

IMPROVING MOTIVATION AT MICHELIN ROMANIA SA

Ovidiu Andrei Cristian BUZOIANU^{a1}, *Oana Camelia IACOB (PÂRGARU)*^b, *Cristina DIMA*^a,
Mădălina MONCEA^a

^a *Bucharest University of Economic Studies, Romania*

^b *University POLITEHNICA of Bucharest, Romania*

ABSTRACT

Employee motivation represents a critical factor in ensuring organizational performance, innovation, and long-term competitiveness. This study explores the current practices and challenges related to motivating employees at Michelin Romania SA, one of the leading companies in the tire manufacturing sector. The research investigates both intrinsic and extrinsic motivational factors, with an emphasis on working conditions, career development opportunities, leadership styles, and reward systems. Through a combination of literature review, internal data analysis, and employee surveys, the paper identifies key drivers of motivation within the company and highlights areas requiring improvement. Findings suggest that while financial incentives remain important, non-financial elements such as recognition, professional training, and participatory management have a significant impact on employee engagement. Based on these insights, a set of recommendations is proposed to strengthen motivational strategies at Michelin Romania SA, aiming to foster higher job satisfaction, reduce turnover, and enhance overall organizational performance.

KEYWORDS: *employee motivation, human resource management, Michelin Romania SA, organizational performance.*

DOI: 10.24818/IMC/2025/04.02

1. INTRODUCTION

Motivation is a central issue in organizations, because the relationship between them and employees is determined by the reasons that push them to carry out their activity. Organizational management must be able to communicate the organization's objectives to employees and associate them with their personal objectives in order to ensure efficiency and the achievement of organizational goals. In the work process, the needs and personality of employees must be taken into account (Abun et al., 2021).

In a world of fierce competition and rapid change, companies are faced with increasingly complex challenges in terms of attracting, retaining and motivating employees. In this context, the effectiveness and relevance of motivation strategies become critical for organizational success and competitiveness. This paper focuses on a detailed analysis of the motivation process within the Michelin SA company and proposes strategies and initiatives for its improvement (Garcia et al., 2023).

The Michelin SA company is an emblematic example in the tire manufacturing industry, being recognized globally for its innovation, quality and commitment to excellence. However, despite its market leadership, Michelin faces challenges in terms of employee motivation and engagement. In

¹ Corresponding author. E-mail address: ovidiu.buzoianu@man.ase.ro.

a constantly changing work environment, characterized by high demands for performance and adaptability, it is essential for Michelin to improve its motivation strategies to maintain and strengthen its competitive advantage (Haritha & Subrahmanyam, 2013).

This paper aims to explore in depth the concept of motivation within the Michelin SA organization, starting with an analysis of the theoretical foundations of motivation in organizational management and continuing with an assessment of the current motivation situation within the company. Through a detailed case study, the paper will identify the specific challenges and opportunities for Michelin and propose concrete recommendations and strategies for optimizing the motivation system. Finally, this paper will not only contribute to the understanding of the motivation process in the specific organizational context of Michelin SA, but will also provide valuable insights for improving organizational performance and competitiveness as a whole (Haryadi, 2022).

2. PRESENTATION OF THE MICHELIN COMPANY

Michelin Romania SA is a subsidiary of the Michelin Group, one of the most prestigious and innovative companies in the tire industry worldwide. During its more than two decades of activity in Romania, Michelin has become one of the most important players in the tire market in the country, bringing with it a rich tradition and a constant concern for innovation and quality.

Michelin Romania SA's mission currently consists of providing high-quality products and services in the tire field, satisfying the needs and requirements of its customers worldwide. The company aims to provide sustainable, safe and innovative mobility solutions, contributing to improving the driving experience and In the future, Michelin Romania SA aims to remain a leader in the tire industry, continuing to innovate and develop advanced solutions for the mobility of the future.

The company will strengthen its position on the local and international market, being recognized as a trusted partner for customers and a promoter of sustainability and social responsibility. Michelin will continue to invest in technology and research, adapting to the rapid evolution of the automotive industry and new market requirements, to offer innovative and reliable products and services. to protect the environment.

