

Support Service Units in Romania: The Role of Organizational Communication

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Abstract

The main objective of this paper is to analyze the degree of professionalism of the organizational communication in the services providing units in Romania. We also aimed to review the impact that the lack of involvement in the professionalization of organizational communication has on the activity of these entities. The paper represents a quantitative research, by using an online questionnaire distributed to the personnel from the units that provide support services in Romania, both at the level of the executive and management functions. This questionnaire was answered by 291 employees the reply being given in the crowdsourcing system, representing a percentage of 19.4 of the total staff in the field of support services.

Once it was established the representativeness of the sample, the research started with the main idea according to which, at the time of our study, in the services providing units in Romania, there were not shown any concerns for the development and promotion of the ethics and professionalism of organizational communication. Moreover, as we have demonstrated, the issue regarding organizational communication based on scientific grounds was only a theoretical goal. The answers obtained to the twenty questions of the questionnaire allowed us to notice and analyze some specific aspects of organizational communication at the level of the services providing units in Romania. For maximum accuracy of the results, our analysis was based on three derived working hypotheses. The methodology for testing these three working hypotheses was based on the multiple correspondence analysis, through the IBM SPSS 20 application, and on the method of comparison of the average scores, this being underlined by using also the ANOVA technique, for nuancing the results. The econometric testing of the hypotheses has led to their validation and allowed the formulation of appropriate conclusions regarding the professionalism of organizational communication and efficiency of the activity of the services providing units in Romania.

Keywords: organizational communication, support services, Romania, professionalism, communication process, streamlining, effectiveness

1. Introduction

The sector of development of support activities is extremely varied, with applicability in different fields. However, the research of various sources of information revealed that the representatives designate individually the various services, but not in the sense of several spheres and/or fields of activity.

In the historical context, the support services pertain to the services in the field of assistance granted for the law compliance and enforcement, but also for the medical emergencies; the first mention regarding the assistance granted in the law enforcement was made in ancient China, during the dynasties Shang (1556-1046 BC) and Zhou (1045-256 BC).

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The providers of support services must take into account an essential aspect of the activities provided: the organizational communication level both internally and externally has a decisively impact on the performances recorded by the company. From this perspective, the communication impacts both, directly and indirectly, the results of each entity providing support services. In regards to the internal level of the organization, communication has a double impact: in the sense that the way the organization's management communicates determines decisively the way employees view themselves as a part of the organization, but also the importance that customers have for it; at the same time, any malfunction of communication at the level of intention it's automatically propagated in the external environment. As a follow up of the indirect impact, the deficiencies of internal communication are also propagated in the economic and financial results of the entity. There are situations in which the existing competition between various members of the team may affect the image that the company has and, automatically, will this be reflected in sales level. From the point of view of external organizational communication, also in this situation we can analyze both directly and indirectly.

2. Literature Review

Communication is an extremely important process, whether we are speaking at the internal or external organizational level. A widely recognized fact is that communication helps us analyze in detail the aspects of our own personality, but it also helps us to discover it (Senge, 2006:17). Over time, there have been several specialists, local or foreign, who have described in details their own way of analyzing the communication process, as well as different definitions of communication.

For the process to be effective, certain specialists mention the need to consider elements such as repeating key messages, empathy, active listening, providing relevant information to each stakeholder, providing real feedback, etc. (Falkheimer et Heide, 2018:28-33; Pope, Daniels and Spiker, 2013:37-42; etc.). Communication is a fundamental process of organizational adaptability and performance, regardless of the category to which the entity pertains to (Winarso, 2018:1). There are several perspectives from which we can analyze communication: communication can be a sum of methods by which one person can affect another (Shannon et Weaver, 1998); it can be an action of influencing a source through alternative methods (Osgood, 1953) or it can be regarded even as a process of establishing a reflection and conceptual identity by means of a communication channel, between a transmitter and a receiver (Schramm, 1971).

In a competitive and constantly changing and developing market (as is the market of services), it's of paramount importance that the entity, with the help of organizational communication, attracts a potential customer before a competitor does. Zlate (2004) mentions that excellence in the organization is the ability of people to use technology to creatively solve problems. We agree that excellence, regardless of the field, cannot exist without communication.

According to other concepts, the communication process is an involuntary or deliberate act (Abric, 2002) or communication is seen as a complex process in which information are transmitted, coded as messages, with at least two persons involved with the aid of the

communication channels (Nicolescu et Verboncu, 2007). Communication is both a formal and informal process; informal communication is less structured (Choi et Jacobs, 2011:241), there are situations when they become experiential environments, when they generate learning processes (Berg et Chyung, 2008:233); informal communication systems represent a percentage above 70% of the communication at any workplace (Leslie, Aring and Brand, 2003:15). However, for a correct development, there is a need for the communication process to have no barriers that interfere with the quality of the message conveyed; these can be materialized in many aspects, such as, for example, phonetic barriers – these appear as a result of a deficient mastery of expressions, materialized in the inflections of the voice, the articulation of words, etc. (Popescu and States, 2017:162).

