

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

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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.

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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-roadside-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.


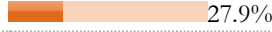



18 - 22 years	33		10.5%
23 - 29 years	88		27.9%
30 - 39 years	107		34%
40 - 54 years	69		21.9%
Senior (55 +)	18		5.7%
Total responses	315	100%	

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.



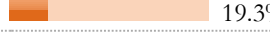



in the country: 1-2 times	165		42%
in the country: 3-5 times	66		16.8%
in the country: more than 5 times	76		19.3%
abroad (only for roadside assistance services): 1-2 times	59		15%
abroad (only for roadside assistance services): 3-5 times	23		5.9%
abroad (only for roadside assistance services): more than 5 times	4		1%
Total responses	393		

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.






personal documentation on <i>websites(internet)</i>	277		45.6%
information leaflets provided (in the mailbox) by specialized assistance units	20		3.3%
information provided by the service-providing units	100		16.5%
information provided by the membership organization	47		7.7%
information provided by friends and/or acquaintances	163		26.9%
Total responses	607		100%

Fig.no.3: Distribution of participants in the study according to the criterion "method of information/ documentation on the assistance services chosen as an option, before travel"

Source: processing of answers by the author

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.




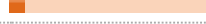



I get upset and report the situation to the manager/administrator of the unit	48		15.2%
I request the situation of the competent higher forums in the field	65		20.6%
share with other friends/knowledge about the findings	96		30.5%
I get upset and bear the fact that	28		8.9%
I'm not doing anything, because I can't change anything!	39		12.4%
I don't know, so I can't say	24		7.6%
prefer not to answer	15		4.8%
Total responses	315		100%

Fig.no.4: Distribution of participants in the study according to the criterion "the way of reaction in case the reality on the ground does not correspond to those stipulated in the contract"

Source: processing of answers by the author

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.

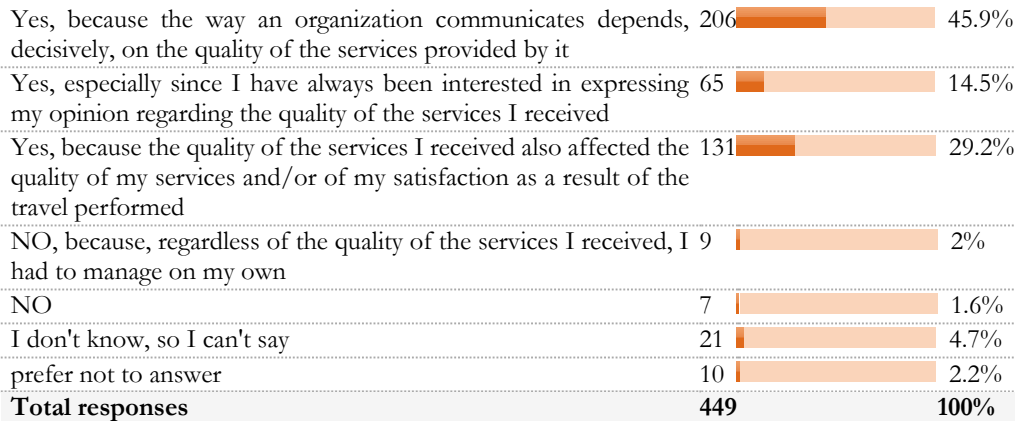


Fig.no.5: Distribution of the participants in the study according to the criterion "opinion of the respondents regarding the influence of the organizational communication on the quality of the relations with the customers"

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.

