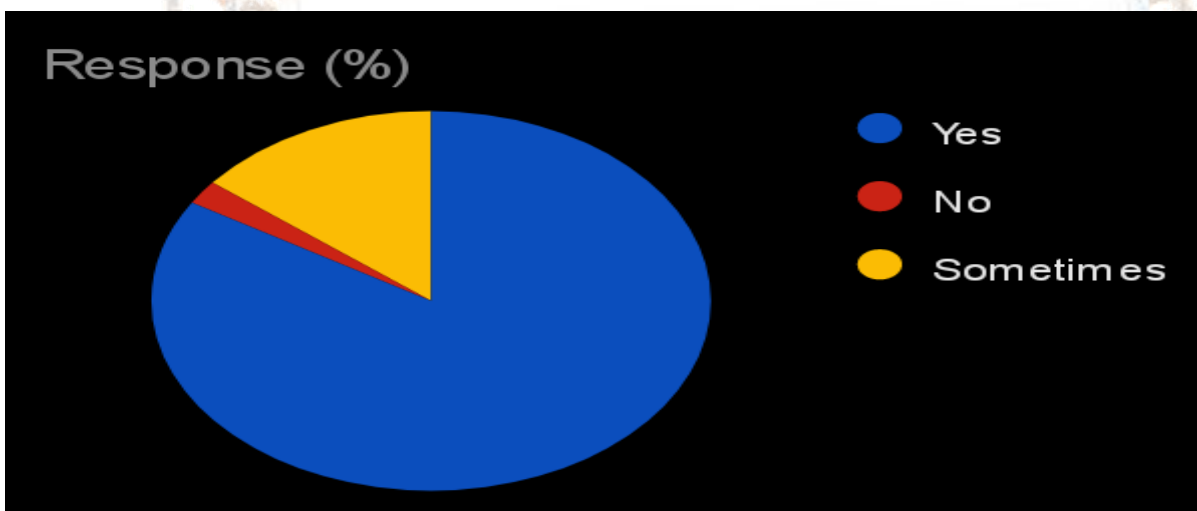


Toyota incurred research and development (R&D) costs of about 1.12 trillion Japanese yen in the fiscal year ended March 31, 2022. Not only is the Toyota Motor Corporation Japan's largest automotive manufacturer, it is also ranked as the number one carmaker worldwide in terms of automobile production.



8. Do you believe your organisation is able to reach its objectives?

Options	Response (%)
Yes	82
No	2
Sometimes	14



The aim of any organisation is important, while researching about the achievement of organisational goal in Galaxy reached on time i.e. 84% employees are keen to share their views positively towards Galaxy Toyota whereas only 2% feels there should need to bring different ways to reach targets more effectively.

**9. Do you have access to the material resources you need to do your work properly (equipment, supplies, etc)?**

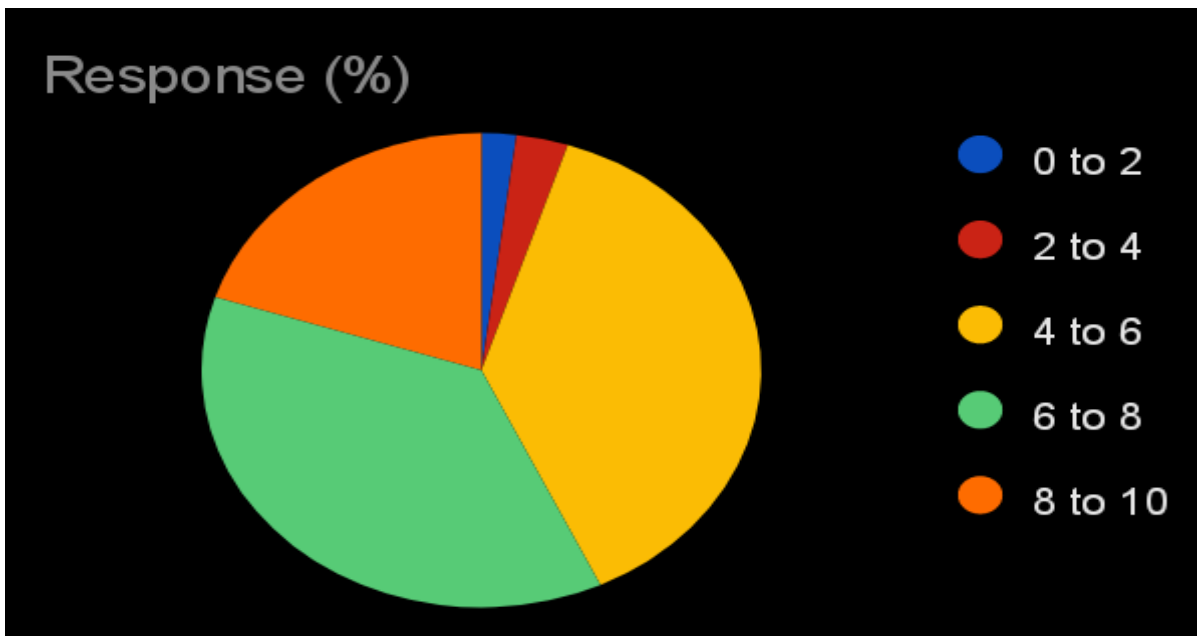
Options	Response (%)
Yes	56
No	4
Sometimes	40

