

# Index

*Note:* Authors of cited works are not included unless mentioned in the text or noted as the subject of a substantive comment in the notes. Page references to figures are italicized.

- absenteeism/tardiness, 26, 113–14  
in Japan, 34, 141, 158, 165–66, 183  
in Russia/USSR, 34, 232, 240  
*See also* labor discipline, enforcement/violations of
- Academy of Sciences of the USSR, 253
- agriculture, agrarian community. *See* preindustrial communities of work
- Aiken, Michael, 72, 75
- alcoholism (significance), 114  
in Japan, 141  
in Russia/USSR, 237, 261–62, 404n
- Alexander II, Tsar (Russia, 1855–81), 202, 207–8, 387n
- Alexander III, Tsar (Russia, 1881–94), 208–9
- Allied Occupation (Japan), 38, 161–62, 167, 308–9, 373n. *See also* MacArthur, Douglas
- All-Russian Trade Union Council, 218–19, 221, 223. *See also* unions/unionization, in Russia/USSR
- All-Russian Workers' Control Council, 217, 219. *See also* workers' control (Russia/USSR)
- American Society of Mechanical Engineers, 63
- Ando Yaichi, 371n
- Andropov, Yuri, 256, 262, 320
- anomie, 58–60, 65
- anti-turnover law (1941, Japan), 157
- apprenticeship, 76  
in Japan, 129, 141, 146–47
- area studies/specialists, xiv–xv, 48–49, 287, 295–97, 299. *See also* Japanese studies; Russian/Soviet studies
- artel* (Russia), 213–15, 239, 272, 353n
- artisans. *See* crafts/artisans
- attitudes. *See* workers' attitudes/norms/values
- Australia, 374n
- Austria, 80, 364n
- authority, 18–19, 108. *See also* managerial authority/worker commitment
- Bank of Japan, 140
- Barnard, Chester, 67, 69, 75, 101–2, 329n
- Bedaux, Charles, and the Bedaux system, 78
- Belgium, 364n
- Bell, Daniel, 78
- Bellah, Robert (et al.), 347n, 348n
- Bendix, Reinhard, 1, 75, 95–96, 99, 101, 297–98, 350n, 353n, 387n
- Bentham, Jeremy, 83
- Berdyaev, Nikolai, 312
- black market. *See* second economy (Russia/USSR)

- blat* (personal networks of social exchange, USSR), 239, 260, 272
- Blau, Peter, 62, 72
- Blauner, Robert, 62, 65
- Bogdanov, Alexander, 223
- Bolshevik Revolution. *See* 1917 (overthrow of tsar to October revolution)
- Bolsheviks/Bolshevik party, 40, 196–97, 209–11, 215–21, 224, 226, 280, 317–19, 334n, 352n, 388n
- dissension/diversity within, 196, 220–23
- relationship with working class, 215–18, 315–16, 388n, 390n, 392n
- See also* Communist Party of the Soviet Union (CPSU); ideology (general, managerial), in Russia/USSR; 1917 (overthrow of tsar to October revolution); Russian Social-Democratic Party; Russian/Soviet studies; Russia/USSR, 1917–1940s
- bonus earnings
- in Japan (profit-sharing), 178–79
- in Russia/USSR, 226–27, 233–34, 247–49, 263, 270
- See also* wage levels/practices
- bounded rationality, 60, 67, 328n
- Bourdieu, Pierre, 294, 411n
- bourgeois specialists (Soviet Russia), 220–21, 228, 231
- Brezhnev, Leonid, 42, 243–45, 247, 249–51, 253. *See also* Russia/USSR, 1950s–1991
- brigades (Soviet factories), 42, 239, 242, 255–56, 270
- Britain (or United Kingdom), 7–8, 64, 70–71, 83, 86, 91, 140, 193, 364n
- aspects of firms and industrial relations in, 7–8, 76–77, 80, 84, 94–95, 164, 305, 347n
- Bukharin, Nikolai, 225, 227, 355n, 391n, 392n
- Bunji, Suzuki, 362n
- Burawoy, Michael, 62, 102–3, 338n
- bureaucratic authoritarianism, 92
- bureaucratization, 76, 95. *See also* Weber, Max
- Calvin, John, and Calvinism, 83–84, 86, 326n, 339n. *See also* Protestantism, Protestant Reformation; Weber, Max
- Catherine the Great, Tsarina (Russia, 1762–96), 202
- Central Institute of Labor, 223–24
- central planning. *See* Five-Year Plan (in USSR); scientific organization of labor; VSNKh (Supreme Council of the People's Economy, USSR)
- Chandler, Alfred, 72, 331n
- Charnovskii, N. F., 394n
- Chayanov, A. V., 386n
- Chernov, Viktor M., 204
- Chernyshevskii, Nikolai, 199
- Child, John, 75, 102
- China, 354n, 355n, 364n
- Christianity (and Judeo-Christian tradition), 82, 326n, 348n. *See also* Orthodox Christianity (Russian); Protestantism, Protestant Reformation
- Chrysler, 375n
- civil war (1918–21 in Russia/USSR), 219, 221, 267, 318–19. *See also* War Communism
- Clemenceau, Georges, and Taylorism in France, 80
- Coase, Ronald, 72
- Cole, Robert, 75, 370n, 375n, 381n, 382n, 417n
- collectivism/collective labor, 7–9, 23, 82, 93, 97, 327n
- in Japan, 126–29, 138, 171, 187–90, 279, 281–82, 352n, 363n (*see also* family firm/familism; human relations, in Japan)
- in Russia/USSR, 200–204, 213–15, 217–19, 227–28, 236, 238–39, 255, 261, 272–73, 280–81, 313, 352n,

