

HIGHER EDUCATION FOR PROVIDING SERVICES COMPANIES WITH GOOD RESULTS

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Abstract. This paper presents the results of a sociological survey regarding the opinions of a group of 304 students (in Management and Tourism) on the level of trust in the organizations they own or are employed by. The findings highlight the status of organizational trust in the surveyed companies. On the other hand, we follow the opinions of the students regarding the possibilities to improve the education and learning process, for a better training of managers and employees in service providing companies, for high efficiency of activities and to improve the relationship with the clients. The objective of this approach is to obtain a global image of the level and results of organizational trust in the companies where the students work, but also to identify the common, respectively, the different aspects of the improvement of teaching curricula and processes in the two faculties, the final reason being to increase the efficiency in service providing and to recover the activity in the field of tourism.

JEL Classification: O15

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1. Introduction

Following a period of relative stability (between 2010 and 2013), when the service added value was around 50% of the GDP, in 2014 over 60% of the Romanian economy relied on this sector (*The World Bank, 2015*).

The commerce and IT sectors set the tone of the unexpected economic growth during the first half of this year, 3.7% more than in the same period last year. These two branches of the economy gathered over 50% of the GDP growth. The industry contributed by only a seventh of the economic growth and the agriculture had no contribution" (Pană, 2015).

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The providers of services in and for tourism turn to account the most important resources of Romania: natural environment and the human resource. The effect of the natural environment on national and foreign tourists (in terms of recreation, leisure, sport, health) is very well known. Sanger, an American captain, lawyer by profession, who was temporary deployed at the M. Kogălniceanu military base, stated about Romania: "The word Paradise is not strong enough to describe this country" (reproduced after Abrudan, 2012, p. 59-63). The organization and administration of activities in tourism service provision in Romania are not as efficient and effective as expected, which also prevent the capitalisation of an extremely important resource: the human resource.

According to the statistics of the National Institute of Statistics, in July 2015 both the number of arrivals and the number of nights spent in tourist accommodation units increased by 24.8% respectively 20.8% compared to the same month the previous year. However, authentic tourism: the seaside, the Danube Delta and the spa tourism is decreasing. The increases announced by the National Institute of Statistics are guaranteed by the arrivals in Bucharest and other county capitals – meaning business trips or personal travel (Diaconu, 2015).

Even though the efficiency and the effectiveness of the activity of a company is more and more related to modern technique and technology, the organizational culture has a defining role for the quality of the service provision to the customer and for the good relationships with the customer. During the past decades, researchers from different fields of science have studied the concept of *organizational trust*, a concept which refers both to the employees of the company and to the users of the service provisions, investors, etc. In the devoted literature we can find the approach of organizational trust notion at multinational enterprise level (Garfinkel, 1963; Luhmann, 1988), at group, organization and nation level (Barber, 1983, p. 164-165), or even at individual level (Lewis and Weigert, 1985, p. 971; Arrow, 1994; Hollis, 1998; Kreps, 1990; Miller, 1992; Robinson, 1996, p. 576). Also, the concept was approached from different points of view: philosophical (Hosmer, 1995, p. 399), sociological (Coleman, 1990), psychological (Hardin, 2002, apud Kramer 2009, p. 3), economical (Schelling, 1960; Williamson, 1993) and political (Burt and Knez, 1996, p. 70; Hardin, 1992; 2002), with particular importance for the company managerial process (Hollis, 1998; March, 1994).

The cognitive models of organizational trust (Fine & Holyfield, 1996, p. 25) were created in order to emphasise the content, structure and evolution of the concept.

We took from the speciality literature and adopted the organizational trust model conceived by Pamela Shockley-Zalabak and collaborators in 2000. This model was later modified from the authors and applied to a larger sample of subjects (Shockley-Zalabak et al, 2010).

Our research presented in this paper is based on a sociological survey, and the questionnaire contains the indicators (Appendix 1) conceived after bibliography and accordingly to our previous experience (Sonea, 2014; Sonea et al, 2015).

The specificity of the service provision activity and the special characteristics of the processes in this field determine the aspects specific to the management activity. The intangible character of the service provision changes the way in which the customer assesses the quality of the result obtained. That is the

reason why the provider's competence (Q1) and the concern towards the customer (Q6) are more important than in the production of tangible goods, where the quality parameters represent an objective basis for the assessment of the product, made by the consumer. Service providers must be open to customer psychology and must meet their expectations (Câmpeanu-Sonea, 2012).