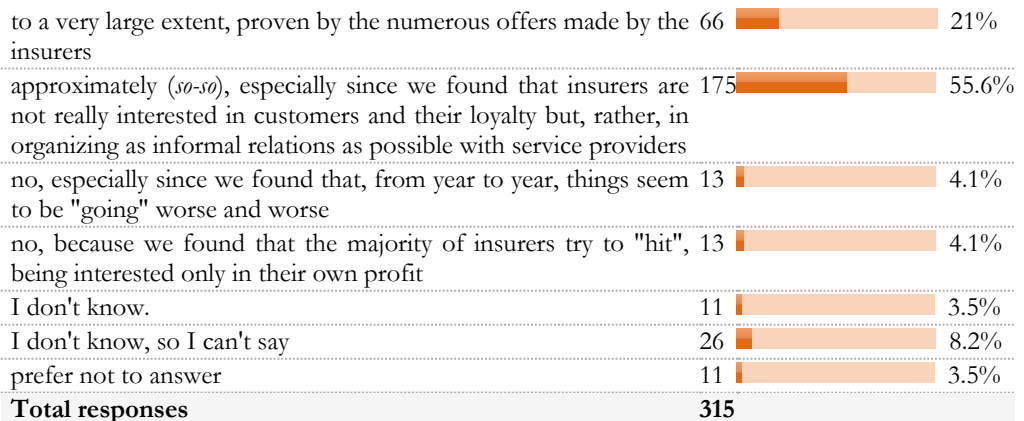


Fig.no.6: Distribution of the participants in the study according to the criterion "opinion regarding the concern existing in the assistance units for the satisfaction of the clients' wishes"

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.

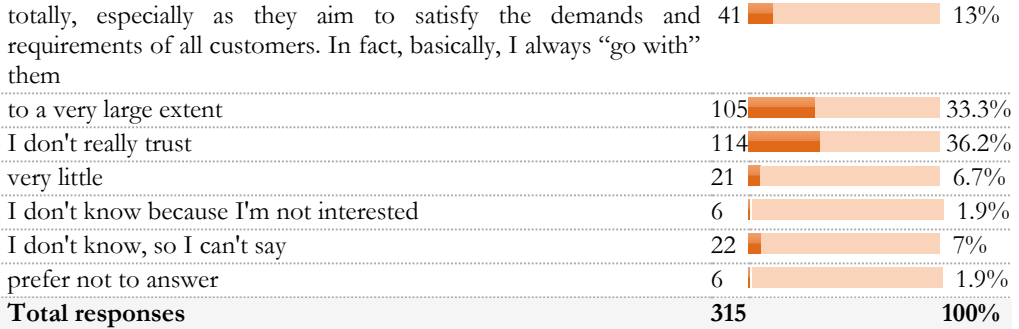


Fig.no.7: Distribution of study participants according to the criterion "trust of respondents in the professionalism of insurers/ service providers"

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

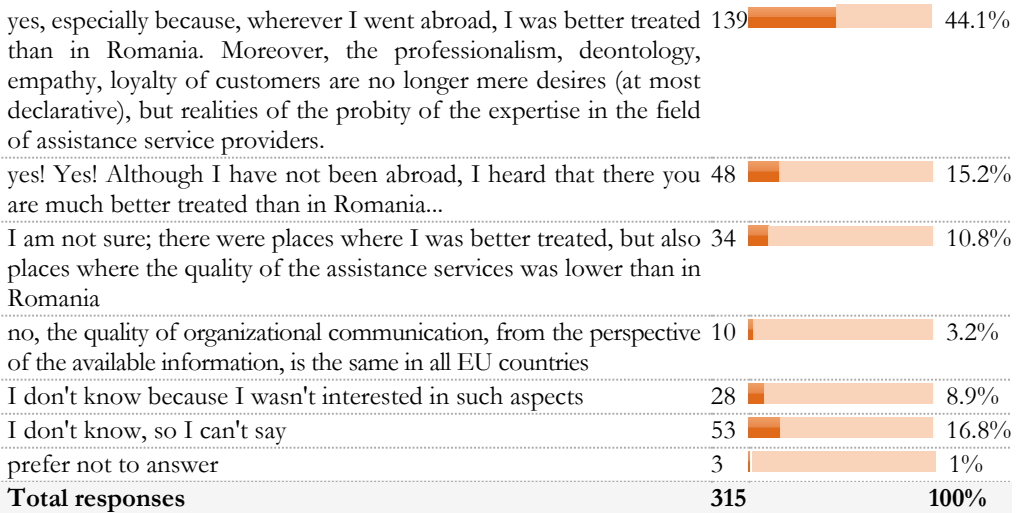


Fig.no.8: Distribution of study participants according to the criterion 'opinion on the quality of organisational communication in the case of support services from EU countries'

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

(fig. 9). The possible answers that the respondents could select can be found on each row in the figure below.

