

EMPIRICAL RESEARCH ON CUSTOMER'S PERCEPTION REGARDING THE SERVICE QUALITY OF AIR TRANSPORT COMPANIES - ROMANIA 'S EXAMPLE

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ABSTRACT

Our paper aims to analyze the customers' perception regarding the image of TAROM, but also the way in which they perceive the external organizational communication. The final objective is to determine how organizational communication can be improved, but also how customers are treated, so that the image of the company can be improved on the market. The methodology of empirical research on organizational communication in passenger air transport was exploratory quantitative research carried out in March 2022. We used the quantitative research method, this from the desire to illustrate, as eloquently as possible, by means of concrete data, how the image of the company suffers due to the fact that the staff does not pay attention to the way of communicating with the clients. As a working tool for quantitative research, we turned to a questionnaire placed in the crowdsourcing system on the link <http://www.isondaje.ro/sondaj/856559491>. 829 respondents answered the questionnaire questions, these being persons who use air transport services. Using the econometric instrumentation provided by the IBM SPSS application, the called research procedure consisted in the quantitative analysis of the data by means of descriptive statistics methods, the analysis of multiple answers and the qualitative analysis of the answers recorded. Finally, we validated the assumptions of our study.

KEYWORDS: *customer satisfaction, empirical research, IBM SPSS application, organizational communication.*

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1. INTRODUCTION

The aeronautical history of Romania begins in 1920, when the first company was founded. The French Foreign Minister, together with Nicolae Titulescu and at his initiative establishes *the Franco-Romanian Air Navigation Company (CNAFR)*.

In 1923, in the place where the "Aurel Vlaicu" Airport was located, the workshops of the first company were built, which were, for that matter, the precursors of *the Aircraft Engine Repair Enterprise (IRMA)* - founded in 1960-1970 - and of *ROMAERO Băneasa* (https://ro.wikipedia.org/wiki/Aeriful_Interna_%C8%9Bional_Bucure%C8%99ti_B%C4%83neasa_-_Aurel_Vlaicu, accessed on 10.10.2022). It is worth mentioning that, worldwide, this was the first multinational and transnational company.

The year 1932 marks the emergence of the first Romanian company having as object the air transport, being the precursor of TAROM – S.A. respectively, the *Romanian Airline State Run-LARES*.

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During the aviation bombing in 1944, the Baneasa airport was seriously damaged; an important step on the map of aeronautical history in the Romanian country is represented by its reconstruction. In 1946 marks the moment of launching the first air service on the route Bucharest-Prague. The company has developed well over time, and 1958 is the year when it started the first air services to destinations in the Middle East and North Africa.

For a considerable period, the TAROM fleet had predominantly airplanes designed by engineers Oleg Antonov and Andrei Tupolev, the year 1983 being the year when the Romanian aircraft built by ROMBAC was introduced, BAC 1-15.

The company's decline had as a starting point the moment when the political influences had an effect on the decision-making and management activities. Also, the unfair competition practices operated by Blue Air or Wizz Air are detrimental to a positive image of the company in front of customers.

Overall, there are both internal and external factors that destabilize the image of the company and customers feel this fully. Our paper aims to analyze the way customers see the company and the relationship with it, which are the main deficiencies found but also the way in which the organizational communication at external level is carried out.

2. LITERATURE REVIEW

The organizational communication process, be it internal or external, is a very important one for any company.

Communication, as a stand-alone process, has been exposed under numerous valences over time by various specialists in the field. Communication can be seen both as a process through which information transmitted to its receiver acquires a certain meaning (Roberts & Hunt, 1991) but also as a transfer of information and its meaning from one person to another (Newstrom & Davis, *cited* Lupu & Zanc, 1999).

Communication is also a process that involves the reversibility of messages, considering their perception conditions (Legrand & Boniface, 2001); according to Divitini and Simone (2001) communication is an essential means of collaboration and coordination of people's actions and according to Zamfir and Vlăsceanu (2003) is a process by which messages are issued and transmitted in coded format. Two years later, Mortensen (2005) describes the communication process as a set of actions with which an individual gives a meaning to the messages received, in connection with a certain behavior. At the same time, we can view communication as a simple process of transmission and reception of messages through specific channels (States, 2015).