Michelin Romania SA collaborates with a diverse range of suppliers, both locally and internationally, to ensure the acquisition of the materials and components necessary for its production.

- **Rubber manufacturers:** Among the main rubber suppliers are companies such as Synthos, Lanxess, Kumho Petrochemical and Sinopec. These manufacturers provide Michelin with a variety of types of rubber, both natural and synthetic, which are used in the manufacture of tires for different types of vehicles (Marin, 2012).
- **Auxiliary material suppliers:** Michelin Romania SA collaborates with suppliers specialized in providing the auxiliary materials necessary for the manufacture of tires. These suppliers include companies such as Bekaert, which supplies steel wire for incorporation into radial tires, and Cordenka, which supplies fiber fabrics for reinforcing the tire structure.
- **Equipment and technology suppliers:** Michelin Romania SA uses a wide range of equipment and technologies in its production process. The company collaborates with equipment suppliers such as Siemens, Bosch Rexroth and ABB for the supply of high-performance production equipment, as well as with technology suppliers such as RockwellAutomation and Schneider Electric for automation and control systems (Morar& Iovu, 2019).

In addition to suppliers of materials and equipment, Michelin Romania SA also collaborates with a number of service providers, which provide support in various areas, such as transportation, logistics, equipment maintenance and other ancillary services. These suppliers include companies such as DHL, Kuehne + Nagel and Caterpillar Logistics.

This is just part of the complex network of suppliers with which Michelin Romania SA collaborates to ensure the supply of quality materials and components necessary for its tire production.

Michelin Romania SA has a solid customer base from various sectors and market segments, both in Romania and worldwide. These customers include:

- **Automakers:** Michelin Romania SA supplies tires to some of the largest automotive companies in the world, including manufacturers such as Renault, Ford, Volkswagen, BMW, Mercedes-Benz and others. These customers use Michelin tires for factory equipment or as original equipment (OEM).
- **Transport companies:** Michelin Romania SA supplies tires to road transport companies, such as freight and passenger carriers, who equip their fleet with Michelin tires to ensure the safety, efficiency and fuel economy of their vehicles.
- **Tyre distributors:** The company collaborates with an extensive network of tyre distributors, who market and distribute its products to end customers in various sectors and regions. These distributors include both networks of specialized tyre stores, as well as car service centres and spare parts distributors.
- **End consumers:** Michelin Romania SA also operates in the end consumer sector, supplying tires for cars, motorcycles and other vehicles directly to its customers through its own stores and other retail sales channels.

3. RESEARCH ON IMPROVING MOTIVATION

The purpose of this research on improving motivation within the Michelin company is to discover and establish measures and strategies that aim to stimulate and increase the level of motivation of employees within the organization.

The present research focuses on identifying the needs and desires that employees have, understanding the elements that influence their motivation and developing personalized strategies that address these aspects. By applying measures to increase motivation, the aim is to form a positive organizational culture, where the company's staff feel connected to Michelin's values and mission and have a clear understanding of the role they have within the organization. Ultimately, the objective of the research to increase motivation within the Michelin company is to establish a captivating work environment, where team members are encouraged to fully utilize their skills and potential, to improve their professional skills and to make a significant contribution to the prosperity of the entire organization.

Participants were assured that their responses would be treated confidentially and that anonymity would be respected. To ensure this, no personal information was requested in the questionnaire. The sample consisted of 50 employees from different departments and hierarchical levels. 15 employees in management positions and 35 employees in executive positions participated. Executive employees include people from the human resources, sales and IT departments.

The questionnaire was used as a research method. It was shared with the participants using an online survey platform. Staff who completed the questionnaire received a personalized link that they could access at any time, thus having the opportunity to complete it at any time convenient for them.

The responses collected were extracted from the online survey platform and processed using statistical software for data analysis. Various statistical methods were used, such as descriptive analysis and coherence analysis.

The main purpose of this questionnaire is to use the results obtained from its completion by employees in order to contribute to the success of the organization by implementing new strategies to improve employee motivation and developing existing strategies.

The results obtained from the completion of the questionnaire by Michelin employees were interpreted according to the research objective. These results are presented through graphs, tables and conclusions that explain the results obtained.