2. Methodology

We conceived a *questionnaire* following the study of the basic concepts and some bibliography examples (Câmpeanu-Sonea & Sonea, 2011; Shockley-Zalabak et al, 2010; Shockley-Zalabak, 2015) and organized a sociological survey over 751 students, who work in different companies and, in the same time, study in some universities from Transylvania – Romania.

Based on the responses of the subjects, the level of organizational trust in the studied companies are measured on a Likert scale, from 0 to 5, and the answers were processed with an SPSS software.

A part of the results of this sociological survey, presented further on, regards the opinions of a *sample* of 304 students in Management (M – economic specialisation) and Tourism (T - geography), on the level of trust in the organizations they own or are employed by. Our aim is to analyse several aspects related to the activity of the service providing companies, especially tourism services, compared to the companies producing tangible goods.

The purpose of this approach is to determine how high the level of trust is in the organizations where the young people are integrated and which are the useful betterments in the education process, according to the respondents' opinions, in the schools where they study, so that the activity they carry out in the companies evolves towards a "high-trust organization" system.

The *hypotheses* we started from were:

- the existence of considerable differences between the opinions of the students from the two faculties, regarding the level of trust in the organizations where they belong, taking into account the differences in thinking between the economists (management) and those specialising in geography (tourism).
- the existence of important differences between the opinions of the students from the two faculties, regarding the necessary knowledge and abilities "for building the high-trust organization", which the school they attend fail to provide.

3. Data and Empirical Results

Model of High Trust Organization in the Case of our Sample

All the values of the codes for the 5 "key drivers" (Q1-Q5) are higher, in the opinion of the students in Management, for the tangible goods production companies compared to the service providers, while the opposite applies to the students in Geography of tourism (see table 1).

Moreover, without exceptions, the students in Tourism have more favourable opinions about the level of competence, honesty, concern for the employees, etc. in the companies where they work, compared to the opinions of the students in Management. Even if the codes level is generally lower, the comparison ratio is the same, similarly for the assessment of the respondents of the results (Q6-Q8) on To and respectively on the global result – Tr. Taking into consideration the great diversity of the companies where these students work, we consider that the difference of opinions comes from the fact that students in Management are more critical, and because they can get good jobs easier, they are more demanding.

Table 1. Sample structure according to answer Q1 – Q5 by the two faculties and types of companies – services and production (codes average)

Faculties	Types of companies	Size of sample (N)	Q1	Q2	Q3	Q4	Q5	To
M	Services	135 – 72.9%	4.08	3.80	3.58	3.82	3.62	3.81
	Production	41 - 22.1%	4.23	3.90	3.72	4.02	3.67	3.94
	TOTAL	185 - 100%	4.12	3.84	3.62	3.88	3.64	3.85
T	Services	93 – 78.2%	4.30	4.11	3.84	4.00	3.88	4.03
	Production	20 – 16.8%	4.23	3.95	3.73	3.95	3.82	3.94
	TOTAL	119 – 100%	4.28	4.07	3.78	3.97	3.88	4.00

Source: The data was processed using SPSS Software

According to previous studies of the labour market, the economic faculties are preferred by pupils with good grades, as the chances to find better jobs are higher for the graduates of these schools, as compared to other fields of education.

The difference of opinions of the culture of the production and service organizations (considering such a clear alignment – see tables 1 and 2), must be influenced by the capacity of integration of students, determined by the preferences for a certain field of activity. Respectively, students in Tourism are inclined to integrate in service providing, they are also trained (theoretically and practically) for this field and they follow and understand better the problems and difficulties of the activity and are interested in overcoming them.

The idea of a better integration of students in Tourism is also supported by the fact that the companies where they work are generally small companies: **M** – S – companies with 100 up to 500 employees; **M** – P – companies with over 1000 employees; **T** – S and **T** – P – companies with up to 10 employees.

Table 2. Sample structure according to answer Q6 – Q8 by the two faculties and types of companies – services and production (codes average)

Faculties	Types of companies	Size of sample (N)	Q6	Q7	Q8	Tr
M	Services	135 – 72.9%	3.55	3.54	3.44	3.51
	Production	41 - 22.1%	3.81	3.83	3.68	3.77
	TOTAL	185 - 100%	3.61	3.60	3.51	3.58
T	Services	93 – 78.2%	3.73	3.93	3.65	3.77
	Production	20 – 16.8%	3.39	3.56	3.49	3.48
	TOTAL	119 – 100%	3.63	3.81	3.61	3.69

Source: The data was processed using SPSS Software

Another influence factor could be the source of the capital invested in the survey companies. The vast majority are private capital companies, but for the Tourism companies the capital is mostly Romanian, the management of the company is closer to the subordinates, while the companies where the students in Management work are mostly foreign or mixed capital (Romanian and foreign) companies.

