Perception on the Quality of Organizational Communication in the Support Service Units in Romania

By Lorian-Ovidiu VINTILA¹, Raluca-Elena GHINEA¹, Dumitru-Alin STATIE¹, Genoveva Da Costa LUPEĐIA ¹

Abstract
Our research aimed at assessing the degree of customer satisfaction regarding the quality of organizational communication in the support service units in Romania, from the perspective of the services they have benefited from. Our research was of a quantitative type, through a questionnaire distributed online, to which 315 current and/or former clients of the support services units in Romania replied. In order to establish the representativeness of the research sample, we used the snowball method. The confidence level of the answers was 95% and the MPE was 5.5%. The questionnaire included 21 questions, context in which we formulated one main hypothesis and three working hypotheses. The econometric analysis of the answers was based on the method of comparing the means through the IBM SPSS 20 application, this being supplemented by the ANOVA variance analysis, where the structure of the answers in the questionnaire allowed. In the methodology used, we included the method of analysing multiple answers for structured questions, so as to record more answers from the variants we proposed to the participants in the study. The validation of the research hypotheses revealed that the suspicions of the clients of the support services units in Romania regarding the quality of the provided services are justified, given that the interest of these entities for the loyalty of the beneficiaries of the provided assistance activities is non-existent. The results of the study finally allowed us to formulate proposals for improving the organizational communication within the support units in Romania and, in this way, to also improve both the efficiency of the activity and the loyalty of their customers.

Keywords: customers, quality of organizational communication, support services, loyalty, efficiency

1. Introduction

The assistance services sector is extremely varied and applicable in many fields. The research of the sources of information revealed that by this notion people designate with the individual title certain services, instead of several spheres and/or fields of activity. The first support services units, as a short foray into history, was represented by assistance services in law enforcement (ancient China, 1556-1046 BC). Over time, the notion of "support services" has acquired various meanings, so that it is now found in extremely many areas, such as: roadside assistance services, technical assistance services, medical assistance services, telephone assistance services at distance for various fields, etc. However, there are certain areas where people use these types of assistance services more often and are much more familiar with their usefulness. Thus, considering the above explanations, we will primarily refer to road/car assistance and technical services of any kind in our research.
The automotive sector has experienced a fulminant development around the world, focusing increasingly on safety and assistance; the result of this has been the development of more complex measures in the area of road assistance services. An important factor is the fact that in previous years more and more road assistance services have become components of high importance for manufacturers, insurers and obviously entrepreneurs. Entrepreneurs who started with start-ups in these areas discovered that they need equipment and means of towing - high costs; therefore, this type of business is seen rather as an adjacent source of income besides the main one.

At the same time, the governments increasingly support the migration to electric and hybrid vehicles, which increases the emergence of new providers in the road assistance services market, but also the diversification of the related technologies, contributing to the expansion of the road assistance services market globally to a Compound Annual Growth Rate of approximately 4% in the forecast period (https://www.mynewvehicle-roadsides-assistance-market-2019-size-global-trends-comprehensive-research-study-development-status-opportunities-future-plans-dot-dot-dot-3032416, accessed on 07.04.2022). For a better overview, the revenue and forecast of the road assistance market in Europe is: USD 4,430.2 million in 2015 – estimated 2026 - USD 6,499.8 million. Globally, from USD 13,502.8 million in 2015 to USD 20,158.4 million in 2026. (https://www.mynewsdesk.com/se/automotive-dive/pressreleases/global-vehicle-roadside-assistance-market-2019-size-global-trends-comprehensive-research-study-development-status-opportunities-future-plans-dot-dot-dot-3032416, accessed on 20.03.2022)

Therefore, this sector presents the possibility of development in an emerging market. For these services to gain high level interest and trust, it is necessary to have a good organizational communication with the customers. The specialists mention that the major vulnerabilities encountered in the communication process are resulted both from the insufficient training in the field, but also from the different perceptions that each organization has towards its own image, compared to the clients' (Popescu et State, 2017:119).

2. Literature Review

The communication process is extremely important, regardless of the sector of activity in which a company operates. Specialists (Abric, 2002) describe the communication process as a deliberate or involuntary act. Another definition given by Romanian specialists (Nicolescu et Verboncu, 2007) defines communication as a complex process of transmitting information, in the form of messages, between at least two people through communication channels.