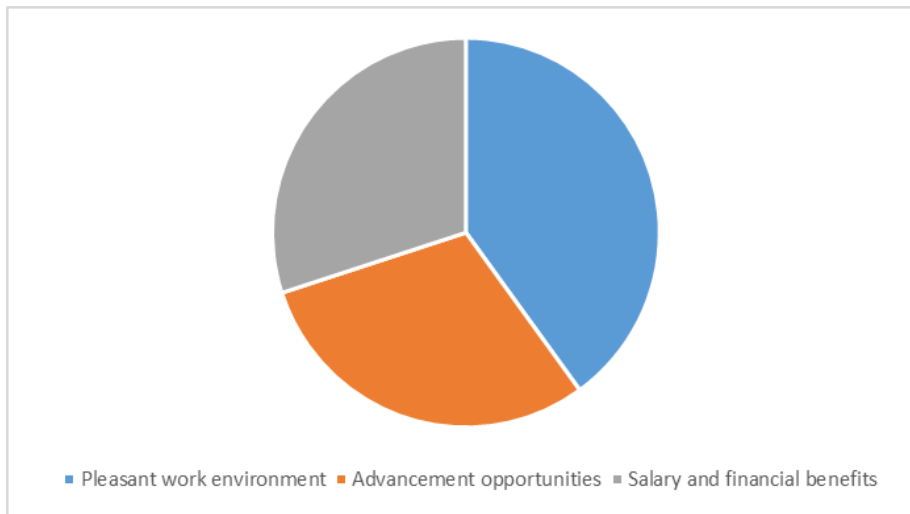


Figure 1. What motivates employees to come to work
Source: authors

The most common answer to this question was a pleasant work environment/relationship with colleagues. A share of 40% of the employees who participated in this questionnaire gave this answer as the most important motivating factor for them out of the 3 answer options offered. Regarding career advancement opportunities, 30% of all participating employees claim that for them the main motivating factor is the opportunity to advance in their career.

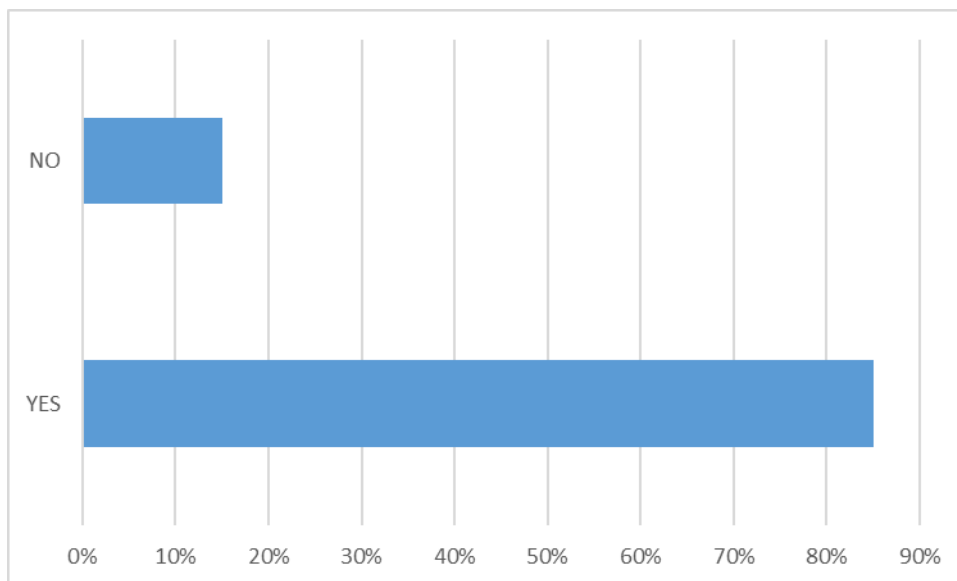


Figure 2. Evaluating the provision of promotion opportunities
Source: authors

The other 30% of employees chose the salary and financial benefits offered by the company. For them, the most important thing is the financial side. A motivating salary is for them the first factor that motivates them to come to work every day.

