

## French Managers and Their Subordinates' Well-Being

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**Abstract :** Well-being at work has many positive aspects. Our general hypothesis is that employees who feel well-being at work will be positively valued by their superiors, and that this positive value, which evokes the concept of social norms, allows us to assign to well-being at work a normative status. Three populations (line managers, students destined to become human resource managers, and employees) responded to a well-being questionnaire. Managers had to indicate, for each item, if they appreciated (or not) an employee feeling the well-being presented in the item; students had to indicate which items an employee should check if s/he wants to be positively (versus negatively) appreciated by his/her superior; and employees had to indicate to what degree each item corresponded to the well-being they used to feel. Three hypotheses are developed and confirmed: Managers positively value employees feeling some sense of well-being; students are aware of this positivity; spontaneously employees show a state of well-being, which means, knowing that spontaneous self-presentation is often produced by social desirability, that employees are aware of the well-being positivity. These data are discussed under a conceptual and applied angle.

**Keywords :** normativity, well-being at work, organization, evaluation

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