Most of the employees working in Galaxy are happy to share their experiences about usage of Equipment more than half of the employees(56%) feels that they have access to different equipment whereas 40% feels that they have access them sometimes not on a regular basis and the remaining 4% feels they have no access to the material resources.

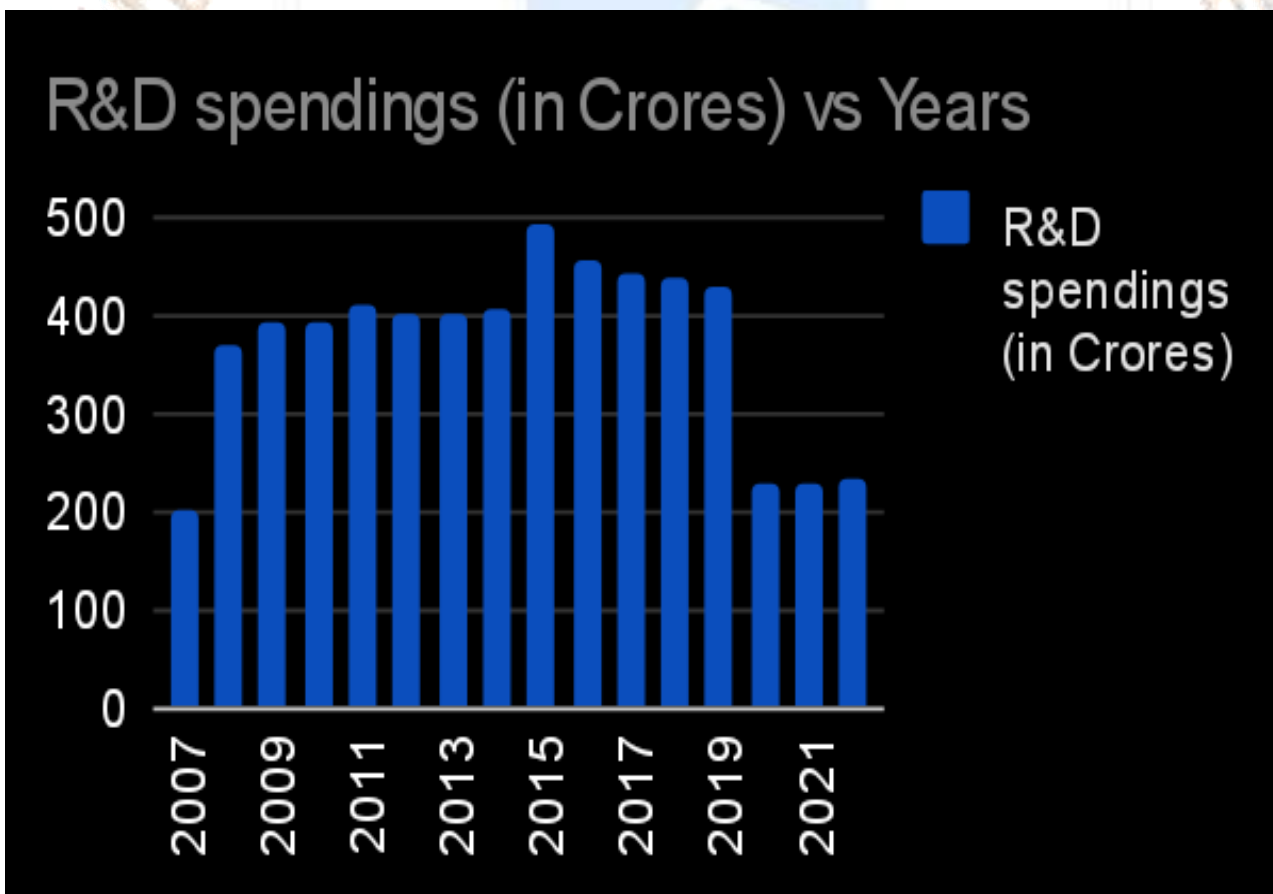
**10. On a scale of 0-10, how reasonable is your workload?**

In Galaxy Toyota, employees were well experienced of there roles and skills. They shared about workload is average to high , with the level of experiences , the roles were more which summarised as workload is average to high.