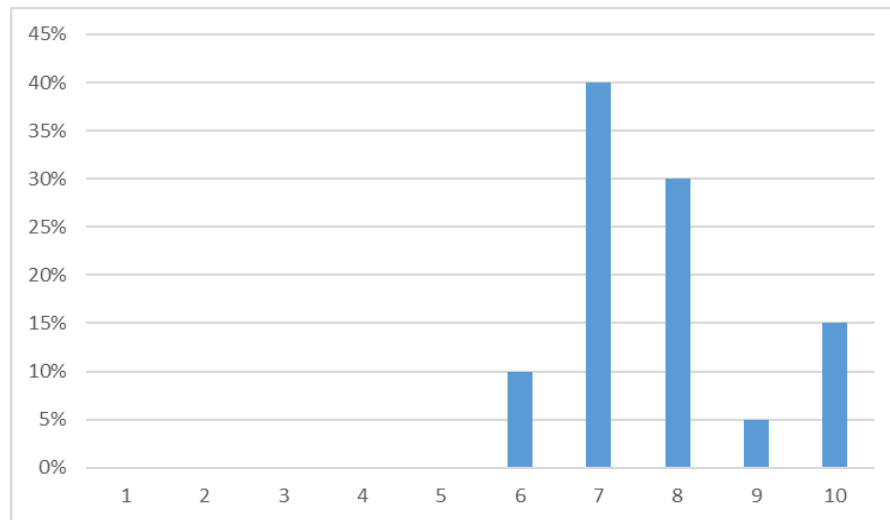


Figure 3. Evaluating the level of job satisfaction
 Source: authors

The most common answer was a score of 7. Most of the participating employees feel a moderate level of satisfaction at work. However, there are also answers that vary between 6 and 10, this fact shows us that there is diversity among employees regarding the level of satisfaction felt. Of the 50 Michelin employees who answered the questions in the questionnaire, 85% of them feel appreciated and recognized within the company they work for. The other 15% claim that they do not feel recognition and appreciation from the company. These results indicate that most employees feel that the company gives them recognition and appreciation for the work they do. However, there are also employees who cannot state the same thing as their colleagues.

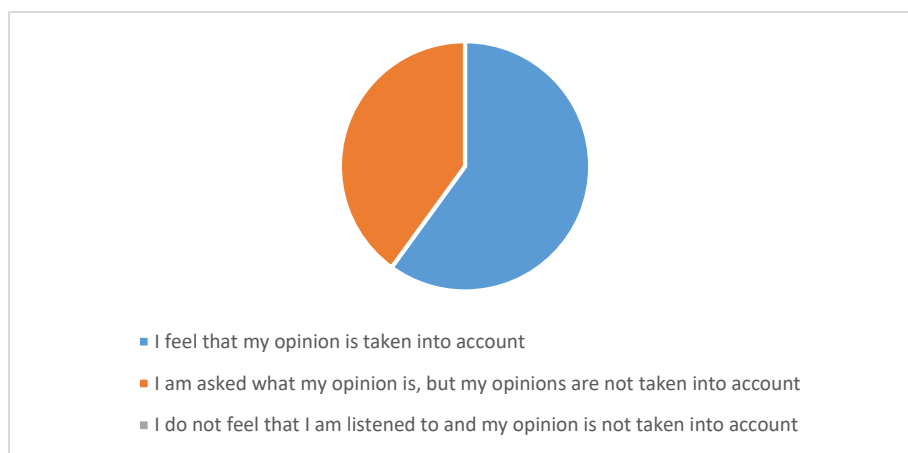


Figure 4. Communication within the company and employee involvement in decision-making
 Source: authors

Of the three response options provided, only two of them corresponded to the perception of the employees. The majority of the participating employees stated that they are given the opportunity to speak and express their opinions, thus having the chance to contribute to the decisions made within the company. At the same time, the remaining employees surveyed stated that although their opinion is asked for, it is never taken into account when making a decision. The answers provided illustrate a majority who feel listened to, who are given the opportunity to express their opinions

and who actively participate in decision-making, but it should not be ignored that there are also employees who do not benefit from these benefits.