On the other hand, the answers to Q17, the question regarding the revenues from their jobs show that the monthly income of the subjects is: **M – S** – between 1500 and 2000 RON; **M – P** – between 2000 and 3000 RON; **T – S** – below 1000 RON; **T – P** – between 1000 and 1500 RON. If we take this important aspect into account, all those working in production companies should have more favourable opinions than those working in service providing, especially as the codes value for Q8 (Job satisfaction) is relatively modest compared to the rest of the values in tables 1 and 2. On the other hand, the analysis of the frequency of the codes to the answers in the questionnaire show that students in Tourism, employed in service providing companies stand out with the higher proportion of code 5 and with the lowest number of questionnaires with codes 1 and 0, respectively with missing answer.

The Correlation between Organizational Trust (To) and Global Result (Tr)

Table 3. Correlations between the five „key drivers” and the global result (Tr) by faculties and types of companies – services (S) and production (P)

Tr . Average of Q6 - Q8	Q1	Q2	Q3	Q4	Q5
M - S N = 135	0.543**	0.483**	0.496**	0.568**	0.590**
M – P N = 41	0.447**	0.530**	0.386*	0.532**	0.596**
TOTAL N = 185	0.519**	0.490**	0.480**	0.561**	0.572**
T – S N = 93	0.593**	0.580**	0.593**	0.668**	0.566**
T – P N = 20	0.432	0.710**	0.617**	0.659**	0.634**
TOTAL N = 119	0.577**	0.626**	0.602**	0.700**	0.566**

* Correlation is significant at the 0.0 level (1-tailed)

** Correlation is significant at the 0.00 level (2-tailed)

Source: The data was processed using SPSS Software

The respondents from the entire sample were very serious while filling in the questionnaire (see table 3 and 4) after the Pearson correlation, of good intensity (0.386 – 0.699) and very good intensity (0.700 – 0.758). The subjects of our survey prove receptivity and understanding of the purpose of research.

Table 4. Correlations between organizational trust (To) and the results by two faculties and types of companies - services (S) and production (P)

To. Average of Q1 - Q5	Q6	Q7	Q8	Tr
M – S N = 135	0.512**	0.542**	0.659**	0.564**
M – P N = 41	0.502**	0.537**	0.636**	0.598**
TOTAL N = 185	0.507**	0.531**	0.657**	0.568**
T – S N = 93	0.521**	0.537**	0.758**	0.680**
T – P N = 20	0.699**	0.536*	0.753**	0.746**
TOTAL N = 119	0.579**	0.557**	0.762**	0.704**

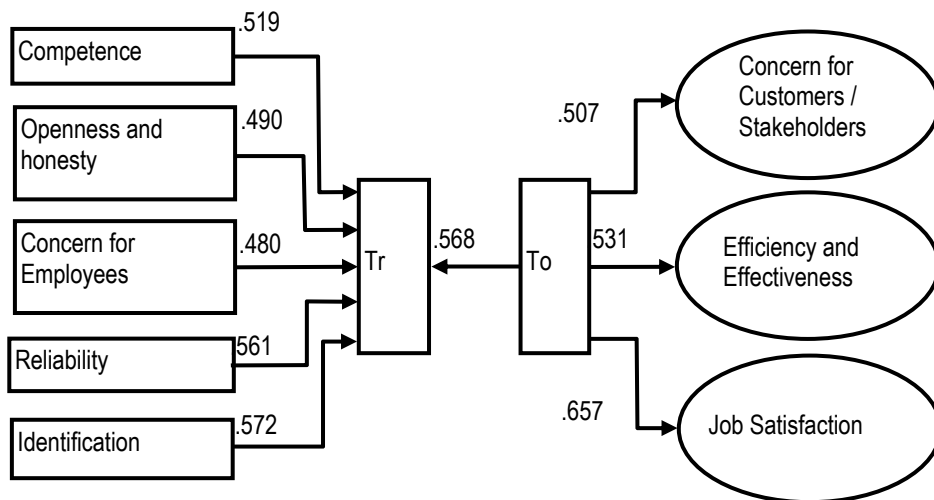
* Correlation is significant at the 0.0 level (1-tailed)