- 397n (*see also* artel [Russia]; brigades [Soviet factories]; production collectives/communes; workers' control)
- See also* individualism; preindustrial communities of work; small-group activities
- collectivization (Soviet), 207, 210, 228–30
- collegial administration/decision-making (*kollegial'nost'*, Russia/ USSR), 217, 219, 254, 391n
- collusion/corruption, 26, 114–15  
in Russia/USSR, 34, 239–41, 260–61, 270, 272, 280 (*see also* blat; *krugovaia poruka*)
- Commission of Labor Disputes (USSR), 243
- Committee on Labor and Wage Issues (USSR, under Khrushchev), 248, 252
- Committee on Poor Peasants (*kombedy*, Soviet Russia), 209
- commune (*mir*). *See* preindustrial communities of work, Russia (commune, *mir/obshchina*)
- communism  
in Japan (*see* Japanese Socialist Party; leftist actors/thought [Japan])  
in Russia/USSR (*see* Bolsheviks/ Bolshevik party; Communist Party of the Soviet Union (CPSU); Lenin, Vladimir; Russian Social-Democratic Party)  
*See also* Marx, Karl; Marxists/Marxian approaches, Japan; Marxists/Marxian, approaches Russia/USSR
- Communist Party of the Soviet Union (CPSU), 219–21, 243–44, 253, 261. *See also* Bolsheviks/Bolshevik party; *and various leaders*
- comparative method/comparative-historical analysis, 43, 47–48, 115, 297–300, 333n
- in cross-national study of industrial firms/management, 33–34, 43–44, 353–54n
- “middle-range,” 47–50, 52, 298–300
- See also* formal theory/model; Japan and Russia compared; methodological issues (including ontology/epistemology); nomothetic-idiographic analysis; statistical/large-*n* analysis
- Confucian thought/ethics, 128, 142, 359n, 413n, 415n
- congruence/incongruity (across aspects of enterprises, institutions), 3, 29–31, 96, 115–22  
in Japan, 38–39, 149, 187, 189, 191, 192, 279, 282–83  
in Russia/USSR, 41, 196, 211, 213, 236, 247, 266–67, 269, 271, 279, 396n
- conservative actors/thought (Japan), 138, 167, 304, 363n. *See also* Liberal Democratic Party; *Nihonjinron*
- conspicuous consumption, 63
- Constitutional Democrats (Kadets, Russia), 314
- convergence, 62, 65–66, 94, 351n
- Cooperation and Harmony Society (Kyochoikai, prewar Japan), 146, 149, 154, 174, 367n
- cooperative unionism. *See* enterprise unionism; unions/unionization, in Japan
- council of the labor collective (STK, USSR), 264
- Council on Technical Norm Determination (USSR). 224. *See also* norm determination/fulfillment (USSR)
- Counter-Reformation, 83
- crafts/artisans, 69, 76, 79
- critical/relational realism, 300
- critical theory/theorists, 408n
- cultural approaches (culturalists),