3. Research Methodology

In this research, the first activities carried out were those of general data analysis. The initial point is represented by the analysis of specialized data regarding the notion 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 point is represented by the analysis of the data regarding the service providing institutions, the way in which they carry out the communication process, but also the perception that their employees have on the quality of the communication process, both internally and externally.

In order 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 291 employees.

3.1 Research assumptions:

I1 – The managers and employees of the service providing units do not fully know what the object of their activity consists of in detail;

I2 – Managers and employees of the service providing units are not aware of the size of the customer's importance to the entity to which they pertain;

I3 – Between the service providing units, communication is poor.

The analysis based on the questionnaire (located in crowd sourcing regime on <https://www.isondaje.ro/survey/831518079>) included questions both general and applied – for the practical analysis on the process of communications at the level of organizations.

The research started with general questions, the first question being related to the respondents' membership organization, most of them being included in the category of service providing units in the internationally accepted sense (37.5% of the respondents); the data can be seen in the histogram presented in figure no.1.






Units providing support services (in the 95 internationally accepted sense)			35.7%
Units providing technical support services	83		31.2%
Units providing road side assistance services	46		17.3%
Units providing services of any kind of home 19 assistance (including medical assistance)			7.1%
Units providing services such as Rent a Car	23		8.6%
Total responses	266		100%

Fig.no.1: Distribution of study respondents' according to the criteria "category of support services"

Source: answers processed by the author

In order to better understand the method to ensure and operate the "communication" department in the analyzed units, the answers of the following two questions are relevant. Regarding the situation of a specialized communication department or a specially designated person, the majority of participants responded with the fact that there is no organizational communication compartment (42.3% of respondents). The distribution of answers can be analyzed in figure no.2.






There is a <i>Communication (Organizational) – Department</i>	50		17.2%
There is one (several) person (s) carrying out the department's 101 specific activities			34.7%
There is no such department	123		42.3%
I don't know/I'm not aware	11		3.8%
I prefer not to answer	6		2.1%
Total answers	291		100%

Fig.no.2: Distribution of participants in the study according to the criteria "existence of an organizational communication department"

Source: the answers processed by the author

The second question was surprising, based on the presumption that the organizational communication department exists, and the number of persons from which it's made up; and this time, an overwhelming proportion of the respondents (47.8%) mentioned the absence of such a department.

There is no such department	139		47.8%
1 person	48		16.5%
2 people	56		19.2%
3 or more persons	22		7.6%
I don't know/I'm not aware	20		6.9%
I prefer not to answer	6		2.1%
Total answers	291		100%

Fig.no.3: Distribution of participants in the study according to the criteria "how many persons are included in the organizational communication department"

Source: the answers processed by the author

From the point of view of the organizational communication policy, the following two questions reveal aspects related to this policy within the services providing units in Romania. The first question refers to the existence or lack of a communication units policy within the organizations; according to the histogram in figure no.4, an approximately equal number can be observed between the affirmative and negative answers.

Yes	121		41.6%
No	111		38.1%
I don't know/I'm not aware	53		18.2%
I prefer not to answer	6		2.1%
Total answers	291		100%

Fig.no.4: Distribution of participants in the study according to the criteria "existence of an organizational communication policy"

Source: the answers processed by the author

In close connection with the previous question, the following question requests from the respondents the answer regarding, in case of a policy, to designate the person responsible for this policy; the synthesis of the answers is highlighted in the histogram presented in figure no.5.















No organizational communication policy	103		35.4%
Owner of the unit	28		9.6%
Manager/Executive Manager	81		27.8%
Other person, especially designated by the organization's management	42		14.4%
I don't know/I'm not aware	33		11.3%
I prefer not to answer	4		1.4%
Total answers	291		100%

Fig.no.5: Distribution of participants in the study according to the criteria "person responsible for the organizational communication policy"

Source: the answers processed by the author

The aspects related to the persons/departments dealing with organizational communication are also of great interest for the analysis. The following two questions refer firstly to communication at the external level of organizations, and then internally. According to the histogram in figure no.6, respectively that in figure no.7, we find that the majority of the respondents (45%) mention that, both at the level of the external and internal organizational communication, the Executive Manager (Director) deals with the communication aspects.