Options	Response (%)
0 to 2	2
2 to 4	3
4 to 6	38
6 to 8	37
8 to 10	20



□ R & d Spending Analysis – Galaxy Toyota:





### □ **Toyota's research and development expenses:**

The weak yen has clearly helped Toyota export more vehicles. However, the company was hit hard by the 2008/2009 worldwide financial crisis, and its research and development expenses hit rock bottom in the fiscal year of 2010, only to finally reach pre-crisis levels in the fiscal year of 2014. In 2018, Toyota was among the top 20 companies with the highest spending on research and development. Toyota's R&D costs crossed the one trillion yen mark in 2019 and continued to notch up in 2020. The fiscal year of 2021 showed a slight decrease year-on-year. However, R&D expenses bounced back to 1.1 trillion Japanese yen a year after.

While interpreting and analysing the data of GALAXY TOYOTA it clearly showed the data of decades from the financial year of 2007-2022, performance was quite significant as revenue generated in 2007 was 200 crores with ascended each year and triggered to almost 550 crores in 2018 which brings significant results and reliable sale of GALAXY TOYOTA. Even under the circumstances of COVID19 the sale was quite normal as comparison to their competitors like Ford Motors, Hyundai etc. which was extraordinary for the organisation. Because of better management and low cost production. Besides low production cost and extraordinary management Galaxy Toyota back their employees which brings better integrity towards the pressure less conditions to the workers.

### □ **Galaxy Toyota Policy – Towards Environment:**

As part of its green purchasing activities, Toyota Industries began purchasing company uniforms made from recycled plastic bottles in February 2003. The uniforms satisfy the Green Purchasing Network's guidelines regarding purchases of uniforms, office clothing and work clothes, while also offering the same price and comfort as the previous uniforms. In addition, Galaxy Toyota Industry began collecting used uniforms for recycling into materials such as the insulation used in automobiles. The program has been publicised in the company's in-house magazine in order to increase awareness among employees.

## ● Suggestions and findings:

### □ Findings

1. The organisation conducts a sufficient number of training programmes and each and every one employee is very proud to work for GALAXY TOYOTA.
2. Majority of the employee's converse is that Employee participation in management improves understanding between managers and Employee and the method which is mostly used in WPM is joint management councils.
3. The employees have the opinion that Employee needs trade unions to protect their interest and are satisfied with the various legislation implemented by the company and they view is that interpersonal relationship among employees is seen in respectable manner and agreed that the cooperation of trade unions is necessary to empowered employees for their participation in managerial decision making.
4. The employees feel that conflict of interests between labour and management leads to failure of Employee participation in management and they did not agree that WPM weakens the trade unions.
5. Majority of the employees says that Employee participation in management improves understanding between managers and employees and the method which is mostly used in WPM is joint management councils and communicates that decisions taken at the committee meetings are implemented and has the positive opinion about the councils working and performance.
6. Majority of the employees feel that shop council and plant council benefit the organisation to great extent and agreed that plant council plays an important role in operational areas, economical areas and welfare areas of the organisation.
7. Majority of the employees agreed that management have a positive attitude towards staff and they are treated with respect at their workplaces and the participation is confined to only Employee.
8. Maximum of the employees feel that WPM provides better understanding to employers and employees about their role and process of attainment of organization goals and the organization has been considering the pre-requisites of successful Employee participation.

9. Build an environment that allows employees to work with vitality to enable a company and its employees to realize continuous growth, it is essential to create a workplace environment and systems that make employees' work rewarding and fulfilling. With this in mind, Toyota is devising a number of measures to build such an environment and systems.

10. Create frameworks for promoting constant and autonomous reforms and kaizen. It enabling employees to act with self-initiative, with an unceasing desire to pursue reforms and kaizen (continuous improvement). Toyota Galaxy is building systems and frameworks that promote such actions.

11. Develop human resources with curiosity and interest in the global management environment and capable of responding flexibly, quickly, and sincerely to changes in the environment. The management environment is evolving at a breath-taking pace. Even so, Galaxy will work to strengthen business functions and develop human resources capable of swiftly undertaking sincere business activities.

12. Promote teamwork with an eye toward overall optimization as an organization. Galaxy Toyota are the one building organizations that enable overall optimization by respecting individuality and including diversity. To do so, believe it is essential to have a corporate culture that fosters mutual respect and ensures sufficient vertical, horizontal and diagonal communication. Toyota is currently creating a framework for such a corporate culture.

**□ Suggestions:**

1. From the analysis it is clear that Employee Participation in Management is positive in GALAXY TOYOTA, DELHI. Some of the employees responded that management cooperation is poor so it should be improved by free flow of communication and information with the Employee Management should evolve a system of sharing the fruits of participation.