- cultural approaches (*continued*)  
 50–51, 53, 279, 287, 290–92,  
 294–95, 409n, 410n  
 in interpreting Japan, 164, 166, 185,  
 278–79 (*see also* Japanese studies;  
*Nihonjinron*)  
 in interpreting Russia, 279, 312–13,  
 418n (*see also* Russian  
 idea/national character;  
 Russian/Soviet studies;  
 Slavophiles)
- cultural revolution (Soviet Russia),  
 196–97, 228. *See also* Stalin, Josef  
 Cyert, Richard, 62, 67
- Danilevskii, Nikolai, 418n  
 Darwin, Charles. *See* social Darwinism  
 defects (in products), 158. *See also*  
 quality control/ inspection/  
 improvement
- Deming, Edward, 182, 184  
 Detroit, 164, 375n  
 Deutsch, Karl, 326n  
 developmental state, 43–44, 92  
 development economics, 92  
 dialectics. *See* Marx, Karl; mechanist-  
 dialectician debate (1920s USSR)  
 disciplines/disciplinary structures, xv,  
 5, 48, 295, 297, 299  
 dismissals/layoffs/workforce reduc-  
 tions  
 in Japan, 161, 163, 176–77, 379n (*see  
 also* permanent/lifetime employ-  
 ment)  
 in Russia/USSR, 232, 244–45, 250,  
 254, 263 (*see also* full employ-  
 ment)
- Dnepropetrovsk/Dneproderzhinsk  
 strikes (1972, USSR), 257  
 Dodge Line, 162, 176, 373n  
 Donbass (USSR), 265  
 Dore, Ronald, 75, 93–95, 305, 415n  
 Drucker, Peter, 62, 182  
 Durkheim, Emile, 58–60, 62, 64–65,  
 68, 81  
 Dutch learning (Japan), 364n  
 East Asia, 72, 92, 128, 156, 305, 352n,  
 413n, 415n  
 Eckstein, Harry, 1, 29, 117–21, 333n,  
 334n, 357n  
 Economic Friends Association. *See*  
 Keizei Doyukai  
 elective affinity, 52, 277, 339n. *See also*  
 congruence/incongruity; function-  
 alism; Goethe, Johann von;  
 Weber, Max
- Emancipation Edict (abolition of  
 Russian serfdom, 1861), 202,  
 207–8  
 Emerson, Harrington, 78  
 empiricists, 289, 295  
 employment security. *See*  
 permanent/lifetime employment  
 (Japan); full employment (USSR)
- England. *See* Britain (or United King-  
 dom)
- Enlightenment, 6, 83, 86  
 enterprise unionism, 173–75,  
 180–81, 282, 304, 309, 379n. *See  
 also* unions/unionization, in Japan  
 epistemology. *See* institutional  
 analysis; methodological issues  
 (including ontology/epistemology)
- equality under socialism/communism,  
 216–17. *See also* wage levels/prac-  
 tices, in Russia/USSR
- Ethics Movement (Renri), Japan,  
 378n  
 Ethics School, Tokyo, 378n  
 Etzioni, Amitai, 62, 72  
 Europe, 6, 94, 195  
 aspects of firms and industrial rela-  
 tions in, 79–81, 90, 93, 142, 154,  
 307  
 social theory in, 56–58  
*See also* West
- Evans, Peter, 29, 75
- Fabian socialists and Taylorism in  
 Britain, 80  
 Factory Bill (1911, Japan), 144. *See  
 also* labor codes/laws

