

NEW DIMENSIONS OF PERFORMANCE MEASUREMENT

Sorinel Căpușneanu¹
Cristian-Marian Barbu²
Hassan Danial Aslam³

ABSTRACT: The current business environment requires a performance management with a much broader framework. The article deals with the overall performance of an entity and the composition of performance indicators that are grouped under specific dashboards: economic and financial, social and environmental. In order to reflect economic and financial, social and environmental performance, an entity may use the dashboard which allows selection, arrangement and presentation of performance indicators, on the basis of objectives and to obtain the information necessary for performing the pilotation of this entity. The approach proposed started from the conceptual framework of CERISE which was expanded and treated in the light of the research conducted. Depending on the empirical importance provided by each performance dimension (the economic-financial, social and environmental), they received a share which is reflected in the complexity of the final decision at microeconomic level. The existence and development of a performance management system in economic entities for any entity represents a competitive advantage because it is the starting point for achieving sustainable performance, achieving medium and long term high-performance. To highlight aspects of the economic and financial, social and environmental performance we suggest using an intercorelated dashboard, whose composition and visualization is shown by our study. The article ends with the authors' conclusions regarding global performance and macroeconomic framework for broadening the constitutive formation of indicators used in the dashboards, which ultimately contributes to the knowledge of the actual performance of an entity.

Keywords: economic environment, social environment, strategy, dashboard, performance indicators, entity

JEL Codes: M21, M41

Introduction

In the current economic context, the economic environment, by its specific elements, requires from economic entities new standards of performance that exceed the scope of economics. If in the past, the foreground was economic-financial performance, currently economic entities have realized that this is just the result of the race, but the race itself and the determinant of future success is what today, in the context of sustainable development of the society, we call general performance or global performance. This type of performance of economic entity involves aggregating the economic-financial, social and environmental performances. As a consequence, a new concept has been outlined, namely the performance management, involving the approach of performance as the central concern of economic entity management. All economic entities, regardless of the sector or field of activity, require performance so that performance management has become a tool not only useful, but also indispensable, and we cannot speak of performance without appropriate management, and in this context the assessment of performance and keeping it under control is a key element for its management. The main goal of this article is to emphasize

¹ Artifex University, Bucharest, Romania, e-mail: sorinelcapusneanu@gmail.com

² Artifex University, Bucharest, Romania, e-mail: barbu_cristianmarian@yahoo.com

³ The Islamia University of Bahawalpur, Pakistan, e-mail: h_danial_aslam@live.com

performance and performance management by suggesting a set of indicators that are typical of various aspects: economic, social and environmental. We have emphasized the indicators in a dashboard starting from the models given by the literature in this field. The contribution of the authors has been to emphasize performance by combining the indicators and by using the information provided by the inter-correlated dashboard in decision-taking processes.

Literature review and conceptual framework

Performance will always remain a contested, constantly evolving concept. Conceptual difficulties occur when defining performance because this frequently used concept is hard to define, most of the times having an ambiguous character (Ștefănescu et al., 2010). In terms of the economic theory (Angelescu et al., 2001), the performance of an entity is defined by comparing the results with the consumption of production factors which have contributed to their manufacturing, or by comparing the forecast with the achievements. In accordance with the same approach, the performance of entity is defined also by means of global productivity. Global productivity expresses the aggregate efficiency of the usage of all production factors at an economic entity level. This approach is also supported by Didier (1994) who states that global productivity expresses the overall performance or global effectiveness of the production factors. Also in economic terms, Bourguignon (2000) defines performance in general manner, as the achievement of the objectives of the entity, no matter their nature and diversity. Subsequently, Djellal & Faïz (2007) have a different position from scientific point of view, interpreting performance as a social construction, a convention instigating to contradictory debates. In the attempt of defining performance, they rest upon effectiveness, efficiency, economy and productivity as forms of performance. One of the most recent economic approaches of performance is the one belonging to Bartoli (2009) who defines performance by means of efficiency, effectiveness, quality and plus value. These questions are the multidimensional approach of performance, seen at general, economic, managerial, and respectively accounting levels (Ștefănescu et al., 2010).

Many authors have created and developed over the time models and methods of performance measurement. Some of these (Eleren, 2009; Yildiz et al., 2011) have tested a performance measurement model based on the gap percentages and assessment of firms with multiple dimensions, which allows the researcher to use both quantitative data, and qualitative data. In a fierce competition along with the globalization, performance management has become a crucial objective required which must coincide with the entity's objectives, considering the creation and development of management information systems. Evolutions in performance management systems show a clear direction by using improved mathematical and statistical methods that have been developed for the measurement and evaluation of performances with multiple dimensions and criteria (Yildiz et al., 2010). Many entities use performance management systems (PMS) in order to achieve a better organization of the results; however, they are experiencing many difficulties in their implementation, because the systems are not considering the different dimensions of performance. In other words, measurement performance systems and performance management systems (PMS) are strongly influenced by the data quality, this data quality being a multidimensional concept (Qureshi et al., 2010). To resolve these problems, some of the specialists (Sousa et al., 2012) have identified and classified the uncertainty components of these performance management systems and have proposed as solution the using a qualitative evaluation methods which would allow the elimination of the negative impact that would have on the decision-making process and of their users.