Organizational Communication Department	48		16.5%
Sales Department	11		3.8%
Marketing Department	18		6.2%
Owner of the unit	44		15.1%
Executive Manager (Director)	131		45%
External partners (nominated by contest)	5		1.7%
I don't know/I'm not aware	28		9.6%
I prefer not to answer	6		2.1%

Total answers	291	100%
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Fig.no.6: Distribution of participants in the study according to the criteria "person in charge of external organizational communication"

Source: the answers processed by the author

Human Resources Department	71		24.4%
Other departments within the organization	21		7.2%
Manager /General Manager	131		45%
External partners	9		3.1%
Owner	39		13.4%
I don't know/ I'm not aware	19		6.5%
I prefer not to answer	1		0.3%
Total answers	291	100%	

Fig.no.7: Distribution of participants in the study according to the criteria "person in charge of internal organizational communication"

Source: the answers processed by the author



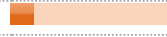




From the point of view of customer loyalty actions, negative aspects are observed, such as the fact that 53.6% of the total respondents declare the lack of customer loyalty programs, an aspect that impacts, among other things, the financial results of the entities. A striking aspect is the fact that a total of 12.7% of the respondents do not know or are not aware what these customer loyalty programs refer to. The total of the answers is detailed in the histogram in figure no.8.

Yes	93		32%
No	156		53.6%
I don't know what he's talking about.	37		12.7%
I prefer not to answer	5		1.7%
Total answers	291	100%	

Fig.no.8: Distribution of participants in the study according to the criteria "existence of loyalty programs for customers"

Source: answers processed by the author

In close correlation, the answers to the question regarding the percentage of the entities, loyal customers must also be analyzed. By analyzing the data present in the histogram in figure no.9, we notice a high percentage of those who state that there are loyal customers of the services providing units. The revealed aspects are difficult to explain in the context in which most entities do not have customer loyalty programs.

less than 10%	64		22%
10% - 30%	91		31.3%
30% - 50%	49		16.8%
50% - 75%	37		12.7%
more than 75%	20		6.9%
We do not have any loyal customers	16		5.5%
I prefer not to answer	14		4.8%

Total answers	291	100%
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Fig.no.9: Distribution of participants in the study according to the criteria "Percentage of loyal customers"
Source: the answers processed by the author

The results of any economic entity are directly related to the degree of professional training but also to the actions of human resources development. In order to form a relevant opinion, the question related to the specialization courses in which the human resources participate was formulated. The analysis revealed the poor concern for the professional development of the employees, the highest weight being held by the integration of the employees and the training at the workplace; after all, these cannot be considered in the true sense of the word courses. The results can be seen in the histogram in figure no.10; the question allowed multiple answers to be checked.

<i>Employee integration (orientation)</i>	175		21.2%
<i>On-the-Job Training</i>	220		26.7%
<i>Communication skills</i>	110		13.3%
<i>Leadership</i>	64		7.8%
<i>Team building</i>	69		8.4%
<i>Computer science</i>	25		3%
<i>Sales and/ or negotiation techniques</i>	38		4.6%
<i>Languages</i>	24		2.9%
<i>Online marketing courses</i>	20		2.4%
<i>Other courses</i>	61		7.4%
<i>I don't know/ I'm not aware</i>	13		1.6%
<i>I prefer not to answer</i>	5		0.6%
Total answers	824		

Fig.no.10: Distribution of study participants according to the criteria "professional development courses"
Source: the answers processed by the author

Audit actions, as well as their quality, are extremely relevant aspects for the development of any organization. That is why, during the research, the existence of these types of actions was also analyzed and the conclusions, as it results from the histogram of figure no.11, are negative ones: over half of the respondents declare the lack of organizational communication audit, and 21% of them do not know/are not aware what it's about.

<i>Yes</i>	47		16.2%
<i>No</i>	168		57.7%
<i>I don't know/ I'm not aware</i>	62		21.3%
<i>I prefer not to answer</i>	14		4.8%
Total answers	291		100%

Fig.no.11: Distribution of participants in the study according to the criteria "carrying out the organizational communication audit"

Source: the answers processed by the author

3.2 Assumption Testing

Assumption no. 1: The managers and employees of the services providing units do not fully know what is in detail the object of the activity carried out.

In order to test the working hypothesis no.1, it was used the methodology consisting of performing the factorial analysis of the data, the variant of the correspondence analysis and the method of comparing the averages scores in the application IBM SPSS 20.

The answers for the following 2 questions were analyzed: *who carries out the internal communication* and the *existence of organizational communication audits*, grouped according to the *organization's category* of independent variable.

The working hypothesis implied the following variants:

Null hypothesis (H0): between the designated persons responsible for the internal communication activity and the category of specialization of the assistance entities, there is no difference.

Alternative hypothesis (H1): between the designated persons responsible for the internal communication activity and the category of specialization of the services providing entities there is a significant difference.