** Correlation is significant at the 0.00 level (2-tailed)

Source: The data was processed using SPSS Software

The only problem regarding the correlation validity (with the help of the Sig. significance threshold) relates to the extremely reduced number of Tourism respondents working in production companies (20 persons), which forces us to be reserved when analysing these correlations. When processing the answers to the questionnaire, *for the total of the two samples*, for the two survey faculties (table 3 and 4), with the help of correlations of To with the three categories of results (Q6, Q7 and Q8) as well as of the global result, Tr, with the five key drivers of organizational trust (Q1, Q2,, Q5), we created a pattern, inspired by Shockley-Zalabak et al, (2010, p. 28) and modified according to our previous research (figure 1 and figure 2).

Figure 1. Model of Organizational Trust (To) and the global result (Tr).
Pearson correlation coefficients based on the students' opinions from M Faculty



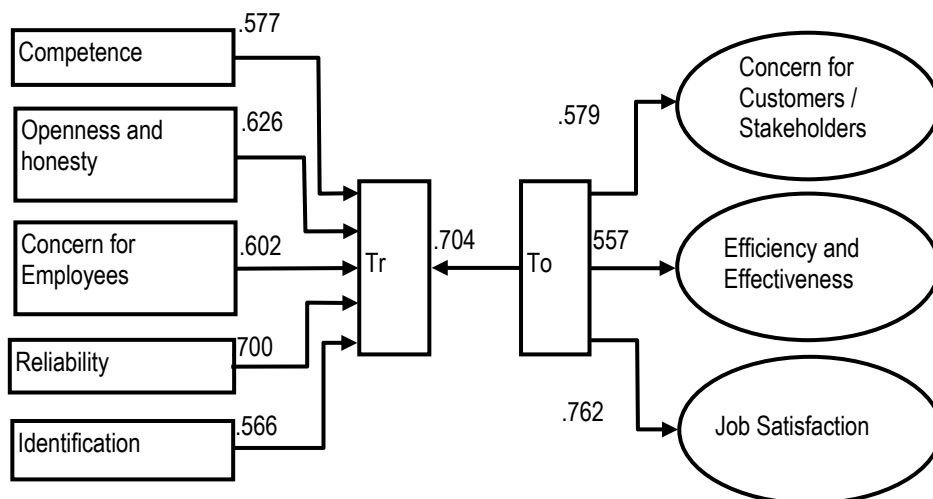
The general level of organizational trust, as well as the relationship between To and the results obtained are better appreciated by students in Tourism, such as shown by the level of codes for the values of To and Tr. But because in the service providing industry, especially for tourism, the competence of the company employees is essential for the quality of the service and for the relationship with its user, we observed in details a few aspects of the correlations obtained.

Employees' and managers' competence (Q1) and job satisfaction (Q8)

The preponderant level of training of the respondent students could be assessed through the value of the grades declared by them: between 7 and 8, which means a good level, but not too high. Moreover, an important part is represented by students who do not work in the field they are training for in this moment, which affects the general level of competence.

According to table 5, the correlations between Q1 and the other 4 "key-drivers" are of a high intensity level, showing a clear link (according to the declarations of the subjects) between the efforts of the management of the company for high competence (on the one hand) and the open, honest attitude and the concern towards the problems of the employees, safety, stability and identification with the company (on the other hand).

Figure 2. Model of Organizational Trust (To) and the global result (Tr).
Pearson correlation coefficients based on the students' opinions from T Faculty



However, there is very clear, especially in the large groups (where the significance of the level of coefficients can be accepted without reserves), a decrease of the intensity of the correlations of Q1 with the results of the organizational trust (Q6, Q7 and Q8). Given that the quality of the service provision, as perceived by the user, is essential to the efficiency of the activity and the concern towards the customer depends decisively on the involvement of the employee and on the satisfaction given by the work carried out, we followed the correlations of Q6 (Concern for the customers), Q7 (Efficiency and effectiveness of the activity) and Q8 (Employees' job satisfaction).