However, the communication process is not a perfect one and sometimes it can be achieved with the involvement of disruptive factors.

Also, we can say that the vulnerabilities of the communication process (referring here to organizational communication) reside again in great trajectories: on the one hand, poor training in the field of interrelationship and on the other hand, from the different perceptions that each organization has, in general, in relation to its own image, obviously in relation to the customers' perceptions regarding the company.

3. RESEARCH METODOLOGY

In the framework of the research, a general analysis of the data was initially carried out. The starting point was represented by the theoretical research on the notions of communication and the factors that influence this process. The next stage refers to the analysis of data on aeronautical services companies and the way in which they carry out the communication process, in order to understand how customers, appreciate the quality of the services offered by them. This analysis was

based on some hypotheses of the research and in order to verify their veracity, quantitative research was carried out which was completed by 829 respondents.

To test the working hypotheses, statistical and econometric means of work were used.

3.1 Research assumptions

I1 – The dissatisfaction of the clients regarding the quality of the services provided by TAROM is constantly increasing, although they often resort to its services, taking into account the nationalist spirit.

II.1 – Clients feel that the company disrespects them, especially in the light of the perception imposed on them by the airport staff.

II.2 – The negative image that the company has in front of its customers is also enhanced by the questions sent in the questionnaires by the competition.

I2 – Although competing companies try to increase the negative image that TAROM has towards its clients, the company does not take any measure to diminish these unfair practices that affect it directly and unequivocally.

Before carrying out the process of testing the working hypotheses, we will briefly go through some of the general and demographic questions of the questionnaire, to easily understand why these hypotheses were formulated.

From the point of view of gender, the female respondents were prevailing, with a percentage of almost 65%. The classification from the point of view of age can be seen in figure no. 1.

18 – 22 years	12		1.4%
23 – 29 years	259		31.2%
30 – 39 years	530		63.9%
40 – 54 years	20		2.4%
55 – 65 years	4		0.5%
Senior (65 +)	2		0.2%
I prefer not to answer	2		0.2%
Total responses	829		

Figure 1. Respondents' age categories

Source: Processing the answers of the questionnaire by the author

As it can be seen, most of the respondents are in the 30-39 years old category. Regarding the perception of the respondents regarding the quality of the services provided by the air companies, in Figure no. 2 we can notice that the majority percentage mentioned the option 'so and so'.

Yes, both in the country and abroad	14		1.7%
So-and-so, both in the country and abroad	737		88.9%
So-and-so, but only by those made in the country	19		2.3%
So-so, but only by those made abroad	27		3.3%
NO, whether I have flown in the country or abroad	21		2.5%
I never thought about it that way.	4		0.5%
I prefer not to answer	7		0.8%
Total responses	829		

Figure 2. Degree of satisfaction with air services

Source: Processing the answers of the questionnaire by the author

At the same time, in Figure no. 3 we can see the degree of satisfaction with the services provided by TAROM.

Yes, both in the country and abroad	10		1.2%
So-and-so, both in the country and abroad	737		88.9%
So-and-so, but only by those made in the country	19		2.3%
So-so, but only by those made abroad	25		3%
NO, whether in the country or abroad	23		2.8%
I prefer not to answer	15		1.8%
Total responses	829		

Figure 3. The degree of satisfaction of the customers who have turned to the services of TAROM

Source: Processing the answers of the questionnaire by the author

The last question we will refer to in this subchapter refers to the situations in which passengers inform themselves about the quality of the services provided by a certain company, before making a trip, but essentially if they did a research.