- factory council (prewar Japan),  
149–51, 154, 157, 159, 174, 379n
- Factory Inspectorate (tsarist Russia),  
212–13
- factory workshop schools (*fabrichno  
zavodskoe uchilishche* or FZU,  
USSR), 392–93n
- fact-value distinction, 289
- family authority (tsarist Russia),  
212
- family firm/familism (prewar Japan),  
34, 37, 124, 132, 134, 144, 146–56,  
159–60, 168–69, 171–72, 186,  
187–88, 279, 308
- Fichte, Johann, 75, 91
- firms, theories of. *See* industrial enter-  
prise/firm; institutional analysis;  
institution-building/managerial  
strategy; institution/organization;  
organization theory; *and various  
aspects of labor*
- five-dollar day, 79, 81
- Five-Year Plan (in USSR), 41, 228–31,  
234, 245, 254, 422n
- flexible production. *See* lean produc-  
tion
- Ford, Henry, 78–81, 225, 394n, 331n.  
*See also* Fordism (and mass pro-  
duction)
- Fordism (and mass production),  
22–23, 74, 76, 78–81  
in Japan, 154, 184  
in Russia/USSR, 40, 223–25, 227,  
230, 232, 252, 280  
*See also* scientific management; Tay-  
lorism
- Ford Motors. 375n. *See also* Ford,  
Henry; Fordism (and mass pro-  
duction)
- formal theory/model, 289, 295–97
- France, 80, 86, 364n
- Frankfurt School, 408n
- Franklin, Benjamin, 83
- Friendship Association (*Yuaikai*, pre-  
war Japan), 145
- Fruin, Mark, 368–69n
- Fukuyama, Francis, 323n
- Fukuzawa, Yukichi, 365n
- full employment (USSR), 196, 242,  
244–45, 268. *See also* social con-  
tract (post-Stalin USSR)
- functionalism, 52, 60, 66, 339n
- Fundamental Principles of Labor Leg-  
islation (Soviet Labor Code,  
1971), 244
- Gantt, Henry, 78
- Gastev, Alexei, 223–25, 232–33, 235,  
252–53, 267, 369n, 394n
- Geertz, Clifford, 9, 116, 298
- General Motors (GM), 375n
- Germany, 80, 86, 91, 154, 157, 222,  
326n, 364n, 375n, 414n  
East Germany, 95
- Gerschenkron, Alexander, 91,  
325n
- Giddens, Anthony, 294, 411n
- Gilbreth, Frank, 78, 153, 168
- Goethe, Johann von, 277, 339n
- Gol'tsman, Abram, 392n
- Gorbachev, Mikhail, 43, 197, 242,  
261–66, 282, 316, 320, 404n,  
405n
- Gordon, Andrew, 370n, 373n, 380n,  
381n, 417n
- Gospriemka. *See* quality  
control/inspection/improvement,  
Russia/USSR
- Goto Shimpei (Japan), 148
- Gouldner, Alvin, 62, 72
- Guillen, Mauro, 75
- Gvishani, Dzherman, 252–53
- Hage, Jerald, 72
- Halsey, Frederick, 61
- Hanson, Stephen, 393n, 394n, 396n,  
422n
- Hawthorne studies, 69, 332n
- Heidegger, 407n
- hermeneutics, 288, 407n
- Herzen, Aleksandr, 199
- Hirschman, Albert, 112, 113

