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PhD thesis in psychology entitled « **Leadership et Décence : Rôle du Leadership dans une Expérience Décente du Travail »**, co-supervised by Jacques Pouyaud and Guillaume R. M. Déprez, University of Bordeaux.

Thesis Abstract

This dissertation, through the five articles that comprise it, examines the experience of decent work in an organizational context, taking into account the influence of leadership on the work experience. It thus seeks to contribute to the literature on decent work, particularly that stemming from the Psychology of Working Theory (Duffy et al., 2016), which represents the dominant school of thought (Nourafkan & Tanova, 2023). Indeed, current studies on decent work focus on this phenomenon as the perception of decency in objective working conditions through employment conditions (Blustein et al., 2023), to the detriment of a more subjective dimension.

In Chapter 1, the literature on decent work is reviewed (Article 1), followed by a cross-sectional study of profiles (Article 2). The results highlight, on the one hand, the lack of literature focusing on the perception of decency derived from work and its link to leadership. On the other hand, it highlights preliminary links between decent work and leadership, particularly the role of ethical leadership as a potential factor in decency. In Chapter 2, the importance of ethical leadership, along with certain dimensions of decent work over time, in fostering meaningful work is emphasized through a configurational study (Article 3). This chapter also includes a qualitative study (Article 4) emphasizing the need to view decent work as a process that takes context and relationships into account. In Chapter 3, the decent work experience is conceptualized as the perception of decency in subjective work conditions, and its measurement scale is validated (Article 5). In Chapter 4, a general discussion of all the results is presented. Directions for future research, as well as the limitations of this dissertation, are explained throughout the dissertation in the individual articles as well as in the general discussion.

In summary, this dissertation introduces an organizational component into the psychology of working by taking leadership into account and highlights the importance of leadership as a potential factor in decency (or indecency).