The answers recorded after the research meet the criteria imposed by the factorial analysis (the variables are of nominal type and the number of observations five times higher than the number of variables). At the same time, the correspondence analysis can describe the relationships between the categories of each variable, but also the relationships between them.

Table no.1: Correspondence Mass Table - Persons responsible for internal communication activity

In which category of support services does your organization fall into?	Who carries out the internal communication activity?							Assets Margin
	Department of Human Resources	Other organization subdivisions	Manager/Executive Manager	External partners	Owner	Don't know/ I'm not aware	I prefer not to answer	
<i>Assistance in the internationally accepted sense</i>	32	5	42	5	6	5	0	95
<i>Technical assistance</i>	13	7	40	1	16	6	0	83
<i>Roadside assistance</i>	5	5	22	0	10	4	0	46
<i>Home Assistance, including medical assistance</i>	8	1	4	2	4	0	0	19
<i>Rent a car</i>	3	0	14	1	2	3	0	23
Assets Margin	61	18	122	9	38	18	0	266

Source: responses processed in IBM SPSS 20; action performed by the author

The weight of the answers indicated that the majority of the respondents work in the field of services providing units, in the internationally accepted sense (35.7% of the total) and they mainly indicated "external partners" as persons designated as responsible for the

internal communication activity at the organizational level. Similarly, the respondents in the field of technical and road assistance stated the variant “other departments within the organization”. The recorded data can be seen in Table no. 2.

Table no.2: Column Profiles. Share of answers recorded

(In which category of support services does your organization fall into?)	Who carries out the internal communication activity?							
	Department of Human Resources	Other organization subdivisions	Manager /Executive Manager	External partners	Owner	Don't know / I'm not aware	I prefer not to answer	Mas
<i>Assistance in the international by accepted sense</i>	.525	.278	.344	.556	.158	.278	0.000	.357
<i>Technical assistance</i>	.213	.389	.328	.111	.421	.333	0.000	.312
<i>Roadside assistance</i>	.082	.278	.180	0.000	.263	.222	0.000	.173
<i>Home Assistance, including medical assistance</i>	.131	.056	.033	.222	.105	0.000	0.000	.071
<i>Rent a car</i>	.049	0.000	.115	.111	.053	.167	0.000	.086
Assets Margin	1.000	1.000	1.000	1.000	1.000	1.000	0.000	

Source: responses processed in IBM SPSS 20; action performed by the author

The Chi Square test (verifies the distribution of the answers recorded compared to the one expected) indicated the number of degrees of freedom and confirmed the **validation of the secondary hypothesis**, fact proven by its value of 29,575 for $\alpha = 0.003$ (https://www.sygnificant.files.wordpress.com/2013/01/st1_13_multinomial.pdf, accessed on 05.06.2022).

Table no.3: Summary

Dimension	Single Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard Deviation	Correlation 2
1	.272	.074			.664	.664	.080	.032
2	.161	.026			.233	.898	.057	
3	.107	.011			.102	1.000		
Total		.111	29,575	.003 ^a	1.000	1.000		

a. 12 degrees of freedom

Source: responses processed in IBM SPSS 20; action performed by the author

Similarly, we analyze for the question regarding organizational communication audits.

The working hypothesis implied the following variants:

Null hypothesis (H0): between the approach of the internal communication activity in terms of performing the quality audit and the category of specialization of the services providing entities, there is no difference.

Alternative hypothesis (H1): between the approach of the internal communication activity in terms of performing the quality audit and the category of specialization of the assistance entities, there is a significant difference.

The question was accessed by 266 people, out of the total 291 respondents.

Table no.4: Correspondence Table

In which category of support services does your organization fall into?	(17) Are organizational communication audits carried out within your organization?				
	Yes	No	Don't know/I'm not aware	I prefer not to answer	Assets Margin
<i>Assistance in the internationally accepted sense</i>	15	49	28	3	95
<i>Technical assistance</i>	13	52	14	4	83
<i>Roadside assistance</i>	1	33	10	2	46
Home care - including medical care	6	6	3	4	19
<i>Rent a car</i>	5	13	5	0	23
Assets Margin	40	153	60	13	266

Source: responses processed in IBM SPSS 20; action performed by the author

In a similar way the Chi square test indicated the number of degrees of freedom presented by the variables analyzed and confirmed the **verification of the secondary hypothesis** (Chi Square = 29,575, for $\alpha = 0.003$).

The acceptance of the secondary assumptions for each category **of answers analyzed confirms the first working hypothesis of this sequence of the study, according to which both managers and employees of the units providing support services have only partial knowledge of the object of their activity in the field of organizational communication.**

Assumption no. 2: Managers and employees of the units providing assistance services are not aware of the size of the customer's importance to the entity to which they belong.

