

## **A Study of the Influence Process of Leader Integrity on Work Morale of Subordinates**

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The purpose of this study was to examine the influence process of leader integrity on work morale of subordinates and to examine cultural difference of the influence process between Japan and China.

At first, Japanese and Chinese versions of Perceived Leader Integrity Scale (PLIS-J and PLIS-C) were developed and the reliability and validity of both versions were verified. Using these scales, questionnaire surveys were conducted in Japan and China to examine a series of process in which subordinates' organizational commitment mediates the influence of perceived leader integrity on work morale of company employees. In both countries, the hypothesized mediating process was verified. However, moderating effects of employees' implicit leadership theory on the mediating process was found only for Japanese employees. In other words, for Chinese employees, the mediating process was found regardless of the type of their implicit leadership theory.

Based on findings mentioned above and findings of previous research, integrated model of influence process of leader integrity was proposed. In the model, as mediators in the process between leader integrity and subordinates' morale, importance of factors related to leader-member exchange (LMX) were enhanced.

In order to test the validity of the proposed model, a large scale of survey was conducted in Japan. Three hundred and eighty four company employees completed questionnaires in which PLIS-J, measurements related to LMX, and scales of organizational commitment, work morale, and organizational citizenship behavior (OCB) of subordinates were contained. Results of the analyses showed that the proposed model has high validity. That is, the mediating function of LMX factors in a series of process of leader integrity, subordinates' organizational commitment, and work morale and OCB was clarified. Implications of findings in this study for future research on construction of value system in organizations were discussed.

**Key words:** leader integrity, leader-member exchange, organizational commitment, work morale