



## Toyotism and its influence on public management

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### SUMMARY

This article addressed the transition from the bureaucratic management model to the Toyotist system, highlighting its characteristics, impacts, and challenges. Initially, the rupture of the bureaucratic management model, based on state intervention and full employment, which has not been consolidated in Brazil, was discussed. Next, the Weberian theory of bureaucracy and its technical efficiency were explored, although with difficulties in adaptation. The Toyotist system was presented, which introduced Total Quality Management as a new management philosophy, valuing human beings in organizations and promoting a culture of continuous improvement. The importance of participatory management was highlighted, involving employees in organizational decisions and processes. Additionally, the influence of the digital age and technology on the transformation of organizations was discussed, emphasizing the adoption of advanced technologies and the digitalization of processes. However, it was emphasized that the implementation of these changes requires effective management of the transition, involving all members of the organization and promoting a culture of continuous learning.

**Keywords:** Bureaucratic Management. Toyotist System. Total Quality Management. Participatory Management. Digital Age. Technology.

### ABSTRACT

This article addressed the transition from the bureaucratic management model to the Toyotista system, highlighting its characteristics, impacts and challenges. Initially, the rupture of the bureaucratic management model, based on state intervention and full employment, which was not consolidated in Brazil, was discussed. Then, the Weberian theory of bureaucracy and its technical efficiency were explored, but with adaptation difficulties. The Toyotista system was presented, which introduced Total Quality Management as a new management philosophy, valuing human beings in organizations and promoting a culture of continuous improvement.

The importance of participatory management was highlighted, involving employees in organizational decisions and processes. Additionally, the influence of the digital age and technology on the transformation of organizations was discussed, highlighting the adoption of advanced technologies and the digitization of processes. However, it was emphasized that the implementation of these changes requires effective management of the transition, involving all members of the organization and promoting a culture of continuous learning.

**Keywords:** Bureaucratic Management. Toyota System. Total Quality Management. Participative management. Digital age. Technology.

## INTRODUCTION

This study aims to situate the work from the 20th century, when the Taylorist-Fordist model predominated, in which capital seeks to objectify labor through of control and rationalization, alienating the worker's knowledge and transferring it to scientific management. This context was accompanied by resistance from workers, who marked the course of the century. In addition, we discussed the need for rationalization of society in the face of new changes in production.

We also seek to outline an overview of the so-called "flexible accumulation", which, through the new methods and principles of Toyotism, it seeks to involve the worker in a way manipulative with the principles of the so-called lean enterprise. This system employs forms of flexible work, generating unprecedented social instability.

Furthermore, the need to restructure public administration was identified. Brazilian, which was historically tied to patrimonialist principles and a bureaucracy hierarchical.

It should be noted that this study is of a bibliographic nature, based on research that address these themes, with the aim of understanding the importance of Toyotism for administrative management and the implications of this approach in the context of public administration Brazilian.

## 2 THE TOYOTISTA SYSTEM

In the late 1960s and early 1970s, capitalism faced a sharp crisis, which led to intense transformations in the production process itself as an attempt to recover their reproductive cycle. These changes resulted in several economic, social, political and ideological changes, with significant repercussions on thought, subjectivity and values of the working class.

In countries with accelerated technological development, capital accumulation strengthened, and technological changes were incorporated into the world of industrial production, causing profound transformations throughout society.

In the late 1960s and early 1970s, capitalism found itself facing a severe critical condition, which, in an attempt to recover its reproductive cycle, triggered intense transformations in the production process itself, through new forms of accumulation. Attempts to solve the problems caused by the crisis in the system capitalist, were responsible for several economic, social, political, ideological, with strong repercussions on the ideology, subjectivity and constitutive values of "class-that-lives-from-work". causing intense changes throughout society regarding this process Antunes (1999, p.15) states:

[...] the working class suffered the most acute crisis of this century, which affected not only its materiality, but had profound repercussions on its subjectivity and, in the intimate interrelationship of these levels, affected its way of being (p. 15).

This context occurred after the Second World War when the production model industrial based on the Taylorist/Fordist principle of mass production, began to present weaknesses and no longer meet the demands of the capitalist system. The from then on, as a solution to the capital crisis, Toyotism, a new form of organization industrial and the relationship between capital and labor.

Unlike the Taylorist/Fordist system that germinated within an economy in growth and with an expanding consumer market, the Toyotism emerged in a context of slow economic growth. Originating in Japan, from within of Toyota automobile factories, the Ohno or Toyotist System was conceived in a environment conducive to the search for innovations for greater competitiveness by Japanese companies. According to Taiichi Ohno, Toyota industrial engineer and creator of the system:

The Toyota system had its origins in Japan's particular need to produce small quantities of numerous product models; it then evolved to become a true production system. Given its origins, this system is particularly good at diversification. While the classic planned mass production system is relatively resistant to change, the Toyota system, on the other hand, proves to be very flexible; it adapts well to the most difficult diversification conditions. This is because it was designed for this purpose (OHNO, 1978, p. 49, apud CORIAT, 1994, p. 30).