Table 5. Correlations between the Competence (Q1), the other "key-drivers", and the results, by faculties and types of companies - services (S) and production (P)

Types of companies	Size of sample (N)	Q2	Q3	Q4	Q5	Q6	Q7	Q8
M - S	135	0.745**	0.704**	0.714**	0.620**	0.491**	0.529**	0.600**
M - P	41	0.665**	0.490**	0.698**	0.564**	0.386*	0.340*	0.505**
TOTAL	185	0.728**	0.659**	0.707**	0.603**	0.464**	0.477**	0.579**
T - S	93	0.759**	0.746**	0.665**	0.580**	0.469**	0.500**	0.618**
T - P	20	0.473*	0.327	0.487*	0.482*	0.478*	0.382	0.273
TOTAL	119	0.719**	0.698**	0.647**	0.564**	0.490**	0.496**	0.568**

* Correlation is significant at the 0.0 level (1-tailed)

** Correlation is significant at the 0.00 level (2-tailed)

Source: The data was processed using SPSS Software

As expected, the concern for the customers and other beneficiaries and stakeholders (Q6) is very tightly related to the level of efficiency and job satisfaction of employees, for the companies involved in the study. The correlations with the

open attitude (which means especially a fairer communication management), concern towards the employees, safety, stability and identification with the company are of a more modest intensity. A somewhat better situation appears in the group of students in Tourism, hired in production companies, where trust in the validity of the results is very poor.

As for Q6, the links of **Q7** (Efficiency and effectiveness of the company activity) are very close to Q8, but the correlation coefficients with the five key drivers of organizational trust, which lead to the stabilisation of the To level, have more reduced values.

Table 6. Correlations between the Employee's job satisfaction (**Q8**) and the "key-drivers", by faculties and types of companies - services (S) and production (P)

Types of companies	Size of sample (N)	Q2	Q3	Q4	Q5	Q6	Q7
M - S	135	0.569**	0.574**	0.559**	0.615**	0.703**	0.663**
M - P	41	0.570**	0.410**	0.542**	0.606**	0.721**	0.855**
TOTAL	185	0.571**	0.549**	0.564**	0.605**	0.707**	0.690**
T - S	93	0.670**	0.688**	0.723**	0.638**	0.654**	0.718**
T - P	20	0.694**	0.781**	0.737**	0.619*	0.609**	0.724**
TOTAL	119	0.675**	0.684**	0.746**	0.631**	0.669**	0.712**

* Correlation is significant at the 0.0 level (1-tailed)

** Correlation is significant at the 0.00 level (2-tailed)

Source: The data was processed using SPSS Software

Compared to the situation of Q6 and Q7, in case of Q8 the situation is much better: the correlation coefficients are much better and the degree of significance (with one exception: in Q5, T - P) is the higher. The best values are for students in Tourism. Generally, the very good coefficients are related to safety and stability (Q4), but Q3 (Concern for the employees) is also among the highest values.

Table 7. Correlations between the Employee's job satisfaction (**Q8**) and Openness and honesty (**Q2**), for Tourism students, services providing companies (T - S)

	Q8. Employee's job satisfaction
Q2.7. The management wants to learn about employees' problems and to solve them.	0.527**
Q2.8. There is trust between employees and the management.	0.515**
Q2.9. People are informed about market trends.	0.508**
Q2.10. We are informed about the organization's direction of development.	0.534**
To. Organizational trust	0.758**
N = 93	

** Correlation is significant at the 0.00 level (2-tailed)

Considering that our interest, in this context, concerns especially the tourism service providers, we described in details some of the aspects obtained from the research upon the students of these companies.

Thus, the best correlations of Q8 with Q2 are shown in table 7. The Pearson correlation coefficients with values between 0.508 and 0.758 (see table 7) highlight the existence of a good communication management - employees (Q2.9; Q2.10), a satisfactory level of trust (Q2.8) and the concern of the studied companies' management to solving the problems of employees (Q2.7).

Table 8. Correlations between the Employee's job satisfaction (**Q8**) and Concern for the employees (**Q3**), for Tourism students, services providing companies (T - S)

	Q8. Employee's job satisfaction
Q3.1. Our organization uses transparent performance evaluation systems.	0.464**
Q3.2. The reward for group achievements is fair.	0.483**
Q3.3. The reward for individual achievements is fair.	0.488**
Q3.4. In our organization we listen to and consider others' opinions.	0.548**
Q3.5. In our organization decisions concerning employees are impartial and fair.	0.676**
Q3.6. Our organization promotes a healthy balance between work (professional life) and family (private life).	0.666**
To	0.758**
N = 93	

** Correlation is significant at the 0.00 level (2-tailed)

The correlations of Q8 with Q3 are shown in details in table 8.