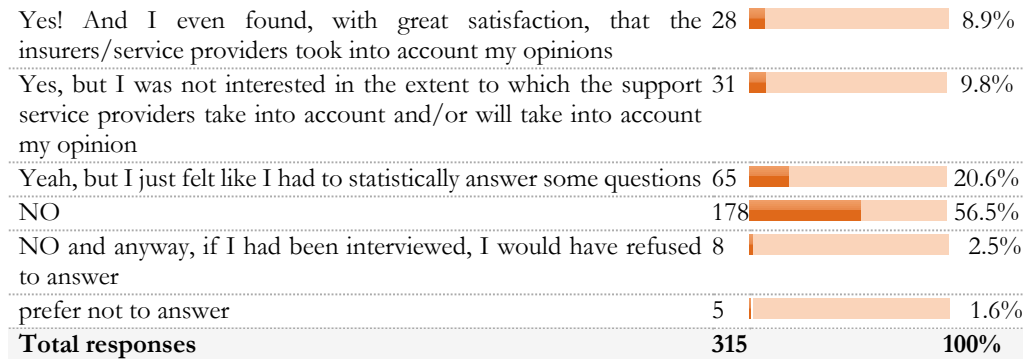


Fig.no.9: Distribution of the participants in the study according to the criterion "analysis of the degree of customer satisfaction regarding the quality of the services provided to them"

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:



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

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<i>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.</i>	315	100.0%	0	0.0%	315	100.0%
<i>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.</i>	315	100.0%	0	0.0%	315	100.0%

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

(10) If you find that those encountered "on the ground" are not identical to those stipulated in the consensually validated service contracts...	(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?	(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?
<i>I get angry and I complain about the situation to the unit manager</i>	Mean	2.44
	N	48
	Std. Deviation	1,749

(10) If you find that those encountered "on the ground" are not identical to those stipulated in the consensually validated service contracts...		(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?	(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?
<i>I complain about the situation to the competent superior forums in the field</i>	Mean	2.15	2.66
	N	65	65
	Std. Deviation	.939	1.361
<i>I tell other friends/acquaintances about the findings</i>	Mean	2.34	2.66
	N	96	96
	Std. Deviation	1,014	1.168
<i>I get upset and support the factual situation</i>	Mean	2.39	3.14
	N	28	28
	Std. Deviation	.916	.891
<i>I'm not doing anything, because I can't change anything!</i>	Mean	2.49	2.74
	N	39	39
	Std. Deviation	.721	.637
<i>I don't know, so I can't pronounce myself</i>	Mean	2.83	3.58
	N	24	24
	Std. Deviation	1,465	1,976
<i>I prefer not to answer</i>	Mean	2.20	2.53
	N	15	15
	Std. Deviation	1.207	1,598
Total	Mean	2.27	2.74
	N	315	315
	Std. Deviation	.991	1.362

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 ($\text{Sig} \leq 0.05$), and the linearity test (Table no. 3) presents the association of the variables used.

Table no. 3: Measures of Association

	Eta	Eta Squared
<i>(8) What is the use of information media in choosing the provider of assistance services in correlation with the quality of the services provided? * (10) If you find that the reality does not coincide with the contractual clauses.</i>	.269	.072
<i>(8) What is the use of information media in choosing the provider of assistance services in correlation with the quality of the services provided? * (10) If you find that the reality does not coincide with the contractual clauses.</i>	.218	.048

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 **II***

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

<i>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.</i>	Mean	N	Std. Deviation
<i>total – the aim to satisfy the demands and demands of all customers</i>	1.59	41	1.341
<i>to a very large extent</i>	2.27	105	1.601
<i>I don't really trust</i>	2.30	114	.931
<i>very little</i>	3.14	21	1,590
<i>I don't know because I'm not interested</i>	3.17	6	1,835
<i>I don't know, so I can't pronounce myself</i>	5.32	22	1.359
<i>prefer not to answer</i>	4.67	6	2,582
Total	2.52	315	1.630

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).

Tab.no.5: ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
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 *	Between Groups (combined)	258,716	6	43,119	23,063	.000
	Within Groups	575,855	308	1,870		
Total		834,571	314			
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

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

	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.		

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

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: *c* 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.

Tab.nr.7: Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$TEST ^A	315	100.0%	0	0.0%	315	100.0%

a. Group

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

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.

Tab.no.8: \$TEST * Gen - Crosstabulation

		(1) Please specify your gender		Total	
		Female	Male		
1 ^a	personal documentation on <i>websites(internet)</i>	Count	131	146	277
	information leaflets provided (in the mailbox) by specialized assistance units	Count	11	9	20
	Information provided by the service-providing units	Count	37	63	100
	Information provided by the membership organization	Count	27	20	47
	Information provided by friends and/or acquaintances	Count	61	102	163
Total	Count	154	161	315	

Percentages and totals are based on respondents.

a. Group

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

*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 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.

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