At the same time, starting from the basis of communication, namely the necessity of the existence of at least two individuals, we can say that it is an essential ability in life; it is also a fundamental process for organizational performance and adaptability in the market (Winarso, 2018:1).

Communication can be both formal and informal – the latter having less structured systems (Choi et Jacobs, 2011:241) and if they become generators of learning, they become experiential environments (Berg et Chyung, 2008:233); they constitute over 70% of
communication at any workplace (Leslie, Aring and Brand, 2003:15).
Communication can be viewed from several perspectives: expert Osgood (1953) sees
communication as an action of influencing a source, using alternative systems, while
Shannon et Weaver (1998) see communication as a sum of methods by which one can
affect another. From another, narrower angle, according to Schramm (1971),
communication is represented by the process of establishing an identity of conceptions
and reflections, between a transmitter and a receiver, using a communication channel.
The organizational communication process is extremely important, both internally and externally; for the external to be an efficient one, experts (Falkheimer et Heide, 2018:28-33; Papa, Daniels and Spiker, 2013:37-42; etc.) mention the need to follow advice such as:
be empathetic; repeat key messages; listen actively and provide real feedback; provide the
necessary information for each category of stakeholders, support customers, etc.
However, communication often does not have the expected result; one of the causes may
be the different barriers that may interfere (for example, phonetic barriers – which may
occur as a result of a poor control of the expression, such as intonation, inflection of the
voice, articulation of words (Popescu and State, 2017:162), etc.).
Communication plays an extremely important role in any company, especially in a
developing market where each potential customer must be persuaded not to choose the
competitor company; all the afore-mentioned also apply to the road assistance services
sector. Expert Zlate (2004) defined excellence in organizations as the ability of people to
use technology to creatively solve emerging problems; another thing is clear, excellence
cannot exist without communication.

3. Research Methodology

In the framework of the research, the first activities were those of general data
analysis. The initial point is represented by the analysis of specialized data regarding the
notions of communication, its importance in an organization, regardless of its object of
activity, but also of the factors that decide and influence a good or poor communication.
The second stage was represented by the analysis of the data regarding the institutions
providing assistance services, the way in which they carry out the communication process,
but also the perception their clients have on the quality of the communication process.
To determine the veracity of the assumptions from which this analysis started, a
quantitative method was used, a questionnaire that was distributed and completed by 315
persons.

3.1 Research assumptions
I1 – As a result of the lack of professionalism of organizational communication
on internal and external level, as well as the deficiencies manifested in this field, the clients
have prejudices and illusions regarding the units providing assistance services;
I2 – Clients have a low degree of trust in the provision of services to the assistance units
as a result of their lack of interest in the clients;
I3 – The clients call for the choice of the provider of the assistance services to the personal
documentation, as a result of the lack of confidence in the quality of the services provided
by the units.
The analysis based on the questionnaire (located in crowdsourcing regime on https://www.isondaje.ro/sondaj/832002982) included questions of both general and applied order – the practical analysis on the process of communications at the level of organizations.

Following the processing of the demographic data, we were able to formulate general aspects regarding the specific structure of the sample of the participants in the study. The distribution according to the "biological gender" indicated a percentage of 51.1 men out of the total respondents and a percentage of 48.9 female respondents. From the point of view of the age category, the 315 participants in the research were represented according to the histogram in figure no. 1.

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Participants</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 22 years</td>
<td>33</td>
<td>10.5%</td>
</tr>
<tr>
<td>23 - 29 years</td>
<td>88</td>
<td>27.9%</td>
</tr>
<tr>
<td>30 - 39 years</td>
<td>107</td>
<td>34%</td>
</tr>
<tr>
<td>40 - 54 years</td>
<td>69</td>
<td>21.9%</td>
</tr>
<tr>
<td>Senior (55 +)</td>
<td>18</td>
<td>5.7%</td>
</tr>
<tr>
<td>Total responses</td>
<td>315</td>
<td>100%</td>
</tr>
</tbody>
</table>

Fig.no.1: Distribution of study participants according to the age category criterion  
Source: processing of answers by the author

