

University of Wales
Trinity Saint David

LCBB4003
LEVEL 4
ASSESSMENT 2
TOYOTA

Lecturer Dr. John-Paul Okeke

TERM 2 GROUP 2

STUDENTS:

Andreea Diana Carabus (1914045) - Background/outline of your project and related organisation

Mirela Andrei (1914800) - Goals and objectives

Anamaria Lupu (1913405) - Leadership and management behaviours (Group Representant)

Ioana Trifoi (1913404) - Group and team behaviours

Gabriel Witowski (1916799) - Motivation and perception.

June 2020

Table of Contents

Introduction	1
1.1 Toyota Organisation.....	2
1.2 Goals and objectives	4
1.3 Leadership and management behaviours	6
1.4 Group and team behaviours.....	8
1.5 Motivation and perception	10
Conclusion.....	13
Reference List.....	14

Introduction

This essay will focus on Toyota Organisation and will offer in depth information about behaviour of employees and management. It closely examines the background, goals and objectives, leadership and management behaviours, group and team behaviours, and motivation and perception for Toyota Company.

Toyota is an automotive industry leading in different domains which include automobile, material handling and textile machinery operating since 1937 in Japan. The company was introduced by Kiichiro Toyoda and sells its products in more than 170 countries and have a workforce of 350,000 people approximately. Toyota with its headquarter in Tokyo has spread its service and plants all over the world. Although, the company is known for the vehicles, but it also provides innovative products like robots and also established several of its firms like Toyoda Machine Works and Toyota Auto Body (Fritze, 2016). The automobile sector of the Toyota Company has led a dominancy in the world due to their consistent performance and development in the models and functions of the car.

As per Isogai, and Ishibashi (2016), the company is known globally for its comfortable and safety embedded products. It follows a concept of root to fruits which explains of how effectively the company plans from the initial stage and takes it to the execution until it is viable for the organization to operate and come up to the expectation of the customers. This vision of the company helps them to sustain their position. The company has its goal and objectives set and use an adaptive approach to acquire the market worth with its technological changes and serving the society.

1.1 Toyota Organisation

Toyota Company is considered to be one of the biggest industries dealing with the manufacturing of automobiles globally (Zhou 9). The company was established in 1937 and it is based in Japan. Toyota's automobile products are reliable, of high quality, durable and they are of high value. It is ranked as the biggest automobile company in Japan and takes second place on the global level. Toyota Company has the largest market in Europe, South-East Asia, and in America at large. Accordingly, this makes Toyota company the leading retailer today in the world and this has been because of the ability to sustain the needs of the customers. The company was founded by Kiichiro Toyoda in Japan. Toyota Company operates in three segments which include manufacturing, design, and the sale of product cars such as minivans, passenger cars, trucks, accessories, and leasing vehicles. The segment of finance helps in providing financial services concerning the sale of the products of the company (Yusoof et al. 59). The last segment deals with the manufacture, design, and sale of housings together with communication and information business. The company majorly focuses on the segment of the employees and they are recognized for the hard-working and participation. This paper gives a brief introduction to the background and history of Toyota Company.

Background

Toyota Company is the largest manufacturer of vehicles in the world. The company carries out business as multinational cooperation selling its vehicles in over 170 regions and countries, and it employs over 320,000 employees in its various branches (Zhou 13).

Toyota is an environmentally friendly company good in preserving the environment by engaging in environmental technologies and it is successful in the hybrid Camry and Prius. The company has a vision "most respected and admired company" and its mission is "Toyota delivers outstanding automotive products and services to their customers and enrich their community, partners and environment" Toyota's mission statement is "to continually improve our products and services and to maintain a level of excellence which will meet our customer's needs, provide the company with a satisfactory return on investment and will exceed the levels of expectations set by the dealers we represent"(Yusoof et al. 61). That said, Toyota's main operational goal is increasing the value of stakeholders, the company regards shareholder as important stakeholders in the business. Toyota Company targets the benefits of customers where it gets the vehicles back to the customers when they are of good quality and it further engages in planning for the customers.

General Objectives

The company's objective is to reach sales levels of over 15 million in the next 8 years. The company is planning to shift and adopting the tectonic shift car and it is bringing the version of hybrid in the coming five years. Since the company has markets in Europe and America, it can make the Prius Hybrid. Toyota Company also manufactures natural gas-powered pickups, cars, and vans (Yusoof et al). It also manufactures forklifts and financial services. Toyota has the other objective of ensuring a friendly environment.