- historical legacies. *See* legacy; preindustrial communities of work, Japan; preindustrial communities of work, Russia
- Holland. *See* Dutch learning (Japan)
- Home Ministry, 143–44  
Social Bureau of, 157
- Hough, Jerry, 316, 420n
- households (preindustrial), 97  
in Japan (*ie*), 125, 132–34, 138, 146–49, 168, 187, 361n, 369n, 378n, 386n (*see also* family firm/familism [prewar Japan])  
in Russia (*dvor*), 198, 202–8, 212, 386n, 387n
- Hozumi Yatsuka, 366n
- human relations  
general, in the United States, 23, 69–71, 87–88, 109, 168–69, 182, 252, 281, 332n, 350n, 401n  
in Japan, 38–39, 88, 160, 167–72, 186, 188, 190–92, 282, 308  
in Russia/USSR, 42, 88, 241–42, 252–56, 262, 281, 401n
- Iadov, V. A., 261
- ideology (general, managerial), 2, 11, 13, 25, 84, 95, 100–101, 103–5  
in Japan, 37–39, 140–43, 146–48, 155, 159, 168–72, 279 (*see also* family firm/familism [prewar Japan]; human relations; *Nihon-jinron* [Japanese national character]; one-family nation)  
in Russia/USSR, 40–41, 196, 212, 215–18, 226, 230, 236–38, 247, 252, 259, 267, 270, 272, 279, 312 (*see also* Lenin, Vladimir; Marxists/Marxian approaches, Russia/USSR; workers' control [Russia/USSR])  
in the West, 83–87  
*See also* institution-building/managerial strategy
- idiographic analysis. *See* hermeneutics; interpretation/interpretive analysis; nomothetic-idiographic analysis
- ie*. *See* households (preindustrial), in Japan
- Imperial Rescript for Education (Japan), 355n, 366n
- Imperial Way of Efficiency, 156–57, 168
- individualism, 6–8, 81–87, 93–94, 140, 170, 181, 325n, 326n, 327n, 352n.  
*See also* collectivism/collective labor, in Japan; collectivism/collective labor, in Russia/USSR
- industrial conflict. *See* labor unrest/industrial conflict; *and specific events*
- Industrial Efficiency Institute (Japan), 154, 157, 168
- industrial enterprise/firm, 20–22, 98  
common aspects in the West, 56, 60, 73–90, 93 (*see also* Britain [or United Kingdom]; Europe; United States [America])  
distinctive aspects in non-Western late-industrializers, 22–25, 73–74, 90–107  
formal and informal dimensions, 2–3, 22, 31, 96, 100–103, 117–22, 357n  
in Japan, 37–39, 90, 94, 123–24, 138–93 (*see also* Japan; *and various periods*)  
in Russia, 40–43, 196–97, 211–75 (*see also* Russia; *and various periods*)  
significance of large-scale, 21–22, 76–77, 84, 98–99, 331n  
*See also* ideology (general, managerial); institution/organization; institution-building/managerial strategy; managerial authority/worker commitment; wage levels/practices; work organization; workers' attitudes/norms/values; *and various aspects of labor*

- Industrial Party trial (1930, USSR), 228
- industrial rationalization, 57, 59–60, 76  
 in Japan (*sangyo gorika*), 149, 153–54, 162  
 in Russia/USSR, 41, 224, 233–34  
 (see also scientific organization of labor)  
 See also scientific management; Taylorism
- Industrial Rationalization Council (of MITI, Japan), 173
- Industrial Revolution, xi, xii, 80
- Industrial Service to the Nation, Japan. See Sanpo
- Industrial Training Association (Japan), 151
- Inkeles, Alex (and David Smith), 62, 66
- Institute of Labor (Committee on Labor and Wages, USSR), 252
- institutional analysis, 50–53, 294–95  
 and classical views of social change, 57–61  
 economic/rational-choice institutionalism, 51, 291–92, 409n, 410n  
 (see also rational-choice approaches [rationalists])  
 historical institutionalism, 51, 290–92, 409n, 410n (see also structural approaches [structuralists])  
 sociological institutionalism, 51, 291, 409n (see also cultural approaches [culturalists])  
 universalist perspectives, 56–73
- institution-building/managerial strategy, 2, 31, 101–7, 121, 283, 285  
 definition/types, 15–18, 25, 103–7  
 effect on authority, 25, 27–28, 115–22 (see also managerial authority/worker commitment)  
 variants in Japan, 123–24, 159, 160, 166, 188, 279, 282, 284 (see also syncretism [institutional/managerial])  
 variants in Russia/USSR, 196, 219, 226–30, 241–42, 267–68, 270, 275, 280–82, 284, 407n  
 See also industrial enterprise/firm; syncretism (institutional/managerial)
- institution/organization, 10–14, 30–31, 51–52, 294–95  
 formal and informal realms, 9, 12, 14, 30–31, 100–103, 116–20, 295  
 (see also congruence/incongruity; industrial enterprise/firm, formal and informal dimensions)  
 and individual actors, 11–12, 30–31, 51, 70–71, 119–20, 294–95  
 modern (defined), 14  
 sources of variations (general), 71–75  
 superordinate-subordinate relationship in, 12–15, 101–3 (see also managerial elites/managers; workers/employees)  
 theories of (see institutional analysis; organization theory)  
 See also industrial enterprise/firm; institutional analysis; institution-building/managerial strategy; syncretism (institutional, managerial)
- interdisciplinarity. See disciplines/disciplinary structures
- international demonstration effects, 92
- International Economic Conference (1927, Geneva), 153
- International Management Conference (1925, Brussels), 153
- interpretation/interpretive analysis, 288–89, 295–97. See also hermeneutics
- intersubjectivity, 287, 289. See also objectivity-subjectivity (of social reality)
- Irokawa Daikichi, 377n
- Ishikawa Kaoru, 382n
- Ito Hirobumi, 365n, 366n