Yes, always, but only when traveling alone

in the country	4		0.5%
abroad	26		3.1%
both inside and outside the country	32		3.9%
Not applicable	767		92.5%

Yes, always, but only when traveling with others

in the country	2		0.2%
abroad	28		3.4%
both inside and outside the country	34		4.1%
Not applicable	765		92.3%

Yes, always, whether I travel alone or accompanied

in the country	2		0.2%
abroad	30		3.6%
both inside and outside the country	789		95.2%
Not applicable	8		1%

I never thought about whether or not this was important.

in the country	3		0.4%
abroad	13		1.6%
both inside and outside the country	15		1.8%
Not applicable	798		96.3%

I prefer not to answer

in the country	3		0.4%
abroad	7		0.8%
both inside and outside the country	11		1.3%
Not applicable	808		97.5%

Figure 4. Customer responses to the documentation/information on the quality of performance and reputation of air carriers

Source: processing answers by the author

As can be seen in Figure no. 4, most of the respondents confirm that they are informed about the quality of the services provided by a certain air transport service provider.

3.2 Assumption Testing

H1 – The dissatisfaction of the clients regarding the quality of the services provided by TAROM is constantly increasing, although they often resort to its services, considering the nationalist spirit.

To test the hypothesis no. 1, we proceeded to the analysis of the answers of two questions, namely: the opinion regarding the quality of the services provided by TAROM and the customers' perspective regarding the way they are viewed by the company, in the light of becoming potential loyal customers. The data presented in table no. 1 shows that most respondents (581 – 70.1% of the total) consider that this company does not treat its customers properly.

Table 1. Correspondence Table

In the case of flights with <i>TAROM</i> are you satisfied, in general, with the quality of the services provided by this company?	To what extent do you consider that you are regarded by <i>TAROM</i> , first of all, as a potential loyal customer?					
	Totally! We have found that <i>TAROM</i> treats customers with respect	In a small way. <i>TAROM</i> is only interested in taking my money.	No, not at all. Almost permanently I was treated with contempt	I really haven't thought about it. At the level of my dissatisfaction ...	I'd rather not answer.	Assets Margin
Yes, both in the country and abroad	9	0	0	0	1	10
So-and-so, both in the country and abroad	0	122	538	76	1	737
So-and-so, but only by those made in the country	1	1	13	3	1	19
So-and-so, but only by those made abroad	0	7	9	8	1	25
NO, whether it's the ones in the country or the ones abroad	0	2	21	0	0	23
I'd rather not answer.	1	2	0	2	10	15
Assets Margin	11	134	581	89	14	829

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

With the help of graphic representations resulting from the analysis of the answers through the IBM SPSS application, we noticed that the central tendency of the grouping answers reflects the tendency of the participants to consider that they are not regarded by the company as potential loyal customers.

The arguments presented led us to the conclusion of the *validation of the first working hypothesis, namely the dissatisfaction of the clients regarding the quality of the services provided by TAROM is constantly increasing, although they often resort to its services, considering the nationalist spirit.*

Because the result was conclusive and negative, the research continued by formulating two secondary working hypotheses, through which we will identify, from the clients' perspective, which are the "signals" they feel regarding the manifest lack of respect, but also the way in which the image of the company is impacted by the way in which the competitors resort to unethical methods.

11.1 – Clients feel that the company disrespects them, especially in the light of the perception imposed on them by the airport staff;

In order to test the working hypothesis no. 1.1, the starting point was the analysis of the answers of two questions, regarding: the deficiencies encountered and manifested towards the clients and the extent to which the respondents feel that they can trust the professionalism of the personnel, from the organizational communication point of view.

In order to analyze the answers, the IBM SPSS application was used, using the method of cross analysis of the data, together with the analysis of multiple answers; the result is observed in Table no. 2.