Table 9. Correlations between the Employee's job satisfaction (**Q8**) and Reliability – safety and stability (**Q4**), for Tourism students, services providing companies

	Q8. Employee's job satisfaction
Q4.4. In our organization people invest time in building trust relationships.	0.592**
Q4.5. There are available resources for individuals with health problems, social integration, etc.	0.569**
Q4.6. Our organization offers support to employees in solving personal problems.	0.487**
Q4.7. In our organization there are available resources for training and development.	0.504**
Q4.8. People are rewarded to facilitate the training and development process.	0.466**
Q4.9. Our organization encourages people to think ahead.	0.553**
To	0.758**
N = 93	

** Correlation is significant at the 0.00 level (2-tailed)

Although the salary level is the lowest for this group of our sample, the general image is that the organization uses transparent reward systems, which are fair at individual and group level (Q3.1; Q3.2; Q3.3). Moreover, the collaboration (Q3.4), equity (Q3.5) and concern for the balance between work and personal life of the organization members (Q3.6) are appreciated (see table 8).

The best correlations of Q8 with Q4 are shown in table 9. Based on the table 9, we show again the aspect related to a good level of trust in the organization (Q4.4) and to the concern for the problems of the employees (Q4.5; Q4.6). We also notice again a good correlation of the results (Q8) with the interest of the management for professional development and for people's involvement in the companies' evolution (Q4.7; Q4.8; Q4.9).

Table 10. Correlations between the Employee's job satisfaction (Q8) and Identification with the organization (Q5), for Tourism students (T - S)

	Q8. Employee's job satisfaction
Q5.2. Our organization is connected through people's loyalty and mutual trust.	0.610**
Q5.3. In our organization, people treat their colleagues with respect.	0.554**
Q5.4. Groups are confident about how the organization will react to their suggestions.	0.579**
Q5.5. Peoples' devotion to the organization is very strong.	0.568**
To	0.758**
N = 93	

** Correlation is significant at the 0.00 level (2-tailed)

The best correlations of Q8 with Q5 are shown in table 10.

The table 10 (correlation coefficients between 0.554 and 0.758) highlights a good level of trust of employees in the organizations and the people's identifying themselves with the company, by loyalty (Q5.2), respect (Q5.3), spirit of collaboration and devotion (Q5.4; Q5.5).

Students' opinions on the useful knowledge for organizational trust development

The second part of the questionnaire consists of, among others, questions regarding the knowledge and skills that the students consider useful for building an organization based on a high level of trust, in the companies where they work, knowledge and skills that the education institutions fail to provide to a sufficient extent.

Q9. To enhance the level of employees' trust in your organisation do you need theoretical information / notions, not provided in school?

Q9.1. related to labour organisation;

Q9.2. related to production organisation;

Q9.3. related to the use of resources and work efficiency;

Q9.4. in the relationship / communication with colleagues and employees;

Q9.5. in the relationship / communication with customers;

Q9.6. related to negotiations and social dialogue;
 Q9.7. related to modern computer technologies;
 Q9.8. related to the study and use of foreign languages.
 Q10. To enhance the level of employees' trust in your organisation do you need practical skills and abilities, not acquired in school?
 Q10.1. related to labour organisation;
 Q10.2. related to production organisation;
 Q10.3. related to the use of resources and work efficiency;
 Q10.4. in the relationship / communication with colleagues and employees;
 Q10.5. in the relationship / communication with customers;
 Q10.6. related to negotiations and social dialogue;
 Q10.7. related to modern computer technologies;
 Q10.8. related to the study and use of foreign languages.
 The students' answers are synthesized in the tables 11 and 12.

Table 11. Sample structure according to answer Q9 by faculties and types of companies - services (S) and production (P) (answers' frequency - %)

Types of companies	Size of sample (N)	Q9.1	Q9.2	Q9.3	Q9.4	Q9.5	Q9.6	Q9.7	Q9.8
M - S	135	32.59	13.33	31.11	31.11	41.48	41.48	22.22	27.41
M - P	41	53.66	51.22	24.39	39.02	36.59	53.66	29.27	14.63
TOTAL	185	37.43	21.79	30.17	32.96	40.22	43.58	24.02	24.58
T - S	93	37.63	18.28	30.11	27.96	41.94	41.94	12.90	27.96
T - P	20	70.00	35.00	25.00	45.00	20.00	25.00	5.00	25.00
TOTAL	119	44.07	21.19	29.66	31.36	38.14	38.14	13.56	27.96

Source: The data was processed using SPSS Software

If the people in the organizations involved in our study are satisfied, to a large extent, with the companies where they work, we wondered: the failures of the service providers are influenced by factors outside of the company (such as the poor infrastructure for tourists, the administrative activity, the Romanian economic and social policies) or by the lack of a proper training, which also depends on the education process? We looked for some of the answers in the information synthesised in table 11 and 12.