SWOT Analysis

Toyota Company's major strength is its strong investment in the factories of China and the United States whilst the company has a strong marketing industry. On the other hand, Toyota is challenged by fluctuating market prices and exchange rates. Its major opportunity is its firm reputation in its productions especially its ability to manufacture environmentally friendly vehicles and its advanced technology (Yusoof et al. 62). Currently, there is an increase in the demand for new hybrid vehicles because of the rising oil prices. Toyota Company has threats in its operations. For example, product calls present a big challenge to the company. Lastly, the company is also facing competition from new entrants from China, Europe, and South Korea.

Where it Operates

The company carries out its operations on the global stage and it has over 50 manufacturing companies in over 26 regions and countries that are marketed in over 170 countries.

Customer Base

The company offers different services and products which help in supporting the lives of the people in different areas. These include industrial products, materials and lifestyles, insurance, automotive accessories, and estate development.

Partners of Toyota

Yusoof et al argue that Toyota partners with Microsoft which helps in delivering cloud computing and providing car-digital information. It also partners with GW Company that helps in improving the safety of the cars. Toyota also partners with Ford which helps in truck development.

Zhou comments that the presence of partnership has helped Toyota company become the best in supply relations as it enables it to establish positive relationships with suppliers making it produce quality and reliable products able to compete on the world market.

History of Toyota Company

The company was considered the third world largest company and the biggest in Japan by 2000. This is because it produced more than 5 million units each year in the 1990s and controlled the automobile market. The company was established by Sakichi in 1924 after inventing the Toyoda Model G Automatic loom (Yusoof et al. 63). Along, the company has also faced a financial crisis with the most notable one reported in 1950 that declined its profits. The company retaliated when it started cutting the costs and finding markets overseas.

1.2 Goals and objectives

Toyota is a well-known company worldwide with millions of customers. The reason for their consistent performance is their defined objectives pertaining to the current and future needs of the industry and mainly the customers. The vision of Toyota motors is about having an effect on the society in the long term and create a sustaining position in the manufacturing and especially the automobile industry. The objective is to be dominant in the industry by giving more to the mobility services and enriching the lives of their customers (Isogai, and Ishibashi, 2016). They focus on giving safest products to the customers which will help them in commuting.

The aim of the company focuses on quality and has a strong believe on delivering the best products which will increase their reputation in the market. The company has strategies planned to be implemented pertaining to their products to be delivered and the goals to be achieved as promised to the customers. The company has merged with different technological entities to help them in building more innovative system and products. The Toyota Company has associated itself with:

1. Microsoft, which has provided a cloud computing network for Toyota which is used in the digital information service.
2. Tesla motors, collaboration to make electric cars.
3. Suzuki, the collaboration is regarding the adaptation of new technologies and develop hybrid and electric cars.

2.1 Why the Objectives are Important

The automobile industry is very competitive and requires immense attention and innovation in the deliverables. The rivals of Toyota are strong like Ford and Honda which encompasses the same level of technology and advancements in the processes. Tesla motors are also a threat to the company as it has invaded in the electric cars which can be a bigger threat to Toyota. The company keeps record of every rival and invests in R&D as much as it can, just like it has invested in the electric cars and has tasted success in the sales of hybrid vehicles as well.

The company follows some components when designing its goals and objectives which includes the macro and microenvironment factors and keeping in mind the porter five forces elements which helps them in penetrating strongly and with more devised long term aims according to the circumstances (Suga, and Kanasugi, 2018). The five forces include barriers to entry and the threat of new entrant as the forces which are neglected as Toyota has earned a great market share and reputation in the automobile industry. The new entrant needs a hefty budget and great reputation to enter into the market and compete with Toyota which is impossible as Toyota has laid hands in many industries other than automobile and invests in research and development consistently (Fritze, 2016).

After analysing the market and having a complete overview of the strategies and objectives followed by the company, it includes:

1. Making commuting safe and easy for its customers
2. Consistency in delivering Quality
3. Re-innovating the strategies
4. Leading the industry
5. Aggressive approach towards customer satisfaction.