Table 2. \$Deficiencies*@18Grad_Incred Crosstabulation

		To what extent do you trust the professionalism of the <i>TAROM</i> staff, from the perspective of organizational communication?					Total
Deficiencies ^a		Very much so. <i>TAROM</i> aims to satisfy the customers' wishes	I don't really trust it... I noticed that <i>TAROM</i> is only after our money.	In a very small way; I am the best at informing myself of the choices that I make	No, not at all. Most of the staff has an attitude of indifference	Not at all; the accompanying personnel on board do not care about us, the clients	
the attitude of the <i>check-in</i> staff	Count	9	3	136	606	67	821
	% of Total	.8%	.3%	12.3%	54.6%	6.0%	74.0%
the attitude of disregard displayed by the personnel checking the hand luggage	Count	4	3	175	786	75	1 043
	% of Total	.4%	.3%	15.8%	70.8%	6.8%	94.0%
attitude of those who ensure the transfer to the aircraft	Count	1	4	171	790	73	1 039
	% of Total	.1%	.4%	15.4%	71.2%	6.6%	93.6 %
lack of kindness at boarding	Count	1	7	164	782	73	1 027
	% of Total	.1%	.6%	14.8%	70.5%	6.6%	92.5%
lack of cleanliness in the aircraft	Count	1	5	140	697	74	917
	% of Total	.1%	.5%	12.6%	62.8%	6.7%	82.6%
the attitude of the staff in the cabin, "cold" towards the client and lacking empathy	Count	2	5	166	787	74	1034
	% of Total	.2%	.5%	15.0%	70.9%	6.7%	93.2%
communication of the cockpit crew with the aircraft customers	Count	0	5	160	786	73	1 024
	% of Total	0.0%	.5%	14.4%	70.8%	6.6%	92.3%

		To what extent do you trust the professionalism of the <i>TAROM</i> staff, from the perspective of organizational communication?					
Deficiencies ^a		Very much so. <i>TAROM</i> aims to satisfy the customers' wishes	I don't really trust it... I noticed that <i>TAROM</i> is only after our money.	In a very small way; I am the best at informing myself of the choices that I make	No, not at all. Most of the staff has an attitude of indifference	Not at all; the accompanying personnel on board do not care about us, the clients	Total
the fact that we are "passengers" and not customers	Count	6	3	150	705	66	930
	% of Total	.5%	.3%	13.5%	63.5%	5.9%	83.8%
other causes	Count	1	2	2	0	0	5
	% of Total	.1%	.2%	.2%	0.0%	0.0%	.5%
Total	Count	16	13	207	794	80	1 110
	% of Total	1.4%	1.2%	18.6%	71.5%	7.2%	100.0%

Percentages and totals are based on respondents

a. Group

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

As it can be seen, a high percentage considers the attitude of the personnel to be inappropriate, a percentage of only 1.3% of the respondents stating that they trust the company's personnel.

Analyzing the answers in Table no. 2, *we confirm the first secondary working hypothesis, namely the clients find the company's disrespect for them, especially because of the perception imposed on them by the airport staff.*

I1.2 – The negative image that the company has in front of its customers is also enhanced by the questions sent in the questionnaires by the competition.

In order to validate the second secondary hypothesis of the research, the related answers were analyzed for four questions: the usefulness of the information means used in the choice of the air transport service provider, the way in which the information identified reflects the reality encountered within the company; whether the information found in the information sources reflects the reality encountered within other air transport companies and the last question, regarding the situation in which (if any) the respondents were interviewed (regardless of the form of realisation) regarding the services provided by the company to them.

Table 3. Report

	To what extent do you consider that the means of information/ documentation accessed by you are useful in the decision to choose a certain air transport company?	To what extent do you consider that the information/ documentation media accessed by you, faithfully reflect, in the case of <i>TAROM</i> , the reality you experienced regarding the quality of its services?	To what extent do you consider that the information/ documentation means used by you, faithfully reflect, in the case of the other airlines to the services of which you have resorted to, the reality that you experienced regarding the quality of their services?

Mean	3.97	3.12	3.12
N	1127	1127	1127
Median	4.00	3.00	3.00

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

The analysis of the answers highlighted the central tendency (capitalized by the average and median scores) of the respondents to consider as having a reduced utility the documentation materials used to choose the air transport services company. At the same time, the respondents do not consider the reality being reflected in the information received regarding any company they searched for (the score of the median of 3 and of the average of 3.12 correspond to the variants "rather little" and "so and so").