Table 12. Sample structure according to answer Q10 by faculties and types of companies - services (S) and production (P) (answers' frequency - %)

Types of companies	Size of sample (N)	Q10.1	Q10.2	Q10.3	Q10.4	Q10.5	Q10.6	Q10.7	Q10.8
M - S	135	28.15	20.00	31.85	31.85	35.56	30.37	25.19	20.00
M - P	41	46.34	46.34	26.83	39.02	26.83	43.90	31.71	17.07
TOTAL	185	32.40	25.70	30.73	33.52	32.96	32.96	26.82	19.55
T - S	93	37.63	21.51	29.03	25.81	33.33	37.63	9.68	24.73
T - P	20	50.00	40.00	25.00	35.00	25.00	30.00	5.00	25.00
TOTAL	119	39.83	24.58	29.03	27.12	32.20	35.59	9.32	25.42

Source: The data was processed using SPSS Software

It is clear that production companies need a better training of the youth in the field of work and production organization, both theoretically and practically. The need of a better training in work organization is also very important for the employees of the service providing companies, especially those in Tourism, but we have answers with high importance for service providers (and employees in production) regarding the training improvement needs for communication with colleagues and clients, for negotiation and social dialogue.

A better training in using resources and the efficiency of activities is also considered necessary, although to a lesser extent. In the end, we understand that the level of theoretical and practical training in using foreign languages is not satisfying and the students in Management feel the need for a better training in using modern computing technology.

4. Conclusions

We consider that the comparative study of the opinions of the students in the two faculties is useful, even if the analysis must be continued and detailed separately for each faculty. *The two hypotheses are validated.* There are indeed noticeable differences and the more developed critical spirit of the students in Management helps us understand the issues in a clearer manner than the generous attitude of the students in Tourism (figures 1 and 2).

Given that the starting points were the issues that prevent a more rapid development of Romanian tourism companies, we notice the favourable appreciations on Q1 (Employees' and managers' competence), where the level of codes is the best and it correlates better with the four key drivers of organizational trust (To), but less with the Tr (global result) and its components. On the other hand, the links between Q6 (Concern for the customers and the other stakeholders), Q7 (Efficiency and effectiveness) and Q8 (Employee's job satisfaction) are very close, but less intense with the five key drivers of trust, which lead to establishing the level of To.

In what Q8 is concerned, however, the correlation coefficients are much better, especially for students in Tourism, and the details highlight the assessment of aspects related to improvement of training and competence development (Q1), concern for employees (Q3), safety and stability (Q4), identification with the organization (Q5). But, the code of Q8 is 3.65 (table 2). So, *the level of organizational trust* in the tourism companies (according to opinions of students from the T – S group) is *over the average level*, but not quite very good (meaning code 5).

Regarding professional improvement, the students in Tourism who work in service provision consider that they lack theoretical knowledge and practical skills especially in organizing the work, customer relationship and communication, negotiation and social dialogue, but also in the efficient use of resources and use of foreign languages.

Further research. The conclusions can be used to outline some improvements of teaching curricula and education processes in the two faculties, the final reason being to increase the efficiency in service providing companies and to recover the activity in the field of tourism.

Limits of the research. In the two studied faculties, there is not clear evidence on the number of students, who are employed or own their own business. So, we could not establish the size of analysed sample based on devoted mathematical relation.

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APPENDIX 1

Model of organizational trust (To) and the global result (Tr)

INDICATORS

To (organizational trust) and the five "key drivers":

Q1 - Employees' and managers' competence;

Q2 - Openness and honesty;

Q3 - Concern for the company employees;

Q4 - Reliability – safety and stability;

Q5 - Identification with the organization.

Tr, the global result of the organizational trust:

Q6 - Concern for the customers and the other stakeholders of the company;

Q7 – Efficiency and effectiveness of the activity and

Q8 – Employee's job satisfaction (Sonea, 2014; Sonea et al, 2015).