The working methodology used for testing the second working hypothesis is based on the method of comparing the average scores, in order to nuance the results by supplementing it with the ANOVA technique.

The answers for the following 2 questions were analyzed: *the preferred methods of communication at internal level* and the *respondents' participation in courses on the organizational communication process*, grouped according to the *organization's category* of independent variable.

For the first question:

Null hypothesis (H0): the average response scores are equal.

Alternative assumption (H1): there is a significant difference between the average scores of the answers recorded.

Table no.6: Methods of internal communication. Case Processing Summary

(1) In which category of support services does your organization fall into place?	Cases					
	Included		Excluded		Total	
	N	Percentage	N	Percentage	N	Percentage
<i>Individual discussions</i>	266	91.4%	25	8.6%	291	100.0%
<i>Formal meetings (reunions, meetings)</i>	266	91.4%	25	8.6%	291	100.0%
<i>Informal (social events) meetings</i>	266	91.4%	25	8.6%	291	100.0%
<i>Internal publications</i>	266	91.4%	25	8.6%	291	100.0%
<i>Written instructions, memos</i>	266	91.4%	25	8.6%	291	100.0%
<i>Billboards</i>	266	91.4%	25	8.6%	291	100.0%
<i>Intranet</i>	266	91.4%	25	8.6%	291	100.0%
<i>Electronic mail</i>	266	91.4%	25	8.6%	291	100.0%
<i>Phone</i>	266	91.4%	25	8.6%	291	100.0%
<i>Social</i>	266	91.4%	25	8.6%	291	100.0%
<i>"Box of ideas" or suggestions</i>	266	91.4%	25	8.6%	291	100.0%
<i>Survey</i>	266	91.4%	25	8.6%	291	100.0%
<i>Don't know/I'm not aware</i>	266	91.4%	25	8.6%	291	100.0%
<i>I prefer not to answer</i>	266	91.4%	25	8.6%	291	100.0%

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

The presented results indicate the scores of the differentiated average, for each means of communication proposed, but also within each category of organizations is higher than the average of the scores of 2 (a score &get; 3 indicates that organizations do not constantly use a certain means of internal communication or prefer not to respond).

The ANOVA variance test confirmed that the differences regarding the respondent's response preferences, at the time of the study, are significant and that a well-defined hierarchy of response preferences has been formed (Sig = 0.000). Respondents, regardless of the category to which they belong, largely ignore the modern means of internal communication available consequently, and use them only sporadically (Table no.7):

Table no.7: Internal communication methods – ANOVA table

(1) In which category of support services does your organization fall into place?			Sum of squares	df	Mean square	F	Sig.
<i>Individual discussions</i>	Between groups	(combined)	1,529	4	.382	1.196	.313
		Linearity	.696	1	.696	2,176	.141
		Deviation from linearity	.833	3	.278	.869	.458
	Within groups		83,437	261	.320		
	Total		84,966	265			
<i>Formal meetings</i>	Between groups	(combined)	4,695	4	1,174	2,823	.026
		Linearity	1.353	1	1.353	3.255	.072
		Deviation from linearity	3.342	3	1.114	2,679	.047

	Within groups		108,527	261	.416			
	Total		113,222	265				
<i>Informal meetings</i>	Between groups	(combined)	18,295	4	4.574	4.750	.001	
		Linearity	8,289	1	8,289	8,607	.004	
		Deviation from linearity	10,006	3	3.335	3.464	.017	
	Within groups		251,329	261	.963			
Total		269,624	265					
<i>Internal publications *</i>	Between groups	(combined)	13,151	4	3,288	2.349	.055	
		Linearity	4,630	1	4.630	3,307	.070	
		Deviation from linearity	8,522	3	2,841	2,029	.110	
	Within groups		365,345	261	1,400			
Total		378,496	265					
<i>Written instructions, memos</i>	Between groups	(combined)	29,106	4	7,277	5.574	.000	
		Linearity	3,903	1	3,903	2,989	.085	
		Deviation from linearity	25,204	3	8,401	6,435	.000	
	Within groups		340,747	261	1.306			
Total		369,853	265					
<i>Billboards</i>	Between groups	(combined)	20,872	4	5,218	3,576	.007	
		Linearity	1,430	1	1,430	.980	.323	
		Deviation from linearity	19,442	3	6.481	4.441	.005	
	Within groups		380,887	261	1,459			
Total		401,759	265					
<i>Intranet</i>	Between groups	(combined)	28,078	4	7,020	6,762	.000	
		Linearity	.112	1	.112	.107	.743	
		Deviation from linearity	27,967	3	9,322	8,980	.000	
	Within groups		270,960	261	1.038			
Total		299,038	265					
<i>Electronic mail</i>	Between groups	(combined)	20,239	4	5,060	4.666	.001	
		Linearity	.103	1	.103	.095	.758	
		Deviation from linearity	20,136	3	6,712	6,189	.000	
	Within groups		283,043	261	1,084			
Total		303,282	265					
<i>Phone</i>	Between groups	(combined)	7,118	4	1,779	3.309	.011	
		Linearity	.211	1	.211	.392	.532	
		Deviation from linearity	6,907	3	2,302	4,281	.006	
	Within groups		140,356	261	.538			
Total		147,474	265					
<i>Social</i>	Between groups	(combined)	10,284	4	2,571	3,111	.016	
		Linearity	.667	1	.667	.807	.370	
		Deviation from linearity	9,617	3	3.206	3.879	.010	
	Within groups		215,701	261	.826			
Total		225,985	265					
<i>"Box of ideas" or suggestions*</i>	Between groups	(combined)	9,532	4	2,383	2,017	.093	
		Linearity	.101	1	.101	.085	.770	
		Deviation from linearity	9,431	3	3,144	2,660	.049	
	Within groups		308,408	261	1.182			
Total		317,940	265					
<i>Survey</i>	Between groups	(combined)	19,467	4	4.867	3,782	.005	
		Linearity	4,821	1	4,821	3,747	.054	
		Deviation from linearity	14,645	3	4.882	3.794	.011	
	Within groups		335,872	261	1.287			