The analysis of Toyotism, as discussed by several authors, reveals its peculiar characteristics and their impact on production management. Nakatani (1998) highlights the purpose of producing exactly what is needed, at exactly the right time, highlighting the importance of Just in Time as the central philosophy of Toyotism. This approach seeks to eliminate waste and achieve zero inventory, allowing the necessary items to reach the production line at the right time and in the right quantity.

In contrast to the Fordist model, Toyotism is based on the production of only that is sold. The organization of production is directed by consumption, in which it is produced in large series, leaving sales to the HR department. Azevedo (2004) highlights the change in the storage of stocks, which began to be stored in large yards.

This new approach resulted in the decomposition of factory work into four operations: transportation, production, storage and quality control. Moreira (1998) emphasizes that, despite profit is mainly associated with production, the other operations are essential to process. To optimize production, the KANBAN system was adopted internally, seeking greater fluidity. Raupp (2006) highlights that the objective was to position operations close to each other of the others, limiting transport in space, but multiplying it in time.

The Kanban system and automation played a fundamental role in reorganization of functions in a few jobs. Pépece (2002) highlights that these systems integrated quality control into direct production, decentralizing activities control of orders and manufacturing. This decentralization allowed heads of teams of workers to assume responsibilities previously concentrated in one specialized department.

The restructuring of the manufacturing plant was necessary to make flow production viable continuous, avoiding unnecessary displacement of work and supplies. The organization in "production cells", where each cell was responsible for a defined stage of the process, brought a new character to the management culture of factories. Pacheco (2008) highlights that the bosses team members were chosen from among the workers themselves, with the role of ensuring good operation of the posts and communication between the cells and the administration.

Although the methods of carrying out the activities were strictly regulated, the worker became necessarily multi-skilled, versatile and multifunctional. Hirata



(2002) highlights that this change allowed a systemic view of production, empowering workers to solve problems and propose solutions.

This flexibility in the use of facilities and workforce allowed for a faster response to demand without increasing the number of employees. However, this resulted in greater intensification of work without ensuring greater job stability. Gorz (1982) highlights that patron control.

There is another significant change from Toyotism to Taylorism/Fordism, since workers were given the opportunity to contest, process called Kaizen, with the aim of minimizing the dimension of conflicts and seeking take advantage of differences as creative potential for increasing productivity (Shiroma, 1993, p. 38). In such a case, management did not take part in the meetings, but had the stance of listen to all the criticism, judge it in the way that I found coherent and then present a project who collected the proposals.

In addition to Kaizen, there were also Quality Control Circles, groups of workers meet periodically to discuss the quality of their work. With this, the workers were ideologically involved, internalizing the company's objectives as if they were their own, in addition to positioning themselves regarding the improvement of quality, which many sometimes resulted in reduced costs and increased productivity. (SALERNO, 1985, p. 187).

Thus, Toyotism presents itself with new principles of production management, of workforce management, with the aim of establishing a new hegemony of capital in production. The transformations promoted by the Toyotist system reached global dimensions, as a response to the structural crisis of the capitalist system, since, what is important for capitalist purposes, it must be adopted by all those who are part of the capitalist system (ANTUNES, 1999).

Since Toyotism, capital has become the new complex of productive restructuring under the new flexible accumulation regime. Therefore, it is understood that the developments of the Toyotism went beyond the interior of the factories. With the Toyotist system, the administration business gained the new concept of "management" to meet the new production model, subsequently interfering in the way public services are managed.

From the above, it can be seen that there is a significant change in Toyotism in relation to Taylorism/Fordism. One of the distinguishing features is the opportunity given to



workers to challenge and propose improvements, through the process called Kaizen. This process aims to minimize conflicts and take advantage of differences as creative potential for increase productivity (Shiroma, 1993). In this context, management adopts a stance of listening to workers' criticisms, evaluating them coherently and presenting projects that incorporate these proposals.

In addition to Kaizen, Quality Control Circles, groups of workers, who meet periodically to discuss the quality of work. Workers are encouraged to become ideologically involved and to internalize the company's objectives as if were theirs, positioning themselves in relation to quality improvement, which often results in cost reduction and increased productivity (Salerno, 1985).

In this way, Toyotism presents itself with new principles of administration. production and management of the workforce, seeking to establish a new hegemony of capital in production. The transformations promoted by the Toyotist system acquired dimensions global as a response to the structural crisis of the capitalist system. Antunes (1999) argues that what is important for capitalist purposes must be adopted by all those who are part of it the capitalist system.