From the viewpoint of the frequency with which the respondents turned to the services of the assistance units (both in the country and abroad), 393 answers were centralized (this question had the possibility of multiple answers; the possible answers that the respondents could select can be found on each row in the figure below) – figure no. 2.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Participants</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>in the country: 1-2 times</td>
<td>165</td>
<td>42%</td>
</tr>
<tr>
<td>in the country: 3-5 times</td>
<td>66</td>
<td>16.8%</td>
</tr>
<tr>
<td>in the country: more than 5 times</td>
<td>76</td>
<td>19.3%</td>
</tr>
<tr>
<td>abroad (only for roadside assistance services): 1-2 times</td>
<td>59</td>
<td>15%</td>
</tr>
<tr>
<td>abroad (only for roadside assistance services): 3-5 times</td>
<td>23</td>
<td>5.9%</td>
</tr>
<tr>
<td>abroad (only for roadside assistance services): more than 5 times</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td>Total responses</td>
<td>393</td>
<td></td>
</tr>
</tbody>
</table>

Fig.no.2: Distribution of participants in the study according to the criterion "frequency of use of support services"  
Source: processing of answers by the author

When asked about the potential risks that a trip, both in the country and abroad, may have, a percentage of over 50% of the respondents stated that, regardless of whether they are accompanied or traveling alone, they are informed beforehand about the risks associated with the trip. Figure no. 3 shows the participants' answers regarding the information and documentation means on the assistance services they can benefit from. The possible answers that the respondents could select can be found on each row in the figure below.
Most of the respondents use the websites of the providers, followed by those who resort to the information received from friends; at the same time, a significant small percentage is held by the respondents who state that they have used the information provided by the service providers (the question offered the possibility of multiple answers). Regarding the usefulness of the media, a percentage of over 50% of the respondents consider it to be of quite high importance in their travel decisions.

Another question, of high importance for our research, is represented by the situation in which customers do not actually meet the application of the validated contractual conditions and their manner of behaviour. The possible answers that the respondents could select can be found on each row in the figure below. The synthesis of the answers can be found in fig.no.4, where we find that the highest percentage is represented by the persons who tell their friends about the experience, followed by those who report the found irregularities.

In order to carry out the case study and the research, questions were asked regarding the way in which clients view the organizational communication with the units providing assistance services. Fig.no.5 can analyze the answers (possibility of multiple answers) to the question regarding the customers’ opinion regarding the faulty organizational communication – directly or not impacting the relations with the customers; most of the respondents directly considered the impact on the quality of the services provided. The possible answers that the respondents could select can be found on each row in the figure below.
Yes, because the way an organization communicates depends, decisively, on the quality of the services provided by it

Yes, especially since I have always been interested in expressing my opinion regarding the quality of the services I received

Yes, because the quality of the services I received also affected the quality of my services and/or of my satisfaction as a result of the travel performed

NO, because, regardless of the quality of the services I received, I had to manage on my own

I don’t know, so I can’t say

prefer not to answer

Total responses

---

**Fig.no.5: Distribution of the participants in the study according to the criterion “opinion of the respondents regarding the influence of the organizational communication on the quality of the relations with the customers”**

Source: processing of answers by the author

At the same time, the interesting analysis is the synthesis of the answers that concludes the clients' opinion regarding the importance that the units providing assistance services allocate to the organizational communication, be it internal or external, in order to meet the clients' requirements (fig. 6). The possible answers that the respondents could select can be found on each row in the figure below.

...to a very large extent, proven by the numerous offers made by the insurers...approximately (so-so), especially since we found that insurers are not really interested in customers and their loyalty but, rather, in organizing as informal relations as possible with service providers...no, especially since we found that, from year to year, things seem to be "going" worse and worse...no, because we found that the majority of insurers try to "hit", being interested only in their own profit...I don’t know...I don’t know, so I can’t say...prefer not to answer

Total responses

---

**Fig.no.6: Distribution of the participants in the study according to the criterion "opinion regarding the concern existing in the assistance units for the satisfaction of the clients' wishes"**

