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A STUDY ON EMPLOYER AND EMPLOYEE RELATIONSHIP” WITH SPECIAL REFERENCE TO TOYOTA BOSHOKU AUTOMATIVE PVT LTD, AT HOSUR.

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ABSTRACT

In this context, the employer-employee relationship is not merely transactional but built on mutual trust, effective communication, conflict resolution mechanisms, employee engagement, and shared values. Human Resource policies and practices at Toyota Boshoku India aim to foster an environment where employees feel valued, heard, and motivated to contribute to organizational goals. Despite the company’s strong brand and structured HR framework, every organization faces challenges ranging from labour unrest, skill gaps, and generational diversity to evolving expectations of employees. This research seeks to explore the current state of employer-employee relations at the Hosur unit, understand the practices in place, identify gaps (if any), and provide actionable recommendations to strengthen HR-driven relationships.

KEY WORDS: Employer, Employee, Manufacturing, Training, Communication, Stability, Profitability.

INTRODUCTION

This project explores the employer-employee relationship at Toyota’s Hosur facility in Tamil Nadu. As part of Toyota Kirloskar Motor Pvt. Ltd., the plant supports the company’s supply chain and reflects its commitment to quality, innovation, and people-centric policies. The study examines how Toyota fosters a positive work environment through strong HR practices, open communication, training, and employee engagement. It also looks at conflict resolution methods and the impact of these practices on productivity and morale. The aim is to understand how Toyota balances operational efficiency with employee welfare to drive long-term organizational success.

RESEARCH BACKGROUND

The Hosur facility plays a crucial role in supporting Toyota’s extensive supply chain and manufacturing ecosystem. It ensures the timely production and delivery of automotive components, while maintaining the company’s global standards of excellence. Beyond its operational capabilities, this facility reflects Toyota’s dedication to fostering strong human resource practices emphasizing trust, respect, and mutual growth. This study focuses on analysing how Toyota nurtures a positive employer-employee relationship at its Hosur unit through various HR practices such as effective communication, comprehensive employee welfare programs, structured grievance redressal mechanisms, robust training and development initiatives, and an inclusive workplace culture.

IDENTIFIED PROBLEM

Lack of transparent communication between management and employees, leading to misunderstandings and confusion. Employees not receiving timely or constructive feedback on performance or areas for improvement. Minimal recognition of employee efforts and achievements, causing engagement. Low employee morale due to poor engagement practices and lack of motivation. Poor communication tools or channels causing delays, miscommunication, and inefficiency. Difficulty managing a culturally diverse workforce, leading to friction and misunderstandings. Absence of proper grievance redressal mechanisms that hinder the resolution of employee complaints. Unfair or inconsistent disciplinary procedures that create resentment and mistrust.

OBJECTIVES OF THE STUDY

- To Evaluate the Measure the Impact of Export Incentives and subsidies, tax breaks.

- To Analyze the impact of currency exchange rate volatility on financial performance.
- To Explore how exporting contributes to long-term financial stability through recurring revenue streams.
- To Study how exporting enables companies to leverage premium pricing strategies.
- To Examine the competitive landscape in international markets, including price