Since Toyotism, capital has become the new complex of productive restructuring under the flexible accumulation regime. This new form of management extended beyond the interior of factories, also influencing the way public services are managed. Therefore, the Toyotist system brought with it the concept of "management" to meet the new model of production (Antunes, 1999).

More recent authors, such as Hirata (2014), highlight the importance of Toyotism in reorganization of work in the service sector. This reorganization includes the fragmentation of tasks and the implementation of new forms of control, such as electronic surveillance and constant monitoring of workers' performance. These changes have an impact directly in the precariousness and intensification of work, imposing challenges on workers in the sector of services.

### 3. TOYOTISM AND ITS INFLUENCE ON NEW FORMS OF MANAGEMENT

The Toyotist system broke with the bureaucratic management model and the proposal of state interventionism that prevailed during the period of Fordism. During this period, it was defended the policy of full employment and the expansion of social rights through



State intervention. However, in Brazil, the Welfare State did not come to be consolidate as in other Latin American countries. Cabral Neto (1997) highlights that there was a gradual growth in the supply of public goods and services in some sectors and for certain groups of the population, but this growth was hampered by the lack of quality of services and the lack of expansion of social programs, remaining, often, only in speech.

In the context of organizations guided by the assumptions of Weberian theory, the structure is composed of three types of authority: traditional, charismatic and rational-legal or bureaucratic. Weber (1994) considers bureaucracy as the most efficient pattern of administration. Tragtenberg (1997) defines bureaucracy as a rational system, based on a division of labor planned to achieve certain ends. According to Weber, the bureaucracy implies the predominance of formalism, written rules, hierarchical structure, division horizontal and vertical work, and impersonality in the recruitment of employees.

In the bureaucratic model, professional administrators are trained to perform various functions created by the division of labor. They generally need to have diplomas and/or experience to occupy positions, being appointed by superiors hierarchical and having an indefinite term of office, which does not mean that the position is for life. These administrators follow a career and are entitled to retirement (Pereira, 2004).

Lima (2001) highlights that the bureaucratic model is technically efficient in terms of imperative control over human beings and in the pursuit of the highest degree of efficiency. In However, it has difficulties in adapting to new market needs and overcoming your own model.

The changes resulting from the Toyotist system brought many companies the means and conditions necessary for growth, development and survival in the market. Total Quality Management emerged, which encompassed many techniques and forms of management created, improved or redefined to adapt to the new reality. This model of management values human beings in organizations, recognizing their ability to solve problems problems where and when they occur, constantly aiming for perfection. It is a new management philosophy that requires changes in attitudes and behaviors, commitment with performance, search for self-control and improvement of processes. This implies a change in organizational culture,





Silva (2018) highlights that Total Quality Management, in the context of the system Toyotista, seeks to promote a culture of continuous improvement, involving all levels of organization. Authors such as Deming and Juran were important references in this approach, defending the importance of quality as a competitive advantage and highlighting the employee participation in problem identification and resolution.

In this sense, participatory management becomes essential. Santos (2019) highlights that employee participation in organizational decisions and processes contributes to the engagement, increased motivation and promoting a healthier work environment. The appreciation of individual skills and knowledge is fundamental to the pursuit of excellence and to adapt to the demands of the ever-changing market.

Furthermore, the digital age and technology have played a fundamental role in transformation of organizations. Authors such as Brynjolfsson and McAfee (2014) argue that the adoption of advanced technologies such as artificial intelligence and automation drives the efficiency, productivity and innovation in companies. The digitalization of processes and the analysis of data have enabled more strategic and evidence-based management.

However, it is important to highlight that the implementation of new management models and the adoption of technologies are not guarantees of success by themselves. Authors such as Hammer and Champy (1994) warn of the need for effective change management, involving all stakeholders. members of the organization, promoting transparent communication, offering support and empowering employees to deal with transformations. The commitment of senior management management and creating a culture of continuous learning are key factors for the successful transition to a more agile and adaptable management model.

## FINAL CONSIDERATIONS

The article addressed the transformations brought about by Toyotism as a new model of management, breaking with the bureaucratic paradigm of Fordism. Toyotism brought with it new principles of production management and workforce management, aiming at a greater efficiency and adaptation to market demands. This model has extended beyond the factories, also influencing public administration.



Total Quality Management, originating from Toyotism, emerged as a new philosophy managerial, valuing human beings in organizations and constantly seeking improvement processes and customer satisfaction. This approach, although it has brought advances in terms of efficiency and quality, also raised questions about the subordination of worker to capital.

In the context of public administration, the changes promoted by Toyotism opened space for the strengthening of neoliberalism, which advocates the reduction of intervention state in the economy. This context triggered reforms in the state apparatus in several countries, seeking to adopt private sector strategies for modernization and increased efficiency.

Toyotism represented an important change in the way organizations are managed, influencing both the business context and public administration.

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