Source: processing of answers by the author

In close correlation with the previous question, the following is also of impact for the hypotheses of the research, namely the degree of trust that the clients have in the professionalism of the assistance service providers from the perspective of organizational communication at external level. The answers are relevant and do not need separate conclusions, as can be seen in fig. 7. The possible answers that the respondents could select can be found on each row in the figure below.
totally, especially as they aim to satisfy the demands and requirements of all customers. In fact, basically, I always “go with” them
to a very large extent 105 33.3%
I don’t really trust 114 36.2%
very little 21 6.7%
I don’t know because I’m not interested 6 1.9%
I don’t know, so I can’t say 22 7%
prefer not to answer 6 1.9%
Total responses 315 100%

Fig.no.7: Distribution of study participants according to the criterion "trust of respondents in the professionalism of insurers/service providers"
Source: processing of answers by the author

At the same time, for a correct overview, we wanted to know from the respondents if, following the experiences, they consider the quality of organizational communication at external level within the providing units in other EU countries superior to that of the country's providers. The synthesis of the answers (fig.no.8) led to an overwhelming percentage of persons who consider the external organizational communication to be superior, in other countries. The possible answers that the respondents could select can be found on each row in the figure below

yes, especially because, wherever I went abroad, I was better treated 139 44.1%
than in Romania. Moreover, the professionalism, deontology, empathy, loyalty of customers are no longer mere desires (at most declarative), but realities of the probity of the expertise in the field of assistance service providers.

yes! Yes! Although I have not been abroad, I heard that there you 48 15.2%
are much better treated than in Romania...
I am not sure; there were places where I was better treated, but also 34 10.8%
places where the quality of the assistance services was lower than in Romania

no, the quality of organizational communication, from the perspective 10 3.2%
of the available information, is the same in all EU countries
I don’t know because I wasn’t interested in such aspects 28 8.9%
I don’t know, so I can’t say 53 16.8%
prefer not to answer 3 1%
Total responses 315 100%

Fig.no.8: Distribution of study participants according to the criterion 'opinion on the quality of organisational communication in the case of support services from EU countries'
Source: processing of answers by the author

In the research there was also a question about the importance that the service providers offer to the customers' opinion – whether they were ever interviewed by them in order to obtain real feedback. The synthesis of the answers revealed a percentage of over 50% of the clients who have never been interviewed regarding the quality of the services provided
The possible answers that the respondents could select can be found on each row in the figure below.

Yes! And I even found, with great satisfaction, that the 28 insurers/service providers took into account my opinions

Yes, but I was not interested in the extent to which the support 31 service providers take into account and/or will take into account my opinion

Yeah, but I just felt like I had to statistically answer some questions 65

NO 178

NO and anyway, if I had been interviewed, I would have refused to answer 8

prefer not to answer 5

**Total responses** 315

*Fig.no.9: Distribution of the participants in the study according to the criterion "analysis of the degree of customer satisfaction regarding the quality of the services provided to them"
Source: processing of answers by the author*

Also, following the analysis and other answers of the questionnaire, we can reveal aspects such as: a percentage of just over 40% of the respondents consider that there are progresses in the previous 3 to maximum 5 years in the quality of the services provided by the assistance units; at the same time, in a question with multiple answers regarding the ways of development and professional improvement, the respondents consider 3 the most important measures that should be applied: the orientation of the employees, their communication skills and training at the workplace. The possible answers that the respondents could select can be found on each row in the figure below. From the point of view of the level of studies that the respondents have, the synthesis can be seen in fig.no.10:

<table>
<thead>
<tr>
<th>Level of Studies</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>secondary education</td>
<td>42</td>
</tr>
<tr>
<td>university studies - Bachelor's Degree</td>
<td>93</td>
</tr>
<tr>
<td>university studies - master</td>
<td>82</td>
</tr>
<tr>
<td>university studies - PhD</td>
<td>5</td>
</tr>
</tbody>
</table>

It doesn't matter! Finally, each of us is a CUSTOMER and it only matters how we are treated by the service providers.

**Total responses** 315

*Fig.no.10: Distribution of participants in the study according to the criterion "level of education completed"
Source: processing of answers by the author*

### 3.2 Assumption Testing

**Assumption no. 1:** As a result of the lack of professionalism of organizational communication at internal and external level, as well as the deficiencies manifested in this field, the clients have prejudices and illusions regarding the units providing assistance services.