These are some of the main objective listed above which is followed by the company to remain on the top and provide with the best quality products to the customers resulting in satisfaction. Moreover, Toyota has its costs and budget maintained which assists them in generating higher profits and capture a greater market. The main factor leading the company to save its costs and satisfying the customers is their lean production system which encompasses the production process as per the market needs (Dahlggaard-Park, and Pettersen, 2009).

2.2 Lean Production System

As mentioned above the company has its objectives and aims aligned by this production system as this is the Unique selling proposition which the company masters in. This process has created great opportunities for the Toyota Company. The perspective of Toyota is leading the future and having commitment to quality is due to their lean production system which is the reason for their dominancy in the market.

The concept emphases on the concept of less input and more output, neglecting the concept of mass production system. As per Chiarini, Baccarani, and Mascherpa (2018), lean production enables to reduce the wastage and enhances the productivity. This system reduced wastage, improved time scales and helped in building a simpler process. This concept was further developed and named as Just-in-time (JIT). This is the inventory system which is used till date in the Toyota companies. This system aligns the raw material with the production program which directly affects their inventory and storage cost. The inventory system tends to save costs and only demand material if there is a demand in the market (Coetzee, Van der Merwe, and Van Dyk, 2016).

1.3 Leadership and management behaviours

According with Kanter (2004), “Leadership is not about the leader, it is about how he or she builds the confidence of everyone else” (Kanter,2004, p.6).

Leadership and managers are distinct in attitudes and relations with their subordinates, and towards goals in an organisation. The manager tends to maintain a detached or passive attitude towards goals, instead, leaders adopt a more personal and active perspective towards goals, the idea of work, development, and self-perception.

Moreover, very few managers are leaders and the contrast between them is that a manager is someone who has team members reporting to him. A leader has a vision and is someone who people will follow, even if they don’t report to him. The distinction that separates the two is the trust and respect of them subordinates (Cohn, 2020).

Research evidence shows that based on hundreds of coaches, and according to Hull and the evolution of his practice, there are six key practices that a leader needs to consider in order to be successful, namely: fierce, flexibility, intentionality, emotional intelligence, realness, collaboration, and engagement (Forbes, 2020).

According to Hull (2020), the emphasized stand on the need to focus on the specifics of behaviour, being more human and less perfect in the front of your team creates a sense of confidence (Cohn, 2020). Nowadays, in the role of the leader the emphasis more on being true, honest, present, clear communication, and compassionate about with employees, leading by example, gaining trust and confidence in order to be efficient as your team.

According to Walter (2015), the focus is on establishing the trust between the leader and team members making them feel secure and open for sharing information, in order to obtain highly motivated and productive employees.

Apparently, in some cases, the leaders can increase the performance of a team or organisation by influencing the process. An important objective in much of the leading research has been to recognize aspects of behaviour that explain leader influence on the performance of the team, work, or organisation (Mullins, 2007).

Research evidence shows that leader behaviour categories should be observable, distinct, measurable, and effective leadership (Cohn, 2020).

Another point to consider is consistency, which is key to powerful leadership task-oriented behaviours, to ensure that team members, equipment, and other resources are used in a productive way to succeed in the mission of a group or corporation.

A manager is responsible to accomplish positive outcomes through the utilisation of human resources and the effort of the other people.

Specific component behaviours including planning and organising work units’ activities, clarifying roles and objectives, monitoring work-unit operations, and resolving work-related problems.

The manner of practice their duties and responsibilities are fundamental, they determine the achievement motivation, and effort of the team members, for exceptional managerial proactiveness.

With vision plus action, world can change, and the most successful manufacturing car company, Toyota, shows how to succeed worldwide efficiently.

For a better understanding of Toyota Way, is necessary to start with the Toyoda family. Innovators and pragmatic idealists, they learned by doing, and they always believed in the mission of contributing to society. Determined in achieving their goals, one of the most emphasize points is that they were leaders who led by example.

The roots and the foundation of Toyota are the leader vision and was established by Sakichi Toyoda and his son Kiichiro Toyoda, with “Just in time” manufacturing.

"Just in time" is a principle to produce the complete manufacturing system work only with what it needs and to minimize the wait time between each stage and cost savings, provide just in time from suppliers.

However, this basic principle of “just in time” approach has making the most efficient company worldwide. Furthermore, Taiichi Ohno put his concept to work systematically, with strong support and passion for manufacturing, from Eiji Toyoda.

On site, the machines and workers performance effectiveness in a lean production. Robots are safe and injury free, they do quality paint process, likewise, the production stops if they spot any potential fault, and the whole team are working in order to solve the issue.