Reaching to a consensus regarding the definition of the performance is quite difficult at the entity's level, since we must consider all activities that are carried out in a different entity and the interests of those involved. In extenso, the performance can be assigned to the two main processes: one related to *performance management*, and the secondary linked to *performance measurement*. Performance management is the main process dealing with performance which reflects the

connection between entity and performance, including activities such as: defining the strategy, implementation of the strategy, the process of preparation of performance measurement. Performance management consists in taking decisions based on the results of the evaluation and ensuring that results are achieved. Performance measurement appears as a secondary process of performance management, being linked to the evaluation of the results that focuses mainly on: identification, tracking and communicating performance results through the use of performance indicators. In fig. no. 1 are shown the relationships between the two processes of performance.

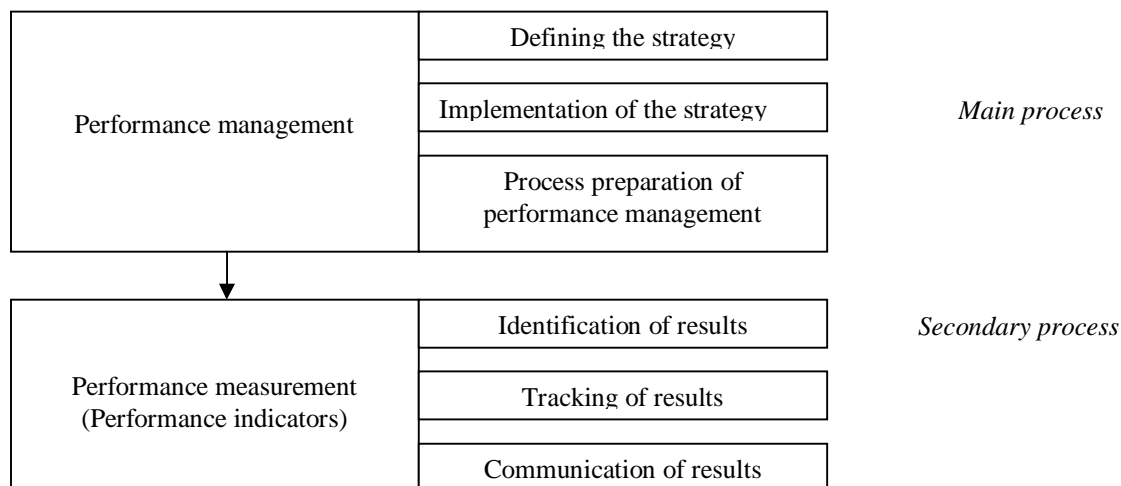


Figure no. 1. - Associations between processes and performance

Alazard and Separi's remark according to which performance requires the adoption of a global vision of the interdependencies between domestic and foreign parameters, quantitative and qualitative, techniques and human, physical and financial management, creating thus what today we call the *global performance of the entity*, we consider as relevant during the current state of development of the world economy. This global performance includes economic, social and environmental aspects, and in such a context, the effectiveness and efficiency are receiving new dimensions, both quantitatively and qualitatively. For Reynaud and Baret, global performance is the aggregation of economic, social and environmental performances, and Germain and Trebucq considers that global performance is formed by the reunion of financial performance, social performance and societal performance.

The existence and development of a performance management system at the level of economic entities represents a competitive advantage for any entity, because it represents the starting point (the basis) to achieve sustainable performance, and high-performance on medium and long term. We can thus define *performance management* as being necessary to obtain the performance context. The subject of this study is motivated primarily by the fact that performance research must be placed in the current economic context and, secondly, the need for renewal and improvement of evaluation instruments, management and performance management, in order to reflect the results of an economic entity, depending on the requirements of stakeholders. The economic entity is like a living organism, and its analysis must be made by considering the whole system. Peter Drucker, the founder of management principles, believed that "few things are as important to the economic performance of an entity as performance measurement" (Drucker, 1954), about which we could tell that it represents a vulnerability point of management. Performance management is preceding and encompassing its measurement (Albu and Albu, 2005).

