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The Social Performance of Organizations: Evolving from a One-Dimensional to A Two-Dimensional Concept

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ABSTRACT

The social performance of organizations has long been approached in a one-dimensional way, focusing on employee well-being, satisfaction and commitment. This approach, focused on the internal aspects of the organization, did not allow to grasp the full complexity of social interactions within the company. Recently, a two-dimensional approach has emerged, distinguishing internal social performance, related to employee satisfaction and well-being, and external social performance, concerning the satisfaction of external stakeholders such as customers, suppliers and public authorities. This development allows a more complete assessment of the social performance of organizations.

To clarify this transition, the analysis, based on a theoretical approach that examines existing research, highlights the conceptual transformations and the enrichment of the dimensions of social performance. This work thus underlines the importance of a global evaluation, encompassing both the internal and external impact of social performance within organizations.

Keywords: Internal aspects; Stakeholders; Transition