Regarding the way in which TAROM wanted to know the opinion of the respondents regarding the services provided, the overwhelming majority mentioned that they were never interviewed on these issues.

Table 4. \$Questionnaire*@14Grad_FidelAC Crosstabulation

Questionnaire ^a		To what extent do you consider that the information/documentation means used by you, faithfully reflect, in the case of the other airlines to the services of which you have resorted, the reality you experienced regarding the quality of their services?					Total
		totally	quite a lot	so-and-so	quite a bit	not at all	
Yes! And I even found, later, on the occasion of the trips with <i>TAROM</i> , that he took into account my opinions	Count	6	2	5	3	0	16
	% of Total	.5%	.2%	.4%	.3%	0.0%	1.4%
Yes, but I was not interested to what extent <i>TAROM</i> took into account my point of view for improving quality	Count	0	6	13	8	0	27
	% of Total	0.0%	.5%	1.2%	.7%	0.0%	2.4%
Yes, but I felt that I simply had to answer, statistically, to some questions, some of them quite ostentatious.	Count	0	5	13	4	0	22
	% of Total	0.0%	.4%	1.2%	.4%	0.0%	2.0%
No. Perhaps no one is interested, unless formally, in the opinion of <i>TAROM</i> customers	Count	0	8	537	116	1	662
	% of Total	0.0%	.7%	48.2%	10.4%	.1%	59.4%
NO; nor would I wish, because I would not know what to answer and, even if I did, I would be very subjective in my assessments	Count	0	2	801	4	0	807
	% of Total	0.0%	.2%	71.8%	.4%	0.0%	72.4%
No, and anyway, if I had been interviewed, I would have refused to answer.	Count	1	1	417	2	0	421
	% of Total	.1%	.1%	37.4%	.2%	0.0%	37.8%
	Count	0	1	2	0	0	3

	% of Total	0.0%	.1%	.2%	0.0%	0.0%	.3%
Total	Count	7	23	953	131	1	1 115
	% of Total	.6%	2.1%	85.5%	11.7%	.1%	100.0%

Percentages and totals are based on respondents.

a. Group

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

I2 – Although competing companies try to increase the negative image that TAROM has towards its clients, the company does not take any measure to diminish these unfair practices that affect it directly and unequivocally.

In order to carry out a complex analysis, we wanted to have the complete image of the respondents regarding aspects that could improve the image of TAROM by canceling the unfair competition practices performed to its detriment.

This time, in order to test the hypothesis no. 2, the answers of 5 questions were analyzed, in order to identify the relationships established between customers and the company. The analysis of multiple responses was used, along with the frequency of occurrence of responses and the analysis of correspondence.

The topics of the 5 questions were:

- the respondents' perspective regarding the connection between a faulty organizational communication of the company's management and its relationship with the clients;
- the perspective of the respondents towards the concern of the company regarding the quality of the external organizational communication process, in order to meet the clients' requirements in a professional manner;
- the trust that the respondents have regarding the professionalism of the personnel from the point of view of external organizational communication;
- the perspective of the respondents regarding the progress in the field of external organizational communication recorded by the company in the last years;
- the perspective of the respondents regarding a factual situation: if they could have power at the decision level, what organizational communication method would consider it opportune (from a predetermined list).

At the time when this study was conducted, the respondents did not analyze the connection between the quality of the services provided by the company and a faulty organizational communication (a percentage of almost 60% of the respondents, as can be seen in the table below).