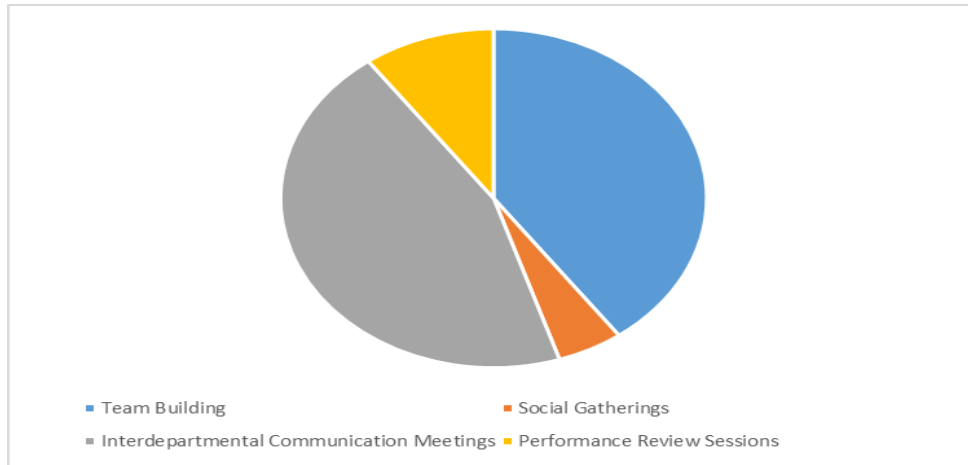


Figure 5. Methods for improving relationships between colleagues

Source: authors

The most common response among participants was organizing meetings between teams/departments in order to facilitate communication and collaboration between employees. 45% of the employees surveyed believe that this is the most effective way to improve relations between colleagues. Another method chosen by 8 of the employees (40%) was organizing team-building activities.

Only 5 of the 50 employees consider that performance evaluation sessions for mutual stimulation are a good method to improve collegial relations, while only one of those surveyed believes that going out outside the workplace for the purpose of socializing is a good practice that helps interpersonal relations at work. Ineffective communication and coordination is the biggest impediment to completing work tasks according to the employees who chose this response option.

High workload is the option chosen by a small part of the employees surveyed.

Two of the people who participated in this questionnaire believe that work tasks are preferentially divided by those in charge of this, which makes their work difficult. Only one employee considers that the biggest challenge for him is the lack of support from superiors, from people in management.

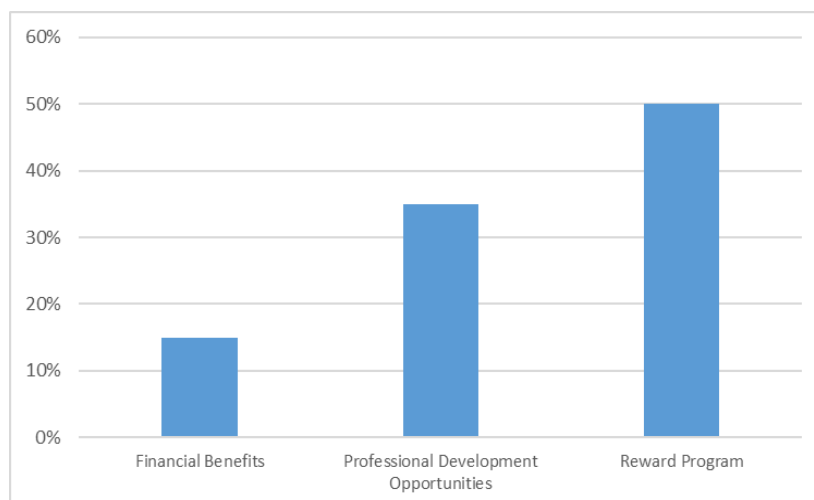


Figure 6. Benefits that motivate staff

Source: authors

The least chosen option for this criterion was the financial benefits option. Only a small percentage of employees claim that the main benefit that motivates them is the financial side. 10 of them are most interested in the professional development opportunities that are made available to them within the company. These programs offer them the opportunity to contribute to professional advancement by deepening their knowledge.