Toyota Production System (TPS) is a well-established system where experiments through which operations are constantly improved. It is important to have the whole employees and managers at all levels in all functions are able to live those principles and training others to apply them (Spear, 2004). Furthermore, TSP is not just a toolkit or a set of lean tools like Just-in-time, Kaizen, Kanban, etc. It is an innovative system of manufacturing where all contribute to a whole.

Toyota new employees are trained to learned TPS the long, hard way—by practicing it, which is how Toyota trains any new employee regardless of rank or function. For a manager, the training it takes more than three months before he even arrived at the plant in the position, also is in a continuous learning and improvements and they commit to coaching and develop others (Spear, 2004).

The concept of Kaizen at Toyota requires learning at an organisational level, which is emphasize and is ensured by establishing known standards, ideally visible ones (Lander, at el 2007). If there is no agreed upon standard a new way of doing a job is simply one more version by some person, it is independent learning. Also, avoiding the waste and striving for constant improvement, increasing productivity with just in time production and cash flow benefit through Kanban concept, which is defined as goods in, goods in production, goods out.

1.4 Group and team behaviours

Objective and goals

- The prime objective of Toyota is to engage motivational factors among the employees. With the help of motivation, the employees will be able to perform effectively (de Oliveira, Cavazotte and Alan Dunzer, 2019)
- As a result, the organization will gain a competitive advantage and will increase its productivity.
- The goal of the organization is to increase productivity and for that, the operational process is required to be smooth. The company is concerned about developing communication within the employees and is also deliberately trying to keep them under motivation.

Engagement and communication within the employees are considered to be very important in an organization. It could be determined that with the presence of better engagement and communication the employees of the organization can get to know about their dedicated responsibilities and roles. As a result, the performance of the employees will improve. Thus, the company can raise its productivity. The motivational factor for the employees is equally important in the organization. By motivating the employees, the operations of the organization can be developed. As a result, the organization can build up a decent brand image in the market.

The group or team behaviour within an organization helps in building better communication and also motivates the employees for better performance and productivity (Liu and Lan, 2016). The decent engagement between the employees of the organization will help in a smooth organization's operational flow. The team leaders and the group leaders are very careful about the capabilities of their employees and always motivates them so that their work behaviour remains positive.

In a group or a team leadership is very important as it helps both the teams and groups of an organisation in leading and maintaining the operations of the organization (Kim, 2017). With better leadership, the team members or the group members manage their operations effectively and it develops a good behaviour within the team or the group. The management system in a group is essential because it helps in structuring the organization's operational process. Toyota follows a defined and dedicated group management system within themselves. The company pays deep concern on the employees' behaviours, operational synchronization, and many more.

The motivational factor helps the individual in getting a clear concept regarding the motive, objectives, and goals within a team or a group. The behaviour of team or group is related to its motivators as it helps the employees in understanding and identifying their point of attention within the organization (López et al., 2016).

The communication and the engagement between the employees support the company in establishing a decent operational flow. As the more the employees of the organization will show their engagement with each other, the more work culture and workforce get boosted. This will help the company in creating a decent brand image in the market and can gain a competitive advantage. Toyota is undoubtedly one of the leading car manufacturing organizations in the nation. Concerning the statement, it could be determined that the company is required to have decent management and leadership in order to develop its team and group behaviour. It could also be determined that the organization's operations are versatile and wide. Due to this factor, the company required a stable management system. With proper leadership the management can ensure that all the team members will work towards a unified goal with similar behaviour at work. It is observed that the company comes up with the HR management, line manager, product manager within their system to maintain a stable behaviour in all the groups. Each of the departments is being led by one of the dedicated leaders with defined leadership under the instructions of the managers. It is also observed that the organization's model of leadership is based on collaboration, consensus, and teamwork.

Another important aspect of the group behaviour and team behaviour is motivation which comes from the leader of the group and the team. Since every employee is surrounded by emotional and psychological factors. So, with better motivation, the employee can gain their point of attention and can get effectively engaged in their teamwork or group work. As a result, the organization can increase its productivity and can gain a competitive advantage.

1.5 Motivation and perception

In December 2019, Toyota was the 10th largest company in the world. Although for a very long time imagines Toyota plants as being full of robots and machines that have taken over the work of people, still in Toyota plants, on the production lines still work a lot of people, and the question "**How is it possible? Because they have reduced the level of automation in the last year**", one of the answers was "**People are much more flexible than cars**".