Table 5. \$16CE Frequencies

		Responses		Percent of Cases
		N	Percent	
\$16CE ^a	Yes, because the quality of TAROM’s services, decisively depends on the way <i>TAROM</i> communicates.	436	30.3%	38.7%
	Yes, especially since I have always been interested in expressing my opinion regarding the quality of the services, I have benefited from	12	0.8%	1.1%
	Yes, because the quality of the services I have benefited from has affected, in turn, directly or indirectly, the quality	122	8.5%	10.8%
	No, because, regardless of the quality of the services I received, I had to handle things myself.	613	42.6%	54.4%

	No, because I do not care what others do and, ..., on my own, I will never be able to "change the world"	245	17.0%	21.7%
	I'd rather not answer.	12	0.8%	1.1%
Total		1 440	100.0%	127.8%

a. Group

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

Also, as we can see in Table no. 6, the respondents consider that there are no major concerns within TAROM, to streamline the process of external organizational communication.

Table 6. \$CE* @17Preocupari_COE CROSSTABULATION

		(17) To what extent do you consider that, within <i>TAROM</i> , there are major concerns for an efficient and effective external organizational communication						Total
		Very much so.	Approximately (so-and-so), especially since we found that <i>TAROM</i> does not prove any interest in customer loyalty	No, especially since I noticed that, from year to year, things seem to be "going" worse and worse	No, I've found that most flight attendants try to spread a profoundly unfavorable picture of <i>TAROM</i> .	I'd rather not answer		
\$CE ^a	Yes, because the quality of <i>TAROM</i> services, depends, decisively, on the way it communicates	Count	11	116	22	282	5	436
		% of Total	1.0%	10.3%	2.0%	25.0%	0.4%	38.7%
	Yes, especially since I have always been interested in expressing my opinion regarding the quality of the services, I have benefited from	Count	3	2	4	2	1	12
		% of Total	0.3%	0.2%	0.4%	0.2%	0.1%	1.1%

Yes, because the quality of the services I have benefited from has affected, in turn, directly or indirectly, the quality	Count	2	27	32	59	2	122
	% of Total	0.2%	2.4%	2.8%	5.2%	0.2%	10.8%
No, because, regardless of the quality of the services I received, I had handle things by myself	Count	0	37	322	252	2	613
	% of Total	0.0%	3.3%	28.6%	22.4%	0.2%	54.4%
NO, because I am not interested in what others do and, on my own, I will never be able to "change the world"	Count	0	31	67	143	4	245
	% of Total	0.0%	2.8%	5.9%	12.7%	0.4%	21.7%
I'd rather not answer.	Count	1	0	0	0	11	12
	% of Total	0.1%	0.0%	0.0%	0.0%	1.0%	1.1%
Total	Count	13	172	411	511	20	1 127
	% of Total	1.2%	15.3%	36.5%	45.3%	1.8%	100.0%

Percentages and totals are based on respondents.

a. Group

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

At the same time, a negative perspective is related to the fact that the respondents do not trust the professionalism of the personnel in the field of organizational communication, as we can see in table no. 7. Predominantly, they again refer to the attitude of the staff towards the clients but also to the way they feel they have been treated, whether they are satisfied or not.

Table 7. \$CE* @18Grad_Incred Crosstabulation

			To what extent do you trust the professionalism of the <i>TAROM</i> staff, from the perspective of organizational communication?						Total
			To a very large extent, especially since I have noticed that <i>TAROM</i> aims to satisfy the customers' wishes and demands	I don't have much confidence especially since I've noticed that <i>TAROM</i> is only after our money.	In a very small way; I found that, exclusively, I am the best at informing myself	Not at all; we have noticed, in most of the staff who come into contact with the customers, an attitude of indifference	Not at all; it is clear that the flight attendants do not care about us, as clients	I'd rather not answer.	
\$CE ^a	Yes, because the way <i>TAROM</i> communicates depends, decisively, on the quality of its services	Count	15	4	117	270	25	5	436
		% of Total	1.3%	0.4%	10.4%	24.0%	2.2%	0.4%	38.7%
	Yes, I do. I have always been interested in expressing my opinion regarding the quality of the services I have benefited from	Count	4	3	1	4	0	0	12
		% of Total	0.4%	0.3%	0.1%	0.4%	0.0%	0.0%	1.1%
	Yes, I do. The quality of the services I received affected, in turn, directly or indirectly, the quality of my services	Count	5	4	42	65	6	0	122
		% of Total	0.4%	0.4%	3.7%	5.8%	0.5%	0.0%	10.8%
	No. Regardless of the quality of the services I received, I had to handle things by myself	Count	0	2	68	489	54	0	613
		% of Total	0.0%	0.2%	6.0%	43.4%	4.8%	0.0%	54.4%
	No. I don't care what other people do. On my own, I won't be able to "change the world"	Count	0	2	45	173	24	1	245
		% of Total	0.0%	0.2%	4.0%	15.4%	2.1%	0.1%	21.7%
	I'd rather not answer.	Count	0	0	0	1	0	11	12
		% of Total	0.0%	0.0%	0.0%	0.1%	0.0%	1.0%	1.1%
	Total	Count	16	13	207	794	80	17	1127
		% of Total	1.4%	1.2%	18.4%	70.5%	7.1%	1.5%	100.0 %