2. A quantity of the employees responded that participation management in settlement of industrial disputes is poor. The management should try to resolve the industrial conflicts between the employees and employers. There should be trust between the two parties.



3. The management should focus on Employee Participation in Schemes. It should be properly done which would adversely affect all the activities of the organisation. Effort should be made to stir up the Employee at the enterprise level to understand the schemes.

4. WPM schemes are not successful in organisation so it should be improved by making aware of those schemes for all the employees in the organisation. Management should develop a favourable attitude of employees towards the schemes of participative management.

5. Most of the employees agree that conflict of interests between labor and management leads to failure of WPM so management should take the proper steps to reduce the conflicts between the labor as well as top level. Serious attention has to be given to the removal of hurdles.

### ●Conclusion:

It has been varying understood and practised as a system of joint consultation in industry; as a form of labour management cooperation; as a recognition of the principle of co-partnership, and as an instrument of industrial democracy. Consequently, participation has assumed different forms, varying from mere voluntary sharing of information by management with the workers to formal participation by the latter in actual decision-making process of management. The organisation is giving utmost importance to the Employee" Participation in Management. The organisation has been seen to practise sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the organization. Employee Participation in Management may reduce alienation or increase personal fulfilment of Employee. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor.

As we know, Employee Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees" misunderstanding about the outlook of management in industry. The organization is giving utmost importance to the Employee" Participation in Management. The organization has been seen to practice sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the

organization. Employee Participation in Management may reduce alienation or increase personal fulfilment of Employee. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor.

Employee Participation in Management is respectable at GALAXY TOYOTA LTD and employees believed that they will definitely get benefit hence, participation is confined to all the members in the organization and considers them at different levels of decision making. Employees acquiesce that committee members share the information with their colleagues after the meetings, the Employee participation in management improves understanding between managers and Employee and informed that joint management councils is the method of WPM which is used mostly in the organization.

### **Recommendations:**

In the twenty-first century, where globalization, changing technological environments, and innovation exist, the organization needs to reinvent its employees management as a distribution approaches to practice coordination strategy.

Japanese culture adopts a nationalistic form of ideologies leadership, which closely linked to dictatorship. This situation has created a scenario where the efforts of the staff members form the design methodology, which is guided by the organization's strict principles. Strongly recommend for Toyota's management to follow the process for Implementing Compensation Strategy starting with internal and external compensation, Job evaluation, Types of pay system, types of payment, and following the legal apply theories.

### **●Limitations of Study:**

Toyota Industries aims to achieve both the well-being of individuals and development of the company through active discussions between employees and management. This is only possible through employee-management relations based on mutual trust. Toyota Industries seeks to develop employees that are able to grasp the company's ideals and realize their full potential in a variety of fields. HR Development Management Cycle Toyota Industries employs an HR development management cycle to guide its activities. The cycle is designed to promote active thinking by employees and organizations.

While collecting data some cons are considered thoroughly where in Toyota, a leader exists to serve the organization not the other way around. Because this is the culture of Toyota, a leader is let go quickly if his or her limitations or flaws imperil the organization in some way. The organization, customers, and employees always come first.

#### **High cost of training:**

GALAXY TOYOTA manufacturing is a proven methodology and management philosophy. In order to implement this management philosophy in an organisation, it is needed to have at least basic training of TPS & Lean manufacturing tools and techniques to all stakeholders of an organisation. Hence leaders of GALAXY TOYOTA deploy training programs for TPS & Lean manufacturing within various departments. An organisation hence needs to pay some more for training and certification for stakeholders. But as per the ROI of training cost is concerned, it surely not only returns the initial cost of training but also results in better financial results in future.

#### **High cost of implementation:**

Sometimes in order to implement TPS & Lean manufacturing tools with organization of factory workplaces, we have to set up new infrastructure or modify previous one. So company has to pay the cost of implementation in an organisation. But if we thought for implementation of TPS & Lean manufacturing in a planning phase, we don't need to make more attention to increasing costs.

#### **Non acceptance by employees or stakeholders:**

Due to improper leadership, lack of knowledge and hidden benefits of TPS & Lean manufacturing, employees and stakeholders reject or oppose implementation plan of TPS within an organisation. It is better for project leaders to present benchmark companies in similar industries and adopt TPS for better results in all areas to all stakeholders. Sometimes old employs tend to keep old and outdated methods of operations and oppose to adopt the new.

#### **Attitude problems:**

things and adopt new practices so that they can gain value based experience. Such problems can be a major barrier in implementation of TPS & Lean manufacturing within an organisation.



## □ Biasness:

TPS is known for world class employees but when it comes to GALAXY TOYOTA manufacturing there should be some level of biasness among employees.

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