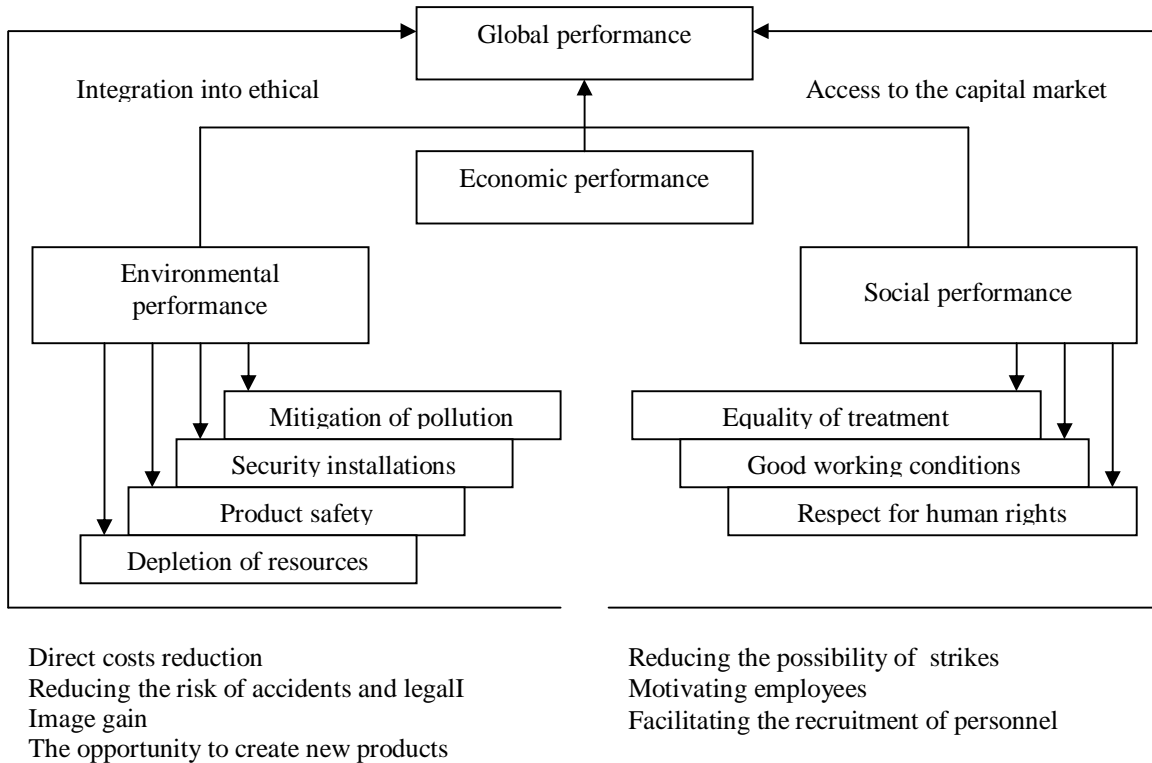


Figure no. 2. - The overall performance of a business entity

Source: adaptation after Reynauld, 2003

With a view to identify the performance indicators of each specific sphere of activity and their characteristic instruments we have started from the CERISE approach and the conceptual frame shown in figure 3.

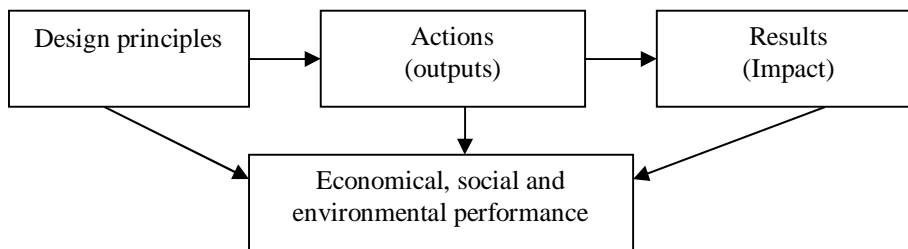


Figure no. 3. - The conceptual frame for performance reflection

Adapted and expanded by the authors from SPI Final Report Oct. 2003, CERISE coordinated

In CERISE approach:

Performance = results obtained in terms of design, action and results; Impact = changes among customers and non-customers (and the community) attributable to the activities.

Research methodology

This study assumed the complying with some principles and specific rules of mixed research methods, typical of the social sciences. So, we tried to follow the principle of unity between theoretical and empirical, constatative and evaluative judgments, as well as the unity between the quantitative and qualitative, used in order to make efficient the results of the research. In terms of research techniques and processes used, we used: speciality literature, various information sources, data collection and processing, consolidation of theoretical aspects and of the results of research and questionnaire. This last research technique we used in order to perform the

empirical part of our paper, the questionnaire being structured in such a way so that it should correspond to the general objective of the study: to determine the structure of an inter related dashboard for assessing overall performance. The questionnaire is a data collection technique that includes a set of questions, constructed in such a way that, from the analysis of the obtained results, we can achieve the goals set. The questionnaires were sent electronically to a number of 18 respondents from various sectors of activity, namely as many as 6 entities in each category of businesses (small, medium and large) operating in Romania, in different regions. In terms of the types of questions we used: open questions, closed questions, semi closed questions and identification questions. This research has pursued the following layers: determining the weigh of each dimension in the overall performance; what tools might be used for highlighting economic, social and environmental performance at the entity level? Which would be the componency of the performance indicators used for highlighting the economic, social and environmental performances at entity level? What would be the impact of these indicators on the final results of an entity?

The findings resulted (table 1) after corroboration of the data from the processed questionnaires:

Table no.1.

Situation of processed questionnaires

Questions / Answers	Category of respondents					
	Big Enterprises		Medium Enterprises		Small Enterprises	
	pro	against	pro	against	pro	against
<i>1. Weight of each dimension of global performance:</i>						
a) 30% average; 30% social; 30% economic	66.67%	33.33%	50.00%	50.00%	83.34%	16.66%
b) 30% average; 30% social; 40% economic-financial	100.00%	-	83.34%	16.66%	66.67%	33.33%
c) 40% average; 20% social; 40% economic-financial	50.00%	50.00%	50.00%	50.00%	33.33%	66.67%
<i>2. Tools to use in order to emphasize economic, social and environmental performances in an enterprise?</i>						
a) dashboard	83.34%	16.66%	83.34%	16.66%	66.67%	33.33%
b) result account	50.00%	50.00%	66.67%	33.33%	66.67%	33.33%
c) other instruments (cost-volume-profit analysis)	33.33%	66.67%	50.00%	50.00%	33.33%	66.67%
<i>3. Percentage of indicators used to emphasize economic, social and environmental performance in an enterprise?</i>						
a) indicators based on efficacy	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
b) indicators based on costs	83.34%	16.66%	66.67%	33.33%	66.67%	33.33%
c) indicators based on target objectives	100.00%	-	83.34%	16.66%	66.67%	33.33%
<i>4. What is the impact of these indicators upon the final results of an entity?</i>						
a) performance growth	100.00%	-	83.34%	16.66%	66.67%	33.33%
b) gradual improvement of the outcome of the entity	83.34%	16.66%	66.67%	33.33%	50.00%	50.00%
c) non-significant on medium and long term	16.66%	83.34%	50.00%	50.00%	33.33%	66.67%

Most of the three categories of respondents interviewed about the four issues were in favour of 30% weight both for social performance and for environmental performance, and in favour of 40% weight for economic-financial performance. Most respondents identified the dashboard as a tool to measure economic-financial performances as well as social and environmental performances. These performances include indicators based on the objectives defined by the management of the entity and that have an impact upon the growth of these performances.