In order to test the working hypothesis no. 1, the method of comparing the means in the
IBM SPSS 20 application was used, along with the ANOVA variation analysis, plus the method of analysing multiple answers, where the structuring of the categories of questions allowed.

The answers to the following 3 questions were analysed: the usefulness of the media used before planning a trip, the relevance between the media used and the quality of the services provided by the units and the way of reaction if the contractual clauses are not the same as the reality.

The working hypothesis implied the following variants:

**Null hypothesis (H0):** the perception of communication at the organizational level and the expectations of the clients are similar.

**Alternative hypothesis (H1):** there are significant differences between the perception of communication at the organizational level and the expectations of the clients.

### Table 1: Case Processing Summary

<table>
<thead>
<tr>
<th>Cases</th>
<th>Included</th>
<th>Excluded</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
</tr>
<tr>
<td>315</td>
<td>100.0%</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

To what extent do you consider that the media used are useful in choosing the provider of assistance services * If you find that the reality does not coincide with the contractual clauses.

Source: response processing in IBM SPSS 20, performed by the author

The results presented in Table no. 1 reflect the degree and use of the media by the respondents in adopting a decision regarding the suppliers who present a complete offer, but also the reality given by the quality of the services performed by the units providing road assistance and/or technical data.

In tab.no.2 refers to the respondents' behaviour if the reality is not the same as the documentation performed, as follows:

- With a low average score (of only 2.27) we understand that, for customers, the perception of the media used in the choice of the insurance company but also the means that provide an image of the quality of the works performed (average score of 2.74) is an unfavourable one and `charges` the organizational communication;

- The reaction of the clients is below expectations, with a low average score for each type of action taken (for example, the report of the situation to the manager has a score of 1.74 if the client informed about the offers made and of only 2.44 if the quality of the services provided by the road assistance units is considered deficient).

### Tab.no.2: Report

<table>
<thead>
<tr>
<th>(10) If you find that those encountered &quot;on the ground&quot; are not identical to those stipulated in the consensually validated service contracts...</th>
<th>(8) To what extent do you consider that the media called by you are useful for choosing an insurance company that also provides support services?</th>
<th>(9) To what extent do you consider that the media called by you reflect the reality you find in the quality of the services performed by the units providing assistance?</th>
</tr>
</thead>
<tbody>
<tr>
<td>I get angry and I complain about the situation to the unit manager</td>
<td>Mean</td>
<td>1.79</td>
</tr>
<tr>
<td>N</td>
<td>.651</td>
<td>1,749</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>48</td>
<td>48</td>
</tr>
</tbody>
</table>
(10) If you find that those encountered "on the ground" are not identical to those stipulated in the consensually validated service contracts...

<table>
<thead>
<tr>
<th>I complain about the situation to the competent superior forums in the field</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I tell other friends/acquaintances about the findings</td>
<td>Mean</td>
<td>N</td>
<td>Std. Deviation</td>
</tr>
<tr>
<td>I get upset and support the factual situation</td>
<td>Mean</td>
<td>N</td>
<td>Std. Deviation</td>
</tr>
<tr>
<td>I'm not doing anything, because I can’t change anything!</td>
<td>Mean</td>
<td>N</td>
<td>Std. Deviation</td>
</tr>
<tr>
<td>I don’t know, so I can’t pronounce myself</td>
<td>Mean</td>
<td>N</td>
<td>Std. Deviation</td>
</tr>
<tr>
<td>I prefer not to answer</td>
<td>Mean</td>
<td>N</td>
<td>Std. Deviation</td>
</tr>
</tbody>
</table>

Source: response processing in IBM SPSS 20, performed by the author

Using the ANOVA variation analysis (Table no. 2) confirms the secondary hypothesis, as proof of the differences regarding the response variants selected by the respondents, differences that are significant at the date of the study (Sig ≤ 0.05), and the linearity test (Table no. 3) presents the association of the variables used.