	Total		355,338	265			
<i>I don't know/I 'm not aware</i>	Between groups	(combined)	2,753	4	.688	1.219	.303
		Linearity	.026	1	.026	.046	.831
		Deviation from linearity	2,727	3	.909	1,611	.187
	Within groups		147,326	261	.564		
	Total		150,079	265			
<i>I prefer not to answer</i>	Between groups	(combined)	1,921	4	.480	1.035	.390
		Linearity	.019	1	.019	.040	.841
		Deviation from linearity	1,902	3	.634	1.366	.253
	Within groups		121,117	261	.464		
	Total		123,038	265			

Source: responses processed in IBM SPSS 20; action performed by the author

For the second question, regarding the communication courses in which the respondents participate, all 291 participants answered, there being the possibility of formulating multiple answers.

Table no.8: Referring to the improvement courses - Case Processing Summary

What category of services does your organization fall into?	Cases					
	Included		Excluded		Total	
	N	Percentage	N	Percentage	N	Percentage
<i>Employee integration (orientation) *</i>	153	52.6%	138	47.4%	291	100.0%
<i>On-the-job training</i>	196	67.4%	95	32.6%	291	100.0%
<i>Communication skills</i>	95	32.6%	196	67.4%	291	100.0%
<i>Leadership</i>	58	19.9%	233	80.1%	291	100.0%
<i>Team building</i>	65	22.3%	226	77.7%	291	100.0%
<i>Computer science</i>	23	7.9%	268	92.1%	291	100.0%
<i>Sales and/or negotiation techniques</i>	33	11.3%	258	88.7%	291	100.0%
<i>International languages courses</i>	20	6.9%	271	93.1%	291	100.0%
<i>Online marketing courses</i>	17	5.8%	274	94.2%	291	100.0%
<i>Other courses</i>	53	18.2%	238	81.8%	291	100.0%
<i>Don't know/I'm not aware</i>	13	4.5%	278	95.5%	291	100.0%
<i>I prefer not to answer</i>	4	1.4%	287	98.6%	291	100.0%

Source: responses processed in IBM SPSS 20; action performed by the author

Considering the particularity of the possibility of multiple answers, we analyzed a report based on those responses and the results indicate and reconfirm that the courses of 'Employee integration' and 'On-the-job training' are the ones used. The 'leadership' or 'computer science' courses being extremely little attended, the results reveal the existence **of significant differences between the average scores.**

Acceptance of secondary assumptions for each category of answers analyzed, doubled by the preponderance of negative or elusive answers - such as "I do not know/I'm not aware", or "I prefer not to answer" - confirms the second working hypothesis of this applied part of the research.

Assumption no. 2: Between the services providing units, communication is poor.

The working methodology used for testing the second working hypothesis is based on the method of comparing the average scores, in order to nuance the results by supplementing it with the ANOVA technique.

The answers to the following questions were analyzed: the *existence of customer loyalty programs*, the *percentage of loyal customers*, the *percentage of customers who make appointments through certain channels* and the *satisfaction provided results obtained by the organization*, grouped according to the *organization's category* of independent variables.

For the first question:

Null hypothesis (H0): the average response scores are equal.

Alternative assumption (H1): there is a significant difference between the average scores of the answers recorded.