Results

Inter related tools for overall performances measurement

Regarding the measurement of performance, we have considered the combination of several performance indicators of each sphere of activity: economic and financial, social and environmental. Each of these spheres was granted a share for establishing the degree of importance in highlighting the performances associated to business environment, as shown in figure 4.

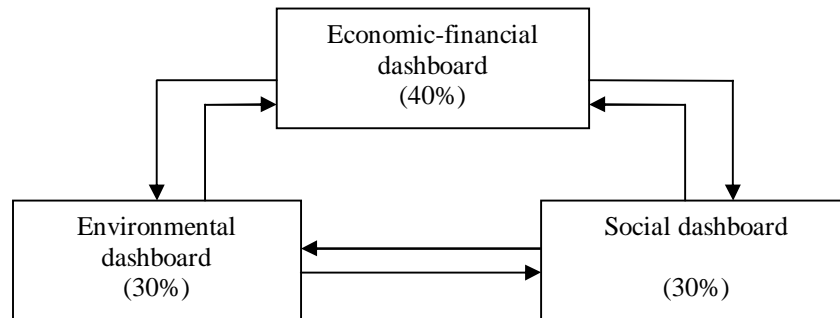


Figure no. 4. - Share and connections between performance indicators

As we can see in figure 4, three specific dashboards have been used for each sphere of activity. The performance indicators of each sphere contain all relevant information in order to highlight the results obtained as a result of achieving the proposed objectives.

Economic - financial dashboard and pilotating indicators

In order to reflect the economic-financial performances, an entity may use the economic-financial dashboard which allows selection, arrangement and presentation of economic-financial performance indicators, based on objectives and obtaining necessary information for performance pilotation of an entity. The presentation design of the economic-financial dashboard differs according to the objectives set and pursued by an entity, adopting a variant of its own, or a modified variant. Among the dashboard features, the following:

- presentation in a systematized form of the most significant information regarding the deployment, the influence factors and partial or final results of entity's activities, its sectors or compartments, providing the data needed for decision-taking and control;
- merges the information on current business with statistical and forecast information, in proportions determined by the specifics of the activity;
- highlights the existence of deviations from plans and programmes, and the development of undesired phenomena within the entity;
- presents a customized shape, established depending on the specifics of the activity pursued, on the needs and on the way in which the entity's management get informed.

The performances of each entity are assessed by indicators whose levels and evolutions will be compared with the objectives, with the rules or with the past performances. In this regard, we propose that a dashboard can use indicators related to: objectives of volume or activity level; objectives of effectiveness and efficiency; quality objectives (or non-quality costs); objectives related to costs; objectives related to the delivery terms. Definition, composition and calculation relationships of the proposed indicators are presented in table 2.

Table no. 2.

Composition and calculation of performance indicators

Name of performance indicators	Definition of performance indicator	Calculation
1. Indicators related to the volume or activity level	These indicators express the volume of work produced during a defined period or an estimated point of the same type. They measure, for the sake of improvement, the level of activity (usually the number of "outputs" provided).	$\frac{\text{Cost drivers}}{N}$, where: N = number of time periods.
2. Indicators related to objectives of efficiency	These indicators reflect the turnover variations to the changes of costs drivers used by an enterprise.	$I_{\text{Efficacy}} = \frac{\bar{T}_{N+1} - \bar{T}_N}{\bar{T}_N} \times 100$ where: \bar{T} = The average turnover per job; N = number of time periods.
3. Indicators related to objectives of effectiveness	These indicators reflect changes in hourly variations in cost drivers used by an enterprise.	$I_{\text{Efficiency}} = \frac{\bar{V}h_{N+1} - \bar{V}h_N}{\bar{V}h_N} \times 100$ where: $\bar{V}h$ = Average number of hours per job; N = number of time periods.
4. Indicators related to objectives of quality	Measure the level of reliability (or non-reliability) of an activity in relation to the total quality objective. It serves to calculate the non-quality costs.	$\frac{\text{Cost driver (activity 1...n)}}{\text{Cost driver (objective)}}$, where: 1 ... n = number of activities in the list (catalog business, target = total quality (100%).
5. Indicators related to cost objectives	Measure the development cost and resources consumed by an activity and allow the investigation of a possible outsourcing of the sub-activity.	$\frac{\text{Cost}}{\text{Cost driver}}$, where: cost = activity cost; Cost driver = specifics of the activity (product).

The form a dashboard may take (table 3) is as follows:

Table no. 3.