- Japan
- 16th century–1868 (Tokugawa), 125–34 (*see also* preindustrial communities of work)
  - 1868–1940 (prewar), 34, 37–38, 138–60, 187–88, 189, 279–80 (*see also* Meiji Japan [1868–1912]; Taisho Japan [1912–26])
  - 1950s–1980 (postwar), 34, 38–39, 160–86, 188, 190–91, 192, 193, 282 (*see also* Allied Occupation [Japan])
  - compared to Russia (*see* Japan and Russia compared)
  - comparing periods, 160–61, 168–69, 171–72, 177–81, 186–92, 379n
  - wartime (mid-1930s–1945), 157–58, 308, 310
  - See also specific events, periods, and various entries related to industrial enterprise, labor, management*
  - Japan and Russia compared, 2–3, 33–37, 41, 43, 112, 115, 126, 129–30, 132, 164, 196, 199–200, 203–4, 212–13, 221, 230, 242, 246, 252, 255, 257, 259, 277–83, 284, 333n, 335n, 352n, 387n. *See also* managerial authority/worker commitment; work organization; *and specific spoints related to labor*
  - Japan Committee of Economic Development. *See* Keizei Doyukai
  - Japan Council of Labor Unions (Nihon Rodo Kumiai Hyogikai), 150
  - Japan Efficiency Institute. *See* Industrial Efficiency Institute (Japan)
  - Japanese Communist Party, 161. *See also* leftist actors/thought (Japan)
  - Japanese national character. *See* Nihonjinron
  - Japanese Socialist Party, 161, 373n. *See also* leftist actors/thought (Japan)
  - Japanese studies, 4–5, 47, 124, 191, 193, 301–11, 338n, 358n, 361n, 414n–417n
  - issue of continuity/change in Japanese history, 307–11, 338n
  - positive images/views, 167, 303–5, 307, 309–10, 338n, 379n, 380n (*see also* Nihonjinron)
  - revisionist/critical views, 129–30, 135, 138, 147, 166, 168, 185–86, 301, 305–10, 338n, 358n, 361n, 363n, 367n, 373n, 379n, 380n, 381n
  - universalist/particularist views, 303–9, 338n
  - Japan Industrial Club/Association, 151, 154, 157, 368n
  - Japan National Railways, 148, 153, 164, 369n. *See also* railway workers' strike (Japan)
  - Japan Productivity Center (Nihon Seisansei Honbu), 39, 162, 169, 173, 182, 373n
  - Japan Union of Scientists and Engineers, 182, 184
  - Japan-U.S. Council for Promoting Productivity, 169
  - Japanist Labor Movement, 371n
  - job diversity/redesign/enlargement, 71, 89–90
  - in Japan, 39, 89, 181–83, 185–86, 190
  - in Russia/USSR, 223, 227, 259
  - See also* lean production; work organization
  - job satisfaction (and lack of), 65, 69–71, 88–89, 110. *See also* managerial authority/worker commitment; workers' attitudes/norms/values, Japan; workers' attitudes/norms/values, Russia
  - job security. *See* permanent/lifetime employment (Japan); full employment (USSR)