With the help of the analysis of the first two questions, the answers to the dilemma regarding customer loyalty were also revealed.

Table no.9: Case Processing Summary

What category of services does your organization fall into?	Cases					
	Included		Excluded		Total	
	N	Percentage	N	Percentage	N	Percentage
Are there customer any loyalty programs within your organization?	266	91.4%	25	8.6%	291	100.0%
What percentage of loyal customers do you have in your organization?	266	91.4%	25	8.6%	291	100.0%

Source: responses processed in IBM SPSS 20; action performed by the author

Analyzing the responses, we also concluded to the fact that organizations are not concerned with customers loyalty (score of 1.86); therefore, the percentage of loyal customers is not higher than 20% (average score of 2.89 indicates a percentage of maximum 16.89% loyal customers). More than that, we can notice that the units do not have attractive customer loyalty tools.

Table no.10: The ANOVA Table

What category of services does your organization fall into?		Sum of squares	df	Mean square	F	Sig.	
Are there customer any loyalty programs within your organization?	(combined)	4,411	4	1,103	2,345	.055	
	Between groups	Linearity	2,672	1	2,672	5,682	.018
	Deviation from linearity	1,739	3	.580	1,233	.298	
	Within Groups	122,717	261	.470			
	Total	127,128	265				
What percentage of loyal customers do you have in your organization?	(combined)	36,834	4	9,208	3,279	.012	
	Between groups	Linearity	.211	1	.211	.075	.784
	Deviation from linearity	36,622	3	12,207	4,347	.005	
	Within groups	733,005	261	2,808			
	Total	769,838	265				

Source: responses processed in IBM SPSS 20; action performed by the author

The ANOVA variance test confirmed that the differences in the participants responses at the time of the study were significant.

The question regarding the appointment method in the service facility was accessed by 262 respondents.

Table no.11: What is the percentage of customers who make an appointment through... - Case Processing Summary

What category of services does your organization fall into?	Cases					
	Included		Excluded		Total	
	N	Percentage	N	Percentage	N	Percentage
<i>Phone or e-mail</i>	262	90.0%	29	10.0%	291	100.0%
<i>Website</i>	262	90.0%	29	10.0%	291	100.0%
<i>We don't have a website</i>	262	90.0%	29	10.0%	291	100.0%
<i>I don't know/I'm not aware</i>	262	90.0%	29	10.0%	291	100.0%
<i>I prefer not to answer</i>	262	90.0%	29	10.0%	291	100.0%

Source: responses processed in IBM SPSS 20; action performed by the author

The general average of the scores regarding making appointments indicates calling on the phone as the main method, regardless of the category of the service unit, except for the Internet (the average score being 2.58).

Table no.12: The Percentage of customers who make an appointment with the services of your unit through... - Report

What category of services does your organization fall into?		<i>Phone or e-mail</i>	<i>Website</i>	<i>We don't have a website</i>	<i>I don't know/I'm not aware</i>	<i>I prefer not to answer</i>
<i>Assistance in the internationally accepted sense</i>	Mean	3.74	2.65	4.38	4.68	4.71
	Range	4	4	4	4	4
	N	93	93	93	93	93
	% of Total N	35.5%	35.5%	35.5%	35.5%	35.5%
<i>Technical assistance</i>	Mean	3.54	2.45	4.61	4.71	4.76
	Range	4	4	4	4	4
	N	83	83	83	83	83
	% of Total N	31.7%	31.7%	31.7%	31.7%	31.7%
<i>Roadside assistance</i>	Mean	3.52	2.43	4.61	4.70	4.80
	Range	4	4	4	4	4
	N	44	44	44	44	44
	% of Total N	16.8%	16.8%	16.8%	16.8%	16.8%
<i>Home care - including medical care</i>	Mean	3.11	2.53	4.16	4.26	4.32
	Range	2	4	4	4	4
	N	19	19	19	19	19
	% of Total N	7.3%	7.3%	7.3%	7.3%	7.3%
<i>Rent a car</i>	Mean	3.57	3.09	4.57	4.70	4.57
	Range	4	4	4	3	4
	N	23	23	23	23	23
	% of Total N	8.8%	8.8%	8.8%	8.8%	8.8%

Total	Mean	3.58	2.58	4.49	4.66	4.70
	Range	4	4	4	4	4
	N	262	262	262	262	262
	% of Total N	100.0%	100.0%	100.0%	100.0%	100.0%

Source: responses processed in IBM SPSS 20; action performed by the author

The ANOVA test confirmed the differences in the frequency of the answers regarding that the significant appointments are made through phone (significance threshold $p = 0.028 < 0.05$).