Economic-financial dashboard

Name of indicator	Findings	Identified causes (negative)	Identified causes (positive)	Actions
The rate of new customers attracted by the entity	Lower rate in comparison with the objective	Offer of products is no longer in accordance with customer requirements	Market penetration rate is important	Customers resegmentation Developing new products
Activity cost "developing market of great expanse"	Part of the activity cost is on the rise in relation to the turnover of the sector	Average turnover in selling point is down Insufficient new customers	Pressure on prices	Adaptation of commercial action at new data of purchase price Adjustment offers a better approach Adaptation costs to the remuneration of traders
Average turnover in point of sale	In relation to the objective, the turnover in the stagnating sales point	The range of products offered is too restricted The number of products is not enough	A part of the market is responsible in relation to the current lineup	Broadening the range of products offered in mid-range products Developing an assembly concept

Environmental dashboard and environmental indicators

For the reflection of environmental performances, an entity may use eco-dashboard, which is the tool that allows wrapping, selection, arrangement and presentation of environmental performance indicators by viewing the pursued objectives and contributing thus in compiling the necessary information for pilotating the performances of an entity. The presentation of eco-dashboard differs, depending on the objectives set and pursued by an entity, as in the case of the financial-economic dashboard an own variant, or a modified variant.

Eco-performance indicators show information in a focused and precise manner to the ambient activity segment of the entity. An entity may use multiple categories of indicators: operational, environmental health, economic, management etc.

In the category of *operational indicators*, the speciality literature uses the so-called "pressure" indicators on the environment that show the following features:

- The most common "pressure" on the environment are the *emissions of pollutants*;
- The evaluation of these pressures is carried out on the basis of indicators characterizing sources and pollutants which lead to *environmental problems* and *associated impacts*;
- The operators are bound by specific rules to monitor environmental impacts of products, reporting regularly to the environmental registered situation;
- In the absence of specialized measuring equipment and control of pollutants, determining emissions calculations can be done using the standards or other national or international methodologies;
- To reduce impacts on environment indicators calculated values are compared with the values in the maximum allowable (mac) established by the other regulations or standards;
- The "Pressure" indicators on the environment are important components of the environmental impact assessment through impact surveys and environmental assessment.

The second largest category of indicators which an entity could use in developing eco-dashboard is the *state of the environment indicators*. They have the following traits:

- Correct interpretation of indicators requires complex analyses, including a correlation with indices of their "pressure";
- Developing and using environmental condition indicators are not the responsibility of the entities but of the local agencies, national, regional or global, non-governmental organizations and scientific and research institutions;
- Customary indicators refer to the concentrations of pollutants in environmental factors (emissions), using the reference values set out in the standards and other regulations.

Definition, composition and calculation formulas for the proposed environmental indicators, for example, for an entity in the aluminium industry are presented in the table 4.

Table no. 4.

Composition and calculation of performance indicators

Name of performance indicator	Definition of performance indicator	Calculation
1. Operational indicators	Indicators on the environment, with special emphasis on the elements of the environment: air, water, soil.	Quantity needed of anode for electrolysis process = No. of anode/tonne alumina
		Amount of alumina in total tonne of aluminium electrolytic = Tonne alumina per tonne of aluminium electrolytic
2. State of the environment indicators	Quantifies the quality of the environment in the area bordering the source out at local, national, regional or global. Provide useful information	Information level of personnel and the population about the environment = Number of days open doors /365 days
		Rate of monthly recovery of ecological

	about the changes that are suffering due to environmental factors or pressures natural phenomena or/and anthropogenic activities.	Investment = Value of ecological environmental investment (RON)/ Number of months
--	---	---

To review performance by using eco-dashboard (table 5) an entity of aluminium industry, offer a series of indicators which are characterized by: findings, highlighting the causes identified (positive or negative) and the actions to be taken on them.

Table no. 5.

Eco-dashboard

Types of indicators	Findings	Causes identified (negative)	Causes identified (positive)	Actions
Required amount of anode for the electrolysis	Too high anode consumption	Reduction of the anode number	Automation of the tower, no pasta. 1 by a seat formed of 3 process computers falling under the technological parameters and operation of filters making the online monitoring of their	Automating the Tower of pasta by endowing it with an installation consisting of 3 computers which are in the process of both technological parameters control and operation of the filter with the current monitoring of their
The amount of alumina in total aluminium electrolytic	Alumina consumption in normal limits	Reduce multiplication tank for the electrolysis on 6 halls	Improvements in energy efficiency through the purchase of equipment and technologies for modern ovens	Energy efficiency improvements through the purchase of modern equipment and technologies for furnaces
The degree of information personnel and the population on the environment	Poor participation in the information of manufacturing staff	Increased interest of population	Campaign mass of information	The mass media campaign
Monthly rate of recovery of environmental investments	Higher costs	Depollution of the environment	Compliance Plan for the recovery of investment	Respecting investment recovery plan

Source: Adapted from Martinescu and Căpuşneanu, 2009

Social dashboard and social performance

Social performance is becoming a very important criterion to be taken into account by the individual investors and major investment funds, which begin understanding a thing until recently ignored: social hazard created by irresponsible corporate policies and strategies generating economic and financial risk. The "Covalence" rankings evaluate the social performance in the business environment and draw more attention of the media, consumers and the general public. These rankings are based on 45 evaluation criteria of ethical reputation, reflecting the extent to which companies succeed through strategies, policies, decisions and actions to meet the expectations of interests groups, customers, employees and business partners, shareholders, community and governmental agencies. Evaluation is carried out on the following dimensions of social performance: working conditions, social and environmental impact generated by the production process, social and environmental impact of products and services, as well as the role played by civic enterprises, i.e. their reply to the current problems of corporate civism, such as the fight against corruption, social inclusion, or global warming. Covalence criteria report, thus, to a set of standards defining good practices of *social responsibility*: the Universal Declaration of Human Rights, the OECD best practice Guidelines for multinationals, Ilos of International Labor

Organization concerning Multinationals and Social policy, the Principles of the Global Agreement of the United Nations Millennium Declaration, adopted by the United Nations and others.