Percentages and totals are based on respondents

a. Group

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

The analysis of the correspondence between the two questions directed the analysis towards identifying a relationship between the progress made in the field of external organizational communication (in the perception of the respondents) and the company's concerns regarding it. We note, according to table no. 8, that the respondents do not consider any progress in the field of communication, but on the contrary, consider that a regression has been made in this direction.

Table 8. Correspondence Table

Do you consider that, as a client of <i>TAROM</i> , from the point of view of external organizational communication, there has been progress in the previous years?	To what extent do you consider that within <i>TAROM</i> there are major concerns for an efficient and effective external organizational communication					
	Very much so.	Approximately (so-and-so), especially since we found that <i>TAROM</i> does not care about such things	No, especially since I've found that, year after year, things seem to get worse.	No. Most flight attendants try to spread a negative image about <i>TAROM</i>	I'd rather not answer.	Assets Margin
Yes, but only for about a year, since the issue of bankruptcy was more acute	5	115	7	281	0	408
Yes, but only in the last 3-5 years	4	9	2	0	0	15
Yes, but in the last 5-10 years	2	5	9	2	1	19
NOTHING has changed	0	35	342	194	1	572
I DON'T KNOW, I didn't think anything of it. It's just a fly!	0	7	51	29	1	88
I don't KNOW the right answer, so I can't say	1	1	0	5	7	14
I'd rather not answer.	1	0	0	0	10	11
Assets Margin	13	172	411	511	20	1 127

Source: Analysis of the answers, in the IBM SPSS application, performed by the author

Also, with the help of the analysis application, we made the graphical representation, and the answers in the correlation table indicate the central tendency of the answers, which reflects both the lack of progress in organizational communication, cumulatively with reduced concerns for the improvement of this process.

Therefore, the formulated elements lead to *the acceptance of the second working hypothesis according to which although the competing companies try to increase the negative image that TAROM has towards its clients, the company does not take any measure to diminish these unfair practices that affect it directly and unequivocally.*

4. CONCLUSIONS

Through this paper, we aimed to analyze the way in which the clients perceive the quality of the services provided by *TAROM*, but also the way in which they appreciate as qualitative or not, the organizational communication process at external level. The analysis was carried out with the help of the answers of the 829 respondents.

Following the econometric analysis of the results, we could notice negative aspects regarding the airline *TAROM*. First, they do not pay much attention to external organizational communication (extremely important), and customers feel this. On the other hand, company employees treat customers with an inappropriate attitude, according to their answers.

At the same time, another problem identified is related to the fact that this company does not take measures to reduce unfair competition practices and does not implement measures designed to

improve external communication and the negative image of the company in relation to its customers.

At the same time, the company does not pay attention to the clients' feedback, most of them mentioning the fact that they were never interviewed, in order to understand how the clients perceived the experience with this company. In this respect, the most appropriate organizational communication methods that could be implemented, according to the respondents' opinions, would be: sent periodically questionnaires, individual face-to-face discussions, social meetings, social networks, but also others.

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