They mentioned that "**We want a system that adapts to our way of working, not have to adapt ourselves to existing parts and work schedules**".

One way to motivate and empower employees is to encourage them and show them that their opinion matters, is taken into account, analyzed, and if it turns out to be a useful idea or advice, it can be put into production.

In Toyota plants, staff are encouraged to present two ideas monthly to improve production or product. Trainings are taking place for the progress of the project, certain skills and in different sectors where they could work, to present their ideas or even for research.

Every day, these ideas are allocated a time of about 15 minutes per person, and managers will try to put the ideas into practice.

Toyota, in all the plants it has in the world, encourages employees, causes them to be actively involved in the production line. Thus, each attempt at improvement is taken into account, and a possible negative result does not necessarily mean a blockage of production. It gives up the new idea and moves to the old system, the functional one.

So as a conclusion, Toyota is very open to "new", and the company's employees have the opportunity to help increase the quality of production, improve the manufacturing process, even are encouraged to be actively involved in all the prose.

All production lines of Toyota plants are different from each other. When launching a new model or engine, the assembly lines are equipped standard, but depending on the staff working, improvements will be made to the equipment, depending on the requirements of the employees.

An example would be the plant in Deeside, which looks slightly aged at first glance, but which is actually the most productive assembly line in the world, being the first to produce an engine every 48 seconds.

Transformed into figures, employees' ideas bring significant profits to the company, although perhaps taken individually, they might seem like meaningless things. As an example, a handle has been created that helps tighten the screws under the body produced, without the employee in charge of it bending over, winning with this invention, two tenths of a second.

The purpose of these meetings is not only to improve the resilience, but to develop the entire process and implicitly, the company.

What in other companies seems only a currency, at Toyota, is not looking for culprits when something goes wrong. If there's something wrong, it's the process that's not perfect, not the workers.

Mistakes may occur, given that, for example, an employee will repeat the same thing for about 150 times in two hours, which increases the possibility of a possible error. For this reason, on each assembly band will be supervisors, who at the slightest error, will stop the entire band to solve the problem. Green lights are installed on the material baskets, and when the materials have been taken from the basket, the light goes out to show any errors.

A conclusion on the system that Toyota implements in all plants at all levels, would be a continuous improvement, which is based on challenge, empowerment, trust and encouragement to participate actively in the development and improvement of production, as well as working conditions.

Another very important point in motivating members of Toyota plants, is respect for people, because we are talking about decent working conditions, jobs that comply with the rules of hygiene, safety of work, specially arranged space for relaxation, motivational pay, medical insurance that can include even certain family members.

"Developing the members of our plant is the most important thing we can do, because we train people before we build cars," a Toyota manager said in an interview.

The biggest resource of Toyota plants is the flexibility and motivation of members. We hire arms, and brains are the bonus we get for free.

Recruitment is done according to the following criteria: good communication, teamwork, and the desire to improve people. If they have these qualities, we can train people to become better at what they do.

"We're seeing much less space between brands. In other words, consumers seem to think many excel in the areas that matter most to them and it's harder for brands to stand out."

The survey comes less than a month after the Detroit auto show, during which the industry showed off its latest vehicles and concept cars. Each of the top 10 saw perception scores rise in the survey. It is based on how consumers perceive each brand in seven categories: quality, safety, value, performance, design, technology and green attributes. The first two categories remain the top buying factors, the magazine said.

Toyota led with a score of 133 points, up about 11 points from last year. Ford, Honda and Chevy saw their total perception scores respectively rise about 2 points to 117.8 points, about 26 points to 114 and more than 7 points to 94.4. Toyota becomes the first rank in customer loyalty because Toyota's brand was trusted worldwide.

"When consumers purchase a Toyota, they are not simply purchasing a vehicle, truck or van. They are placing their trust in our company".

This security or safety issue are very important to the customer in purchasing a car. In this level, people tend to be more complex as they want to control and order their lives for survives from any harms such as against incident and injury. For the survey, most of the customer is more focus on the safety of the car rather than fuel consumption of the car. Customer are trying to understand the additional attributes in the car's security before they are buying it.

At Toyota plants, it's not all about money, costs, but a great importance for the development of members, as people and as workers. This should be the main objective of companies, because a satisfied and fulfilled man (professionally, socially) is an inexhaustible resource, so a source of development and improvement for all.