"In today's competitive markets, business environment is faced with new kinds of challenges that is no longer pertains only to the economic", shows Marc Orlitzky, Member of the Centre for Corporate Change, University of New South Wales, Australia. "To survive and thrive, businesses must find a bridge between the economic and social spheres in which they operate. Although necessary, the maximization of the profit of investors is no longer a sufficient condition to create prosperity. A new type of evaluation, the corporate social performance, allows us to appreciate the impact on companies that interact with the social environment" (Orlitzky and Swanson 2008). The concept of social performance is becoming more accepted in business environments. This concept should also enter the public administration sector, in order to assess the quality of management in any organization, be it a company, public institution or non-profit organization.

Social performance shows the extent to which an entity shall achieve the proposed objectives in its social practice. Thus designed, social performance prior its impact and leads to impact. It is measured by the principles, actions, and applied corrective measures (table 6).

Table no. 6.

Composition and calculation of performance indicators

Name of performance indicator	Definition of performance indicator	Calculation
1. The degree of satisfaction at the workplace	Satisfaction at the workplace is a positive emotive condition resulting from the employee's personal opinion about his work, climate or a balance reached when the individual who is responsible to meet needs, conscious or unconscious expectations. Satisfaction may cover different aspects: salary and benefits, promotions, recognition, working conditions, supervision, workmates, the organizational policy. Satisfaction occurs as a result of the difference between what individuals obtain as reward of work and what they estimate that it should obtain.	$G = \frac{Or - Eo}{Or}$, where: Or = what individuals get real (pay, status, etc); Eo = what is that individuals should get; If: Or = Eo = > full satisfaction result; Or < Eo => triggers a State of malaise, which is all the more powerful as the difference is higher; Or > Eo = results a >feeling uncomfortable, culpability.
2. The degree of motivation in the workplace	A psychological and physiological change that occur in human being whenever a need arises; to meet that need, the individual adopts a behavior aimed at restoration of physiological and psychological balance. Motivation is an internal condition described by force, requirements, wishes, etc., acting or put in motion a person, which leads to "do something", expending effort and energy to achieve real development may be achieved at the same time-and their own objectives.	Number of employees satisfied at work/total number of employees of the entity
3. The degree of employment within the firm	Time used for execution (consumed) elements of a production process in the sequence of their technological, organizational and technical arrangements;	$Go = \frac{TEL}{FTMD}$, where: TEL = time actually worked = is the number of man days (hours) actually worked by all employees undertaking during the period taken into account; FTMD = Fund for maximum time available = Fund, expressed in days or hours, man man at its disposal for carrying out the task.

Name of performance indicator	Definition of performance indicator	Calculation
4. The degree of resolution of complaints	The way the company responds to requests from end-users to resolve situations considered by them as deviations from the legal or contractual conditions for the supply of the product/service that is expected a response or resolution.	Number of resolved complaints / Number of complaints from customers or employees
5. Development of organizational culture	Organizational culture is the totality of the values, beliefs, aspirations, expectations and behaviours outlined over time in each organization that prevails within it, and directly and indirectly makes the functionality and performance. The main forms of manifestation of organizational culture: organizational symbols, behavioral rules, rituals and ceremonies, status and roles of personnel, organizational myths.	Number of trainings conducted / Number of employees

Social performance measurement involves the assessment of the principles, actions, outputs of some results elements and the corrective measures. To review the performance of the dashboard (table 7) with the help of a social entity, we propose a series of indicators which are characterized by: findings, highlighting the causes identified (positive or negative) and the actions to be taken as a result of the causes.

Table no.7.

Social dashboard

Types of indicators	Findings	Causes identified (negative)	Causes identified (positive)	Actions
The degree of satisfaction at the workplace	Lower rate in comparison with the objective	The economic, technological, social and human adverse conditions to work	Economic facilities, socio-professional facilities, social facilities offered by the company, the schedule of work, the distance of residence from work, consistency between the work-interests-employee skills, human relationships, organizational framework of labor	Reducing the risk of accidents; harmfulness reduction at work; ensuring normal conditions of sale; improving the aesthetic qualities of the workplace; the improvement of human relations, social conditions of labour; improving financial incentives
The degree of motivation at the workplace	Lower rate in comparison with the objective	Economic penalty, criticism of chief, colleagues, demotion etc.	Economic incentive, promotion, appreciating of others, prestige	Ensuring physiological needs: food and water; Ensuring safety requirements: salary, job security, insurance, and other benefits; Ensuring social needs: interaction with people; Ensuring the need for esteem: securing good reputation; Ensuring self-update: insurance environment so that the employee can evolve.
The degree of employment within the firm	Lower rate in comparison with the objective	There is no complaints management; customer demands are unmet or	Courtesy of the staff; Competence in consulting; Norms, values, way of thinking and customer-	Observation of employees; Discussions with employees /employee evaluation; Documentation on the quality achieved, obtained;

		completely outdated and this is perceived as negative by the customer.	oriented quality.	Introduction of a customer-oriented strategies and informing the client about the possibility of making the complaint
The degree of resolution of complaints	Lower rate in comparison with the objective	The lack of a common system of beliefs, values, and symbols not understood and not shared by all members of the organization	The promotion of values such as: taking risks, creativity, experimentation, initiative, anticipating and handling, cooperation, participation, responsibility, involvement, sum of mutual trust, cohesion, humanism and personal development	Definition of key performance standards an undertaking by the team members active role in the work of the organization; Increasing performance by attracting and retaining talent; the development of a culture of continuous learning and innovative through trainings and courses scheduled

Source: Barbu and Căpușeanu, 2012

For a full picture about the intercorellations between the different performance indicators used by dashboards and their impact on microeconomic level decisions, we present our vision on the visualization and interpretation of the information (Figure 5).