REVIEW OF LITERATURE

1. **Ghosh & Sen Gupta (2025)** – Conducted a systematic literature review highlighting the significant impact of HRM practices on employee retention, emphasizing the need for tailored strategies to enhance job satisfaction and organizational commitment. *European Economic Letters*
2. **Hossain, Khatun & Shanjabin (2024)** – Explored the influence of person-job and person- organization fit on employee engagement, revealing that supervisor support positively moderates these relationships, thereby enhancing engagement levels. *goodwoodpub.com*
3. **Medina-Garrido et al. (2023)** – Analyzed the relationship between work-family balance and job performance, finding that access to work-family policies indirectly boosts performance through improved employee well-being. *arXiv+1arXiv+1*
4. **Biedma Ferrer & Medina Garrido (2023)** – Proposed an integrative model demonstrating that family-friendly HRM policies positively influence organizational performance by enhancing employee perceptions and behaviors. *arXiv+1arXiv+1*
5. **Yadav & Sushil (2024)** – Investigated HRM practices in India's IT sector, concluding that strategic HR initiatives significantly impact employee engagement and organizational success. *All Commerce Journal*
6. **Pate & Tharkude (2023)** – Conducted a systematic literature review on employee engagement and job satisfaction, highlighting the roles of age, gender, and work experience in shaping these outcomes. *cibgp.com*
7. **Guntuku et al. (2022)** – Examined the effect of employer-employee relationships on engagement and task performance, finding a significant positive correlation between strong relationships and enhanced engagement. *casopisi.junis.ni.ac.rs*
8. **Akter et al. (2021)** – Identified contextual gaps in employee engagement within the financial sector, emphasizing the need for sector-specific strategies to boost engagement levels. *arXiv*
9. **Chahar & Hatwal (2018)** – Analyzed HRM practices' impact on employee engagement and performance, concluding that effective HR strategies are crucial for enhancing both metrics. *mail.i-scholar.in*
10. **Sadeghi (2024)** – Explored the implications of AI integration in HR processes, highlighting the dual impact on efficiency and employee well-being, and stressing the importance of transparency in AI systems. *arXiv*
11. **Otoo & Mishra (2018)** – Investigated the influence of HR development practices on hotel industry performance, emphasizing the role of employee competencies in mediating this relationship. *Emerald*
12. **Otoo (2022)** – Examined HR development practices' impact on organizational commitment in SMEs, finding that effective HRD initiatives significantly enhance employee commitment levels. *Emerald*
13. **Otoo et al. (2019)** – Analyzed HR development practices in the pharmaceutical industry, revealing that employee performance mediates the relationship between HRD practices and industry performance. *Emerald*
14. **Sakib et al. (2023)** – Conducted a systematic literature review on human resource outsourcing, identifying trends, challenges, and the impact on firm performance. *PMC*
15. **Ayanponle et al. (2024)** – Reviewed emerging trends in the future of work and HR's evolving role, emphasizing the need for adaptability in HR practices amidst technological advancements. *repository-ijrsra.com*
16. **Nasika (2024)** – Explored the impact of electronic HRM on employee performance, concluding that e-HRM systems can enhance performance when effectively implemented. *mbajournals.in*
17. **Murphy (2024)** – Advocated for fostering a growth mindset within organizations to promote innovation and ethical behaviour, highlighting its positive effect on employer- employee relationships.
18. **Taylor (2024)** – Discussed the importance of ethics in business and how organizations can navigate ethical challenges to strengthen employer-employee trust.
19. **Sutton & Rao (2024)** – Provided solutions for improving efficiency by reducing organizational friction, thereby enhancing employee performance and satisfaction.
20. **Meier (2024)** – Emphasized the importance of prioritizing employee well-being to drive business success, using case studies to illustrate the concept. *goodwoodpub.com*
21. **Allcott (2024)** – Argued that kindness boosts team performance by fostering empathy and a safe environment, thereby strengthening employer-employee relationships.
22. **Jesuthasan & Kapilashrami (2024)** – Delved into the evolving focus on skills over job titles, highlighting the necessity of AI tools in navigating these changes and their impact on HR practices.
23. **Price (2024)** – Challenged the belief that employee happiness and workplace profitability are mutually exclusive, emphasizing that a happy workplace leads to greater productivity.
24. **Goodall (2024)** – Critiqued unnecessary change initiatives and advocated for focusing on human performance, underlining the importance of stable employer-employee relationships.
25. **Venkataraman (2023)** – Provided a critical reflection on employment relations in India, emphasizing the need for a sociologically informed understanding of employer-employee dynamics. The company has the role of workplace profitability in the current working areas of the Toyota company.

RESEARCH GAP

Although numerous studies have explored employer-employee relationships within multinational corporations operating in India, there is a noticeable lack of academic focus on the specific context of Toyota Boshoku Automotive India Pvt Ltd's operations in Hosur. Existing literature tends to concentrate on Toyota Kirloskar Motor's primary manufacturing facility in Bidadi, Karnataka, or addresses broader organizational and industrial challenges without delving into localized issues at the Hosur plant. Furthermore, much of the past research on industrial relations has taken a reactive approach, focusing on labour unrest, wage disputes, or legal conflicts. There is insufficient emphasis on proactive analyses of how Toyota's global HR philosophies—particularly Respect for People and Kaizen are interpreted, implemented, and experienced by employees at the ground level in Hosur. In addition, studies have not adequately examined the contrasting experiences of permanent and contractual employees, especially regarding fairness, inclusiveness, and opportunities for growth. Key HR dimensions such as communication practices, feedback mechanisms, performance appraisal systems, and employee involvement in decision-making remain underexplored in this regional context.

RESEARCH METHODOLOGY

This chapter outlines the methodology adopted for conducting the study on the employer-employee relationship at Toyota Boshoku Automotive India Pvt Ltd, Hosur. The study aims to examine the nature of relationships between management and employees, identify factors influencing employee satisfaction and engagement, and analyse the impact of organizational policies on workplace harmony. Given the complexity of workplace dynamics in a large manufacturing setup like Toyota, the research methodology incorporates both qualitative and quantitative approaches to ensure a well- rounded analysis. This chapter details the research design, data collection methods, sampling techniques, data analysis tools, assumptions, limitations, and ethical considerations.