Table no.13: The percentage of customers who make an appointment with the services of your unit through... - ANOVA Table

What category of services does your organization fall into?			Sum of squares	df	Mean square	F	Sig.
Phone or e-mail	Between groups	(combined)	6,989	4	1,747	2,758	.028
		Linearity	3,299	1	3,299	5,207	.023
		Deviation from linearity	3,690	3	1,230	1,941	.123
	Within groups		162,828	257	.634		
	Total		169,817	261			
Website	Between groups	(combined)	8,819	4	2,205	.903	.462
		linearity	1,039	1	1,039	.426	.515
		Deviation from linearity	7,779	3	2,593	1,063	.366
	Within groups		627,155	257	2,440		
	Total		635,973	261			
We don't have a website	Between groups	(combined)	5,384	4	1,346	.935	.444
		Linearity	.175	1	.175	.122	.728
		Deviation from linearity	5,209	3	1,736	1,206	.308
	Within groups		370,101	257	1,440		
	Total		375,485	261			
I don't know/I'm not aware	Between groups	(combined)	3,347	4	.837	.824	.511
		Linearity	.385	1	.385	.379	.539
		Deviation from linearity	2,962	3	.987	.972	.407
	Within groups		261,096	257	1,016		
	Total		264,443	261			
I prefer not to answer	Between groups	(combined)	3,921	4	.980	1,071	.371
		Linearity	1,033	1	1,033	1,129	.289
		Deviation from linearity	2,888	3	.963	1,051	.370
	Within groups		235,259	257	.915		
	Total		239,179	261			

Source: responses processed in IBM SPSS 20; action performed by the author

The last question related to the third working hypothesis is related to the satisfaction felt towards the results obtained by the pertaining unit.

Table no.14: Case Processing Summary

What category of services does your organization fall into?	Cases					
	Included		Excluded		Total	
	N	Percentage	N	Percentage	N	Percentage
Are you satisfied with the results obtained by the organization in which you work?	265	91.1%	26	8.9%	291	100.0%

Source: responses processed in IBM SPSS 20; action performed by the author

The general average of 1.97 indicates a degree of satisfaction with the results of the organization; the most satisfied are those who are part of the home service providing units (the average score of 1.58).

The ANOVA variance test (shown in Table no.15) has confirmed to us that the differences regarding the frequency of the answers offered by the participants in the study regarding the question related to the satisfaction with the results obtained by entity they pertain are significant, in the context in which the significance threshold $p = 0.002 < 0.05$.

Table no.15: The ANOVA Table

What category of services does your organization fall into?			Sum of squares	df	Mean square	F	Sig.
<i>Are you satisfied with the results obtained by the organization in which you work?</i>	Between groups	(combined)	23,721	4	5,930	4,270	.002
		Linearity	11,468	1	11,468	8,257	.004
		Deviation from linearity	12,254	3	4,085	2,941	.034
	Within groups		361,094	260	1.389		
	Total		384,815	264			

Source: responses processed in IBM SPSS 20; action performed by the author

The validation of the second assumption for each category of answers analyzed, as well as the preponderance of negative or evasive answers - of the type I do not know/I'm not aware, or I prefer not to answer - **confirms the third working hypothesis**.

4. Conclusions

Communication is unequivocally an extremely important and vital process for the functioning of any economic entity. In the carried research, we analyzed the importance that the management of the service providing entities allocates for the communication processes, but also to the development and improvement of human resources. If the organizational communication is faulty internally, the negative aspects are also propagated externally for the company.

With the help of the econometric means, we have demonstrated and confirmed the three hypotheses of the research, namely: I1 – *The managers and employees of the service providing units do not fully know what the object of their activity consists of in detail*; I2 – *Managers and employees of the service providing units are not aware of the customer's importance to the entity to which they pertain*; I3 – *Between the service providing units, communication is poor*.

Following the research and analysis, we can draw conclusions such as: the service providing units do not allocate enough importance when it comes to the internal organizational communication, nor to the improvement and development courses for the employees; these aspects being reflected also in the external environment of the company. The better prepared the human resources are, the better they can cope with customer demands. On the other hand, it's essential and crucial that both managers and employees understand the importance that customers have in their development on the market; further, a good organizational communication with them is the key to a successful development on the market.

Connecting the analysis and the conclusion with the first part of this article, we can see that all the important parts that we have reminded in the theoretical chapter of this paper are true. If the internal communicational process do not work at it is supposed to, all the company's activities will be affected, including the clients and the communication with them. It is unfortunate that in companies that offer support services to their clients, employees do not know exactly the activity of the company; more than that, if they are not aware of the importance that customers have for the company's existence in the market, the communicational process with them will be under the expectations. Communication is a vital process for every human being; the situation is similar for companies: if the communicational process, either internal or external, is a poor one, the company's life is directly affected.

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