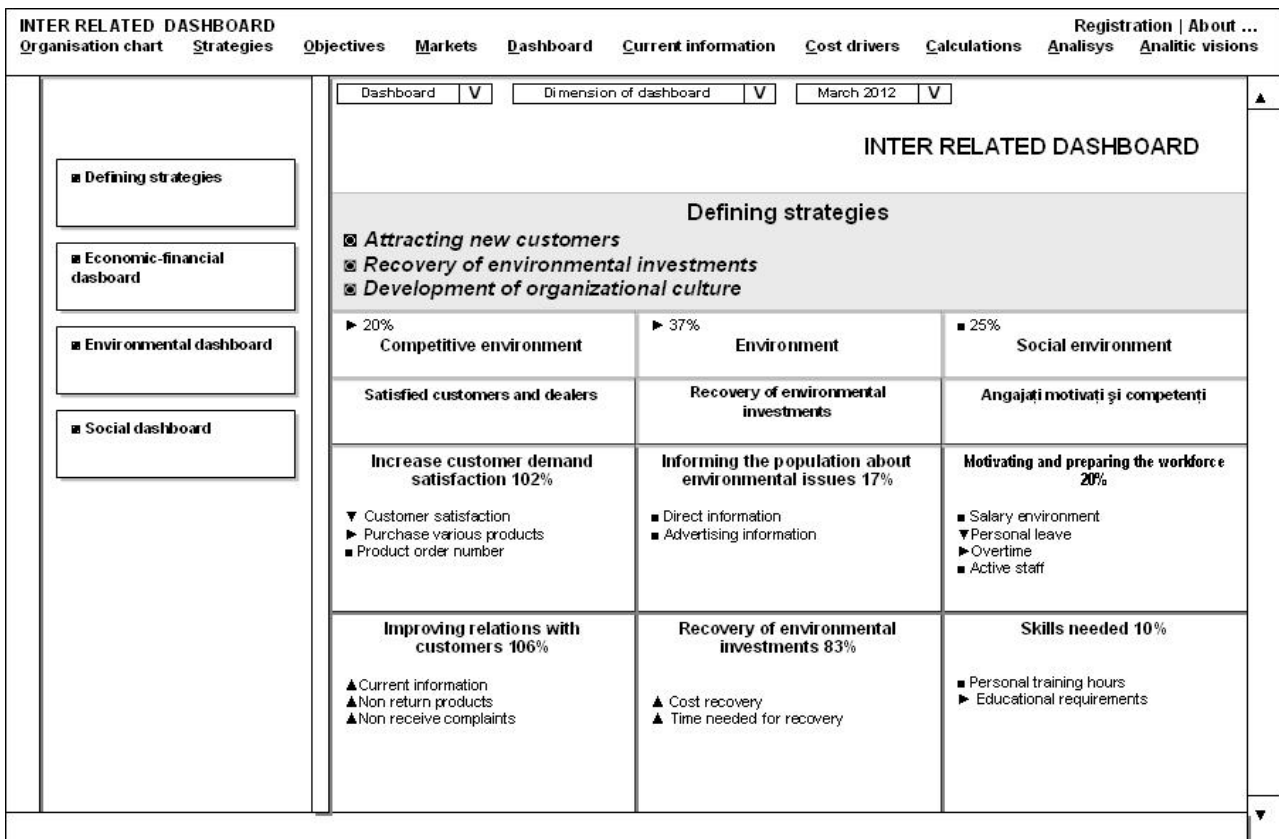


Figure no. 5. - Inter related dashboard

Social performance vs. financial performance

Empirical studies show that there is a positive correlation between a company's social performance and its economic performance, while social involvement brings about a number of benefits that exceed the costs induced. In addition, the authors in the speciality literature consider the social responsibility of a company and its profitability, there is a direct relationship and mutual determination: a "good" socially responsible company will be well perceived by the public, and will have the substantial profits; similarly, a solid company from the financial point of view can afford to promote and invest in a socially responsible behavior, what will entail, in the future, an even greater prosperity.

The relationship between profitability and social responsibility of a company shall enter a circular trajectory, ascending in a so-called "virtuous circle". This conclusion is demonstrated by the experience of multinational companies which engage in various social and ecological projects. However, a precise evaluation and a strict quantification of the positive impact that a policy for corporate social responsibility is on the financial performance of a business organizations are difficult and have not yet been carried out at a level acceptable by the general academic community. Thus, although the majority of speciality studies conclude that there is a positive correlation, more-or-less affirmed, between the social performance and the financial performance of a company, not all researchers in the field support this idea, and some of them contradict this statement.

Conclusions

The use of dashboards within this framework allows the development inside the entities, the commitment to continual comparison of own economic and financial, social and environmental performance compared with other competitors; improving the quality of the products manufactured, work performed and services rendered, as well as focusing on three points of view regarding the services offered to customers.