Conclusion

Toyota has done so much from its start as a little company in Japan as being one of the leading organizations in the world. A business that plans to operate globally must formulate a successful strategy to take advantage of global opportunities. Furthermore, to mold their firms into truly global companies, the manager must develop a global “mindset”. As firms move into international markets, they develop relationships and are able to learn new capabilities from their partners.

Reference List

Chiarini, A., Baccarani, C. and Mascherpa, V., 2018. Lean production, Toyota production system and kaizen philosophy. *The TQM Journal*.

Coetzee, R., Van der Merwe, K. and Van Dyk, L., 2016. Lean implementation strategies: how are the Toyota Way principles addressed? *South African Journal of Industrial Engineering*, 27(3), pp.79-91.

Cohn, Alisa (2020) *Agility in a time of fragility*, Forbes
Available at: <https://www.forbes.com/>
(Accessed: 08 August 2020).

Dahlgaard-Park, S.M. and Pettersen, J., 2009. Defining lean production: some conceptual and practical issues. *The TQM journal*.

De Oliveira, L.B., Cavazotte, F. and Alan Dunzer, R., 2019. The interactive effects of organizational and leadership career management support on job satisfaction and turnover intention. *The International Journal of Human Resource Management*, 30(10), pp.1583-1603.

Fritze, C., 2016. „The Toyota Production System. The Key Elements and the Role of Kaizen within the System.

Isogai, Y. and Ishibashi, T., Toyota Motor Corp, 2016. Automobile.U.S. Patent Application 29/515,385.

Jeffrey K. Liker (2004). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer* by ISBN:0071392319 McGraw-Hill © 2004 (352 pages)
Available at: https://gtu.ge/Agro-Lib/%5BJeffrey_Liker%5D_The_Toyota_Way_-_14_Management_Principles.pdf
(Accessed: 12 August 2020).

Kanter, Rosabeth Mass (2004) *Leadership and Psychology of Turnarounds*, Random House pp 325-6

Kim, M., 2017. Effects of team diversity, transformational leadership, and perceived organizational support on team-learning behaviour. *Social Behaviour and Personality: an international journal*, 45(8), pp.1255-1269.

Lander, E. ,Liker, J. K. (2007) *The Toyota Production System and art: making highly customized and creative products the Toyota way*. International Journal of Production Research. Vol. 45 Issue 16, p3681-3698. 18p.
Available at: <https://web.a.ebscohost.com/>
(Accessed: 12 August 2020).

Liu, S.H.J. and Lan, Y.J., 2016. Social constructivist approach to web based EFL learning: Collaboration, motivation, and perception on the use of Google Docs. *Journal of Educational Technology & Society*, 19(1), pp.171-186.

López, M.H., Félix, E.M.R., Ruiz, R.O. and Ortiz, O.G., 2016. In fluence of social motivation, self-perception of social ef ficacy and normative adjustment in the peer setting. *Psicothema*, 28(1), pp.32-39.

Mullins, J. Laurie (2007) *Management and Organisational Behaviour*,
8th Edition, Prentice Hall

Spear, Steven (2004) *Learning to Lead at Toyota*
Available at: <https://hbr.org/2004/05/learning-to-lead-at-toyota>
(Accessed: 08 August 2020).

Suga, K. and Kanasugi, T., Toyota Motor Corp, 2018. Automobile. U.S. Patent Application 29/587,184.

Walter, Ekaterina (2015) *12 Leadership Behaviours that build team trust*
Available at: www.forbes.com/sites/ekaterinawalter/2015/12/01/12-leadership-behaviors-that-build-team-trust/#4f2f4a267221
(Accessed: 08 August 2020).

Yusoof, Saifulbakri et al. "Relationship Between Economic, Political and Technology Factors: Case Study on Toyota Company". *International Journal of Academic Research in Public Policy and Governance*, 3(1), 58–63, 2016. Knowledge Words Publications, https://hrmars.com/papers_submitted/2436/relationship-between-economic-political-and-technology-factors-case-study-on-toyota-company.pdf.

Zhou, Xiangchen. "Corporate Governance and Corporate Governance Index: A Study on Toyota Company Recall Scandal". *SSRN Electronic Journal*, 2019. Elsevier BV, doi:10.2139/ssrn.3385229.