LIMITATION OF THE STUDY

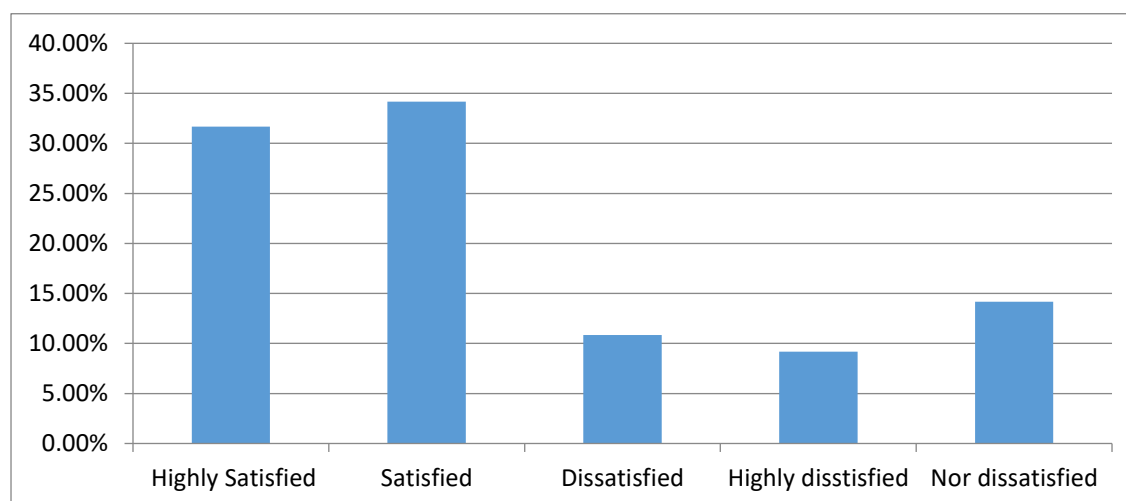
Limited access to internal HR and employee data, restricting the ability to analyze specific practices in detail. Difficulty in gathering candid employee responses due to fear of retaliation or concerns over confidentiality. Hesitancy from staff to discuss sensitive issues, particularly those related to conflict or dissatisfaction. Time-bound research period, limiting the ability to explore long-term trends or the full range of employee experiences. Small or non-representative sample size, affecting the generalizability of the findings. Complexity in quantifying relationships or perceptions, making it challenging to draw clear conclusions from qualitative data. Potential researcher bias in analysis, influencing the interpretation of data and outcomes. Resource constraints like funding or technology, limiting the scope of research tools or methods.

DATA ANALYSIS AND INTERPRETATION

Table 1. SATISFICATION LEVEL OF EMPLOYEE RELATIONSHIP

SATIFICATION LEVEL	RESPONDENTS	PERCENTAGE
Highly Satisfied	38	31.7%
Satisfied	41	34.2%
Dissatisfied	13	10.8%
Highly dissatisfied	11	9.2%
Nor dissatisfied	17	14.2%
TOTAL	120	100.0%

EMPLOYER PERCENTAGE



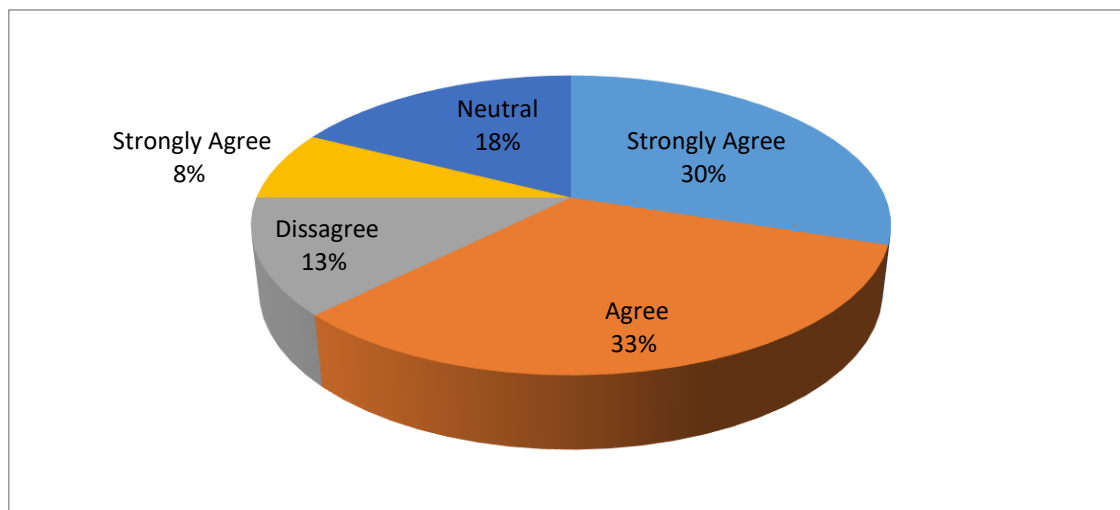
EMPLOYEE SATISFACTION LEVEL OF RELATIONSHIP

Chart 1. SATISFICATION LEVEL OF EMPLOYEE RELATIONSHIP**INTERPRETATION:**

- The above table shows that, 31.7% of the respondents are highly satisfied, 34.2% of the respondents are satisfied the employee relationship, 10.8% of the respondents are dissatisfied, 9.2% of the respondents are highly dissatisfied and remaining 14.2% of the respondents are nor dissatisfied.
- It is Majority 34.2% of the respondents are satisfied with the employee relationship.