Permanent knowledge of the status and development of indicators stipulated within the dashboards, oriented according to the objectives set, allow the management to improve the performance of the entity. The informational content of the dashboards should be made known and to other operational departments or services, so that the final decision that will be taken at the management level should be more rigorous, as it is based and the decision to consider the findings and opinions and all those involved in ensuring the good operation of the company.

The contribution of the authors is the proposal to use the inter-correlated dashboard. This is made up of several dashboards that are typical of the three fields: economic, social and environmental. Their contents provides information through sets of indicators oriented on target objectives and contribute to a large extent to a stable decision-taking process in an economic entity and have an impact upon the growth of performance.

References

1. Akdere M., 2009. *The role of knowledge management in quality management practices: achieving performance excellence in organizations*, Advances in Developing Human Resources, June, Vol. 11, pp. 349–361.
2. Alazard C., Separi S., 2001. *Contrôle de gestion*, Dunod, Paris
3. Angelescu C., Ciucur D., Niță D., Dinu M., Gavrilă I. (coordinators), 2001. *Dictionar de economie*, 2 nd edition, Economică Publishing House, Bucharest
4. Barbu C. M., Căpușeanu S., 2012. *The state and the corporate social responsibility*, Metalurgia International, nr. 2/2012, VOL. XVII, pp. 141-145
5. Baret P., 2005. *Evaluation de la Performance Globale des Entreprises: Quind d'une approche economique?*, Colloque ADERSE, IAE Lyon, 18-19 Novembre 2005

6. Bartoli A., 2009. *Management dans les organisations publiques*, 3e edition, Dunod Publishing House, Paris
7. Berman S. L., Wicks A. C., Kotha S., Jones T. M., 1999. *Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance*, *Academy of Management Journal*, 42(5), pp. 488-506
8. Bourguignon A., 2000. *Performance et contrôle de gestion. Encyclopédie de Comptabilité, Contrôle de gestion et Audit*, Paris, Economica
9. Didier M., 1994. *Regulile jocului*, Humanitas Publishing House, Bucharest
10. Djellal D., Faïz F., 2007. *Les services publics à l'épreuve de la productivité et la productivité à l'épreuve des services publics*, *Revue d'économie industrielle* n°119, 3e trimestre 2007, [En ligne], mis en ligne le 15 septembre 2009, available online at <http://rei.revues.org/index1963.html>
11. Drucker P., 1954. *The Practice of management*, Harper & Row, New York
12. Filbeck G., Gorman R., 2004. *The relationship between the Environmental and Financial Performance of Public Utilities*, *Environmental and Resource Economics*, 29, pp. 137-154
13. Germain C., Trebucq S., 2004. *La performance globale de l'entreprise et son pilotage: quelques réflexions*, *Semaine sociale Lamy*, pp. 34-41
14. Hart S., Ahuja G., 1996. *Does it Pay to be Green? An Empirical Examination of the Relationship between reduction and Firm Performance*, *Business Strategy and the Environment*, 5(1), pp. 30-37
15. Konar S., Cohen M., 2001. *Does the market values Environmental Performance?*, *Review of Economics and Statistics*, 83(2), pp. 281-289
16. Laplante B., Lanoie P., 1994. *The Market response to Environmental Incidents in Canada: A Theoretical and Empirical Analysis*, *Southern Economic Journal*, 60(3), pp. 657-672.
17. Lebas M., 1995. *Performance Measurement and Performance Management*, *International Journal of Production*, nr. 41
18. Martinescu D.M., Căpușneanu S., 2009. *Environment and environmental effects of pollution. Model of eco-dashboard - a tool for analysis of environmental management performances*, *Metalurgia Internațional* Vol. XIV (2009), no. 12 Special Issue, pp. 113-116
19. McWilliams A., Siegel D., 2001. *Corporate Social responsibility: A Theory of the Firm Perspective*, *Academy of Management Review*, vol. 26, no.1, pp.117-127
20. Orlitzky M., Swanson D. L., 2008. *Toward integrative corporate citizenship: Research advances in corporate social performance*, London, Palgrave Macmillan
21. Qureshi J. A., Shahjehan A., Zia-ur-Rehman, Afsar B., 2010. *Performance management systems: A comparative analysis*, *African Journal of Business Management*, Vol. 4(9), pp. 1856-1862, 4 August
22. Reynaud E., 2003. *Développement durable et entreprise: vers une relation symbiotique*, *Journée AIMS, Atelier développement durable ESSCA Angers*, pp.1-15
23. Sousa S. D., Nunes E., Lopes I. S., 2012. *Data Quality Assessment in Performance Measurement*, *Proceedings of the World Congress on Engineering - WCE 2012, Vol III, July 4 - 6, London, U.K.*
24. Ștefănescu A., Calu D. A., Nicolae F., Țurlea E., 2010. *Approaches of the role of performance into the public sector entities from Romania*, *TIBISCUS, Annals. Economic Science Series (XVI/2010)*, pp. 114-121
25. Triantis K., Otis P., 2004. *Dominance-Based Measurement of Productive and Environmental Performance for Manufacturing*, *European Journal of Operational Research*, 154, 447-464
26. Vogel D., 2005. *The market for virtue: The potential and limits of corporate social responsibility*, Washington, DC: Brookings Institution Press
27. Yildiz F., Hotamişli M., Eleren A., 2011. *Construction of Multi Dimensional Performance Measurement Model in Business Organizations: An Empirical Study*, *Journal of Economic and Social Studies*, volume 1, no. 1, January 2011, pp. 33-51
28. *** *Public Policy and the Environment*, Cambridge, MA, August 2, 1999