

has an opposite effect on the other employees. This last consideration shows that it is difficult to manage the reward issue only by the contributions. Some adaptation of the management strategy by taking efforts in the work activity should be considered in this sense.

5. Conclusion

This paper proposes decision aiding pieces of information to better monitor performance improvement when decision-makers are faced with interacting multi-criteria modeled by a 2-additive Choquet integral. The approach is based on the determination of a *posteriori* criterion contribution and a *a priori* minimal and maximal expected criterion contribution. Thus the designed Performance Measurement Systems is an aid for management decisions concerning allocation resources and rewards distribution, as illustrated in the case submitted by a SME company.

Here only a few monitoring strategies have been considered. Integrating contribution, effort and cost in different manners for resource allocation and rewards distribution constitutes interesting perspectives. An extension of the method could also be to define elementary objectives for each employee, and to check their contribution to the elementary then overall objectives. In that case, it is interesting to notice that the rewards could take into account the satisfaction of dependent objectives by other employees, *i.e.* the principle could be that an employee is rewarded if he has done his best according to what is possible, even if the result is depending on the satisfaction of the influencing objectives.

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