- Johnson, Chalmers, 75, 414n, 416n, 417n
- joint-consultation machinery (postwar Japan), 174, 379n
- Jowitt, Ken, 318–20, 388n, 393n, 394n, 400n, 422n
- Kaganovich, Lazar, 232
- Kamino, Sini'ichi, 371n
- Kanda Koichi, 153
- Kaneko Kentaro, 123
- Kano Masanao, 377n
- Katayama cabinet (Japan), 373n
- Keidanren (Federation of Economic Associations, Japan), 173
- Keio University (Japan), 153, 336n, 365n, 368n
- Keizei Doyukai (Japan Committee of Economic Development, or Economic Friends' Association), 123, 162, 169, 357, 358n
- Kenseikai party (prewar Japan), 368n
- Kerr, Clark, 62, 65
- Kerzhentsev, Pavel, 224–25, 253
- Khrushchev, Nikita, 42, 243–45, 247–48, 255–56, 260, 270, 319, 399n, 400n
- King, Gary, 296
- kokutai*. *See* one-family nation
- Kollantai, Alexandra, 220
- kollegial'nost'*. *See* collegial administration/decision-making
- kombedy*. *See* Committee on Poor Peasants
- Kosygin, Alexei, 244, 250, 252–53
- Kronstadt rebellion (Russia/USSR), 220
- krugovaia poruka* (circle of mutual responsibility/protection, Russia/USSR), 202, 239, 260, 272
- Kuhn, Thomas, 290
- kulak* ("rich peasant" class, Russia), 204, 228, 319
- Kumazawa, Makato, 373n, 415n, 416n
- Kume, Ikio, 373n, 417n
- Kuzbass (USSR), 265
- Kyochokai. *See* Cooperation and Harmony Society
- Laboratory for Problems of Management (USSR), 252
- labor books (USSR), 238, 245, 254, 258, 268
- labor brigades. *See* brigades (Soviet factories)
- Labor Charter (postwar Japan), 373n
- Labor Code of April 1918 (Soviet Russia), 218
- Labor Code of 1922 (USSR), 221
- labor codes/laws
- in Japan, 143–44, 157–59, 161–62, 175, 368n, 372n
  - in Russia, 195, 212–13, 218, 221, 232, 243–45, 254, 258, 268
- See also specific codes/laws*
- labor collective (USSR). *See* council of the labor collective (STK, USSR); production collectives/communes (USSR)
- labor discipline, enforcement/violations of, 77, 93, 99
- as indicator of managerial authority/worker commitment, 114–15
  - in Japan, 34, 38–39, 141, 159, 165–66 (*see also* alcoholism [significance])
  - in Russia/USSR, 34, 40–43, 213, 218, 221, 232, 237–39, 244, 260–62, 265 (*see also* alcoholism; *blat*; collusion/corruption, in Russia/USSR; *krugovaia poruka*)
- See also* absenteeism/tardiness; collusion/corruption; slack/slow-down/time theft
- Labor Disputes Conciliation Law (prewar Japan), 150
- labor markets (characteristics/conditions), 26, 59, 112–13, 115, 258–59