The vast majority, namely 15 of the employees surveyed, have as their main motivating factor the reward and recognition program for the work performed. This program encourages them to perform by offering recognition and rewards for the contribution that employees have in the company. Seven employees want a program through which special prizes or benefits would be awarded for each employee who performs. 6 employees believe that the most beneficial would be a personalized reward system, a system that takes into account the wishes or needs of each individual.

The results obtained from the questionnaire indicate their interest in professional growth and advancement. They also show the company's desire to have satisfied and continuously developing employees, offering them the opportunity to work in their chosen departments.

The results collected with the help of the questionnaire show that the majority of employees feel appreciation and gratitude at work, which suggests that gratitude for the work done can be a major motivating factor for them. The results indicate that employees who have the opportunity to express their opinions and participate in decision-making, as well as those who are satisfied with the level of communication and transparency in the organization, experience a higher degree of satisfaction and motivation at work.

Also, the recommendations of employees to organize team-building activities and social events, to encourage open and collaborative communication highlight the importance of effective internal communication and employee involvement in cultivating a positive and motivating work environment.

These results demonstrate that employee motivation and satisfaction are significantly influenced by factors such as development opportunities, recognition and appreciation of efforts, quality of communication, and employee involvement in the decision-making process.

Michelin SA can leverage this information to create and implement strategies dedicated to improving these aspects, with the aim of increasing employee motivation, satisfaction, and commitment.

4. WAYS TO IMPROVE MOTIVATION AT MICHELIN SA

Satisfaction and performance must be the result of a favorable social climate, based on several defining elements such as: the quality of the managerial act, the level of trust within the organization, the level of communication between the organizational structures, the existence of a sense of usefulness of work, equity in granting rewards and the involvement of employees in terms of career development. From a conceptual point of view, satisfaction represents the state of materialization of some expectations, whether conscious or not (Boukamcha, 2022).

Satisfaction represents the feeling of contentment and pleasure derived from the fulfillment of expectations or needs. In an organizational context, employee satisfaction refers to the extent to which they feel positive and fulfilled in relation to their workplace and the tasks they perform. This can include various aspects, such as recognition of efforts, equity in rewards, working conditions, relationships with colleagues and superiors, as well as professional development opportunities (Deci & Ryan, 2000).

The analysis of the extent to which people achieve the desired level of satisfaction has been and remains a constant concern of work psychology. "What happens to people during a working day profoundly affects both their lives and society as a whole." The source of satisfaction comes directly from the ratio between the level of reward that the employee believes he should receive and his perception of the reward actually received. When these two levels are equal, the employee will be

satisfied. However, if the level of perceived reward is lower than expected, a feeling of inequity or discomfort arises (Ostroff et al., 2013).

Promoting employees is one of the most effective measures to improve motivation in the workplace. It not only recognizes and rewards individual performance, but also encourages employees to develop their skills and aspire to higher positions within the organization.

Staff promotion involves the advancement of employees in the organization to higher positions, involving a change in function or level of employment, increased responsibility and increased remuneration and moral satisfaction (Murtiningsih, 2020).

Promotion criteria include competence, ethics, behavior, seniority and recorded performance. It is essential that promotion is objective, fair and balanced, based on detailed plans that highlight the real possibilities and chances of advancement. Promotion offers multiple advantages: knowing the candidate, saving orientation time, increasing motivation, reduced staff turnover and increased efficiency through optimal use of human potential.

However, promotion can also have disadvantages, such as a lack of internal staff in the event of rapid expansion of the organization, stagnation due to the lack of "fresh minds" and tensions between employees. Promotion brings with it new responsibilities and challenges, which can stimulate employees to develop their skills and improve their performance. Employees who feel they have opportunities for professional growth are more motivated to achieve their goals and contribute to the success of the organization (Noe et al., 2019).

Goal setting is a fundamental motivational technique that involves defining specific, motivating, and achievable goals, thus providing a clear framework for improving performance. This method not only directs employees' efforts, but also encourages personal and professional development by providing constant and constructive feedback (Salim, 2022).