Table no. 3: Measures of Association

<table>
<thead>
<tr>
<th>Eta</th>
<th>Eta Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.269</td>
<td>0.072</td>
</tr>
<tr>
<td>0.218</td>
<td>0.048</td>
</tr>
</tbody>
</table>

Source: response processing in IBM SPSS 20, performed by the author

The effects produced by the lack of professionalism in the field of organizational communication, regardless of the category of assistance service provider, are visible and have led to the acceptance of hypothesis I1.
according to which, as a result of the lack of professionalism of organizational communication at internal and external level, as well as the deficiencies manifested in this field, the clients have prejudices and illusions regarding the assistance service units.

Assumption no. 2: Customers have a low degree of trust in the provision of services to the assistance units as a result of their lack of interest in the customers.

In order to test the working hypothesis no. 2, the average comparison method was used in the IBM SPSS 20 application, along with the ANOVA variation analysis.

The answers to the following 2 questions were analysed: the extent to which the clients consider that in the units providing support services there is a concern for an efficient organizational communication with the role of satisfying as effectively as possible the clients' requirements and the trust that the clients have in the professionalism of the service providers in the country from the point of view of organizational communication.

The working hypothesis implied the following variants:

**The null hypothesis (H0):** the lack of interest for the clients of the assistance service providers and the low degree of trust of the clients towards them do not differ.

**The alternative hypothesis (H1):** the lack of interest for the clients of the assistance service providers and the low degree of trust of the clients towards them show significant differences.

### Tab.no.4: Report

<table>
<thead>
<tr>
<th>The extent to which clients consider that in the units providing support services there is a concern for an efficient organizational communication with the role of satisfying the clients' requirements as effectively as possible * The trust that clients have in the professionalism of the service providers in the country in terms of organizational communication.</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>total</strong> – the aim to satisfy the demands and demands of all customers</td>
<td>1.59</td>
<td>41</td>
<td>1.341</td>
</tr>
<tr>
<td>to a very large extent</td>
<td>2.27</td>
<td>108</td>
<td>1.601</td>
</tr>
<tr>
<td>I don't really trust</td>
<td>2.30</td>
<td>114</td>
<td>.931</td>
</tr>
<tr>
<td>very little</td>
<td>3.14</td>
<td>21</td>
<td>1.590</td>
</tr>
<tr>
<td>I don't know because I'm not interested</td>
<td>3.17</td>
<td>6</td>
<td>1.835</td>
</tr>
<tr>
<td>I don't know, so I can't pronounce myself</td>
<td>5.32</td>
<td>22</td>
<td>1.359</td>
</tr>
<tr>
<td>prefer not to answer</td>
<td>4.67</td>
<td>6</td>
<td>2,582</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2.52</strong></td>
<td><strong>315</strong></td>
<td><strong>1.630</strong></td>
</tr>
</tbody>
</table>

*Source: response processing in IBM SPSS 20, performed by the author*

By analysing the scores of the determined averages (Table no. 4) we can notice the lack of confidence related to the professionalism of the insurance companies in the country. The analysis of the data revealed a score of 1.59 for the answer regarding the ‘total’ confidence in professionalism, compared to the score for the ‘very little confidence’ option of 3.14 – almost double. In conclusion, the lack of confidence of the respondents in the communication process of the organizations providing assistance services is high, being placed with a score of 2.52 below the average value of 3.5.

With the help of the ANOVA variation analysis, we can confirm the existence of significant differences between the low degree of trust of customers and the lack of interest for them of the assistance units (Sig = 0).
The extent to which clients consider that in the units providing support services there is a concern for an efficient organizational communication with the role of satisfying the clients' requirements as effectively as possible

* The trust that clients have in the professionalism of service providers in the country from the point of view of organizational communication.

| Source: response processing in IBM SPSS 20, performed by the author |
|---|---|---|---|
| **Tab.no.5: ANOVA Table** | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups (combined) | 258,716 | 6 | 43,119 | 23,063 | .000 |
| Within Groups | 575,855 | 308 | 1,870 | |
| Total | 834,571 | 314 | |

The good association, this time also, between variables with a percentage of 31% is shown in tab.no.6.