- labor markets (*continued*)  
 in Japan, 151, 158, 160, 176, 304, 309 (*see also* labor turnover, level of; permanent/lifetime employment [Japan])  
 in Russia, 214, 245 (*see also* full employment [USSR]; labor turnover level of; *otkhodniki*; village-based ties/networks)
- labor productivity, 67, 69–70, 78, 88, 98  
 as indicator of managerial authority/worker commitment, 26, 113  
 in Japan, 34, 39, 141, 144, 159, 164, 166, 182–83, 304, 374n, 375n  
 in Russia/USSR, 34, 41–43, 237, 243–45, 261, 265
- Labor Relations Arbitration Law, 372n
- labor turnover, and level of  
 as indicator of managerial authority/worker commitment, 26, 113–14, 356n  
 in Japan, 34, 38–39, 141–43, 158–59, 164–66, 375n, 376n  
 in Russia/USSR, 34, 42, 237–39, 258–59, 398n
- labor unions. *See* unions/unionization
- labor unrest/industrial conflict, 23, 26, 63, 92, 106  
 as indicator of managerial authority/worker commitment, 26, 112–13  
 in Japan, 34, 38–39, 124, 135–37, 141–41, 144–46, 149–50, 158, 160–64, 166, 174, 176, 304, 309–10, 368n, 373n, 374n (*see also* Miike mines strikes; railway workers' strike [Japan]; Tokyo streetcar workers' strike; Yawata steelworkers' strike [1922, Japan])  
 in Russia/USSR, 34, 42–43, 214, 220–21, 237–38, 243–45, 257–58, 265–66, 273, 356n, 389n (*see also* Dnepropetrovsk/Dneproderzhinsk strike [1972, USSR]; miners' strikes of 1989/1991 [USSR]; Novocherkassk strike [1962, USSR]; Teikovo cotton workers' strike [1932, USSR]; Tula munitions plant strike [USSR])  
 in West, 76–77, 88  
*See also* social unrest (and prevention of)
- Large, Stephen, 371n
- late-industrialization, 5–6, 23–24, 43–44, 91–94, 324n  
 and aspects of industrial relations under, 23–24, 43–44  
 in context of Japanese economy, 33, 44, 161, 305, 324n, 372n  
 in context of Russian/Soviet economy, 33, 44, 324n
- Latin America, 92
- Law on State Enterprises (1987, USSR), 263
- Law on Working Collectives (1983, USSR), 256
- layoffs. *See* dismissals/layoffs/workforce reductions
- lean production, 23, 70, 87, 90, 109, 181, 183, 185–86, 304, 309, 332n, 351n, 383n. *See also* post-Fordism
- leftist actors/thought (Japan), 145, 154, 161–62, 279, 373n, 377n
- legacy, 9–10, 15–18, 23–25, 94–100, 118–19  
 and institution-building/managerial strategies, 25, 103–7  
*See also* preindustrial communities of work
- Lenin, Vladimir, 40, 196–97, 216–25, 229, 231, 233, 267, 272, 317–19.  
*See also* Russia/USSR, 1917–1940s; Russian/Soviet studies, “Leninist” perspectives
- Leningrad Polytechnic Institute, 336n
- liberal actors/thought  
 in Japan, 162, 167, 306, 368n, 377n, 415n  
 in Russia, 275, 313–15, 418n

- Liberal Democratic Party (LDP, Japan), 162, 167, 373n  
 lifetime employment. *See* permanent/lifetime employment (Japan)  
 List, Friedrich, 75, 91  
 Luther, Martin, 86  
  
 Maier, Charles, 75  
 MacArthur, Douglas, 161. *See also* Allied Occupation (Japan)  
 managerial authority/worker commitment, 25–27, 34, 108–15, 333n  
   in Japan, 34, 38–39, 112, 115, 158–60, 163–66, 188, 191, 277–78, 304, 307, 333n (*see also specific indicators*)  
   in Russia/USSR, 34, 41–43, 112, 115, 196–97, 236–40, 247, 257–61, 278, 333n (*see also specific indicators*)  
   *See also* labor discipline, enforcement/violations of; labor productivity; labor turnover, level of; labor unrest/industrial conflict; *and related issues*  
 managerial elites/managers (attributes as a general category), 23–25, 27, 96, 99–101, 118  
   identified in context of Japanese and Russian industry, 45  
 managerial familism. *See* family firm/familism (prewar Japan)  
 managerial ideology. *See* ideology (general, managerial)  
 managerial strategy. *See* institution-building/managerial strategy; syncretism (institutional, managerial)  
 Mannari, Hiroshi, 376n, 381n, 414n, 416n  
 March, James, 62, 67–68  
 Marsh, Robert, 376n, 381n, 414n, 416n  
 Maruyama Masao, 376n, 415n  
 Maruyama Toshio, 378n  
 Marx, Karl, 58–60, 62, 65, 223, 225, 318, 394n  
  
 Marxists/Marxian approaches, 68, 103, 110, 228–29, 240, 317, 417n, 419n  
   Japan, 306 (*see also* leftist actors/thought [Japan])  
   Russia/USSR (and Marxism-Leninism), 240, 253, 273, 312, 317–18, 407n, 417n, 419n (*see also* ideology [general, managerial], in Russia/