Table 2. AGREE THAT POLICY AND ADMINISTRATIVE PRACTICE

POLICE& PRACTICE	RESPONDENTS	PERCENTAGE
Strongly Agree	36	30.0%
Agree	39	32.5%
Disagree	15	12.5%
Strongly disagree	9	7.5%
Neutral	21	17.5%
TOTAL	120	100.0%

EMPLOYEE PERCENTAGE**Chart 2. AGREE THAT POLICY AND ADMINISTRATIVE PRACTICE****INTERPRETATION**

- The above table shows that, 30% of the respondents are strongly agree, 32.5% of the respondents are agree that policy and administrative practice, 12.5% of the respondents are disagree, 7.5% of the respondents are strongly disagree and remaining 17.5% of the respondents are neutral,
- It is Majority 32.5% of the respondents are agree that policy and administrative practice.

SUMMARY OF FINDINGS

- Majority 31.7% of the respondents are age group between 26-35 years
- Majority 55.8% of the respondents are male.
- Majority 30% of the respondents are qualified in UG.
- Majority 31% of the respondents are experienced in 2-3 years
- Majority 34% of the respondents are earning Rs.10,000-15,000
- Majority 55.8% of the respondents are job suits in qualification
- Majority 34.2% of the respondents are satisfied with the employee relationship
- Majority 35.8% of the respondents are agree that employer freely discuss the work
1. issues.
- Majority 33.3% of the respondents are agree that employer participate in corporate
2. activities.
- Majority 32.5% of the respondents are agree that policy and administrative practice.

11. Majority 40.8% of the respondents are satisfied with the present job
12. Majority 29.2% of the respondents are satisfied the pay package.
13. Majority 35.8% of the respondents are satisfied the work environment
14. Majority 60.0% of the respondents are company provide flexible work hours
15. Majority 30.8% of the respondents are excellent about job responsibility.
16. Majority 32.5% of the respondents are agreeing in highlights of supervisors
3. achievements.
17. Majority 30.8% of the respondents are training in team outings, trips & recreational
18. Majority 35.8% of the respondents are agree that co-workers relationship
19. Majority 35.8% of the respondents are agree that management expect the technical
4. factor.
20. Majority 35% of the respondents are satisfied the top management.
21. Majority 85.8% of the respondents are company allowed the employer suggestion
5. and opinion.
22. Majority 28.3% of the respondents are agree that encourage employer voice opinion.
23. Majority 40.8% of the respondents are sometimes employer independently express.

SUGGESTION

This study is focused on examining the employer-employee relationship at Toyota Industries Engine India Pvt. Ltd., located in Hosur. The objective of the study is to understand how the company maintains harmonious industrial relations, promotes employee satisfaction, and ensures effective communication between management and staff. By analyzing the company's HR policies, grievance redressal systems, motivation strategies, and overall work culture, the study aims to highlight the practices that contribute to a productive and positive working environment. The insights gained from this research can be beneficial in identifying areas of strength and opportunities for improvement in employer-employee engagement at Toyota Hosur.

CONCLUSION

The study of employer and employee relationships at Toyota Company in Hosur highlights the company's strong commitment to fostering a collaborative and productive work environment. Toyota's focus on mutual respect, open communication, and continuous improvement (Kaizen) has cultivated a positive relationship between management and employees. The company's structured HR policies, regular training programs, and grievance redressal mechanisms contribute to high employee satisfaction and low attrition rates. Furthermore, Toyota's emphasis on teamwork and employee involvement in decision-making processes enhances trust and organizational loyalty. Overall, the employer-employee relationship at Toyota, Hosur, can be considered a model of industrial harmony and mutual growth, offering valuable insights for other organizations striving to improve their workplace dynamics.

DIRECTIONS FOR FUTURE RESEARCH

Future studies can explore how Toyota's unique organizational culture, rooted in "The Toyota Way," influences employee satisfaction, trust, and engagement at the Hosur facility. Research could focus on how formal and informal communication methods affect transparency, conflict resolution, and collaboration between management and workers. Investigating how skill development programs and career advancement opportunities contribute to stronger, more positive employer-employee relationships. Future research can study different leadership how the approaches(transformational, transactional, servant leadership) impact employee motivation, loyalty, and performance.

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