For goals to be motivating, they must be stimulating, meaning challenging enough to encourage employees to put in extra effort, but still achievable. If goals are perceived as impossible to achieve, they will lose their motivating character and lead to frustration and demotivation.

5. CONCLUSION

This paper explored the multiple aspects and strategies used to stimulate and maintain a high level of employee motivation in the work environment. A first major conclusion of this study is that employee motivation is influenced by a wide range of factors, including individual needs, the work environment, interpersonal relationships, recognition and reward for performance, and professional development opportunities. Understanding and managing these factors is a complex and demanding task for managers and leaders of the organization.

Another important aspect highlighted in this paper is that there is no universal solution or a "one-size-fits-all" approach to employee motivation. Each organization is unique in its own way, and motivation strategies must be adapted to its specificities and needs.

It was also found that motivation is a dynamic and ongoing process, requiring constant attention and continuous efforts from the organization's management. Therefore, developing a positive organizational culture and a stimulating and inclusive work environment is essential for maintaining a high level of employee motivation.

In addition to these aspects, it was observed that effective communication, transparency and employee involvement in the decision-making process are key elements in stimulating motivation and promoting increased commitment to the organization's objectives and values.

These conclusions provide Michelin with a clear vision of the level of satisfaction, motivation, recognition, communication and professional development of its employees. They can serve as a basis for identifying and implementing specific measures and strategies aimed at improving these aspects. This can contribute to strengthening employee satisfaction, motivation and involvement, as well as increasing organizational performance and success.

ACKNOWLEDGEMENT

Thanks to the team for their help in writing this article. I would like to express a big gratitude to our colleagues for their continued encouragement, critical analysis of this article, and guidance.

REFERENCES

- Abun, D., Menor, R. I., Catabagan, N. C., Magallanes, T., & Ranay, F. B. (2021). Organizational climate and work engagement of employees of divine word colleges in Ilocos Region, Philippines. *International Journal of Research in Business and Social Science* (2147-4478), 10(1), 107–121. <https://doi.org/10.20525/ijrbs.v10i1.1017>
- Boukamcha, F. (2022). A comparative study of organizational commitment process in the private and public sectors. *International Journal of Organizational Analysis*, 31(5), 1987–2013. <https://doi.org/10.1108/ijoa-07-2021-2866>
- Deci, E., L. & Ryan, R., M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268. https://doi.org/10.1207/S15327965PLI1104_01
- Garcia, Y., M., G., del Rocio, N., A., F. & Msc, J., E., A., (2023). Influence of Organizational Climate on Job Performance: A Comparative Analysis of Public and Private Companies. *Remittances Review*, 8(4). <https://doi.org/10.33182/rr.v8i4.85>
- Haritha, K. & Subrahmanyam, D., S., (2013). Organizational Climate: An Empirical Investigation in Penna Cement Industries Limited. *International Journal of Business and Management Invention*, 2, 2319–8028.
- Haryadi, D., (2022). The role of organizational culture on improving employee performance through work discipline. *Jurnal Mantik*, 6(1), 686–698.
- Marin, I. (2012). Increase Employee Motivation in Romanian SME'S. *Revista de Management Comparat International/Review Of International Comparative Management*, 13(15), 804–810.
- Morar, I. & Iovu, M., B. (2019). Aggressive behavior towards staff in the prison environment. Descriptive study on the first semester of 2015. *I2(2)*, 240–246.
- Murtiningsih, R., S. (2020). The Impact of Compensation, Training & Development, and Organizational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, 19(1), 33–50.
- Noe, R., A., Hollenbeck, J., R., Gerhart, B. & Wright, P., M. (2019). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill Education.
- Ostroff, C., Kinicki, A., J. & Muhammad, R., S. (2013). Organizational culture and climate. In I. B. Weiner (Ed.), *Handbook of psychology*, Vol. 12: Industrial and organizational psychology (2nd ed.) (pp. 643–676). John Wiley & Sons Inc.
- Salim, R. (2022). The Impact of Organizational Climate, Career Development, and Work Discipline on Employee Performance. *KINERJA: Jurnal Manajemen Organisasi dan Industri*, 1(2), 72–81.