**Tab.4.6: Measures of Association**

| Source: response processing in IBM SPSS 20, performed by the author |
|---|---|---|
| **Eta** | **Eta Squared** |
| The extent to which clients consider that in the units providing support services there is a concern for an efficient organizational communication with the role of satisfying the clients' requirements as effectively as possible | .557 | .310 |
| The trust that clients have in the professionalism of service providers in the country from the point of view of organizational communication. | |

The previously performed analysis led to the revealing of the lack of interest to the clients, manifested in the way in which the assistance units carry out the organizational communication, which determines the acceptance of hypothesis no. 2: *the clients have a low degree of confidence in the provision of the services of the assistance units as a result of the lack of interest towards the clients.*

Assumption no. 3: Customers call for the choice of the provider of the assistance services for personal documentation, as a result of the lack of confidence in the quality of the services provided by the units.

In order to test the working hypothesis no. 3, the method of analysing the multiple answers in the IBM SPSS 20 application was used.

The answers for the following 2 questions were analysed: *what is the biological type that the respondents have* and *what are the sources of information that they use when they decide the service provider for the next trip.*

The working hypothesis implied the following variants:

**Null hypothesis (H0):** the lack of confidence of customers in the quality of the services provided by the assistance units and the sources of information they choose to use does not show any differences.

**The alternative hypothesis (H1):** the lack of confidence of customers in the quality of the services provided by the assistance units and the sources of information they choose to use shows significant differences.
Both questions present valid answers, being accessed by all participants in the research (tab.no.7). With the help of the synthesis presented in tab.no.8, it was established that the respondents, regardless of gender, choose as the main measure of information about the providers of the assistance services, mainly the internet pages (a total of almost 88% of the total answers); at the same time, the information provided by the providing units offers interest to only 100 of the respondents. A higher percentage, 51.7% of the total answers, is given by the information version represented by friends/acquaintances.

Following the analysis, the last hypothesis of the research was confirmed, namely: the clients resort to the choice of the provider of the assistance services for personal documentation, as a result of the lack of confidence in the quality of the services provided by the units. It has been demonstrated that interested persons will always find the desired information, regardless of the source of documentation to which they will have to resort in search of answers, but also the fact that primacy is held by customers.

4. Conclusions

All economic sectors play an important role in the development of each country, depending on the values that each industry has. The area of road assistance services is in full development, given that the automotive sector, with which it is directly connected, is in continuous development. However, the analysis resulted in the fact that it does not pay increased attention to...
communication at the extra-organizational level (most likely not at the internal level either, because a good communication within the organization is also reflected outside it).

This analysis precisely for these reasons was started, having as a starting point a main working hypothesis that was the analysis from the perspective of 3 secondary hypotheses. After testing them with econometric means, their validation resulted. The conclusions converge on the following aspects: the assistance service provision units do not pay attention to the organizational communication at external level reflected in a reduced interest in the needs and desires of the clients; at the same time, due to the lack of professionalism in this sphere, the clients get to have illusions and prejudices regarding the providers of the assistance services. Just like a snowball, all this is reflected in a low degree of confidence that customers have, materialized and the fact that they use personal documentation to the detriment of information provided by economic agents.

Therefore, it is of crucial importance that the decision-makers at the head of the support services units understand the role of organizational communication, internally and externally, for the efficiency of the activities and the performance of the organization.

As we initially saw in the literature review chapter, the communication process has a lot of important perspectives. Summing up the specialists’ opinions, we can say that the life of any company depends on the quality of internal communication process; more than that, this quality is also reflected in the external communication process. As we saw in our paper, the analysis leads to the idea that the employees and the company’s owners do not pay enough attention to the client’s needs and act superficial in the selling process. Considering the importance of automotive sector, I think that it is crucial for units providing support services related to this sector to provide more qualitative services and inspire credibility to their clients. The lack of confidence that the customers show to the companies is a real issue for both parties: clients do not search for the services support units anymore and those units are losing clients and profit. By improving the quality of the communication process, at both internal and external level, the companies create a win-win situation.

For a ‘healthy’ communication at the organizational level, the improvements must start primarily from the internal level. It is necessary for each employee to understand the flow of information for the communication process to be carried out fluently and transparently.

In this way, employees in their turn can have a correct communication behaviour towards customers. Regardless of the scope of activity, for a company it is imperative that the image it reflects on the outside be a correct and ‘attractive’ one towards potential customers.

Communication is the basic element of any type of relationship be it between employees, company-employees or in the relationship between the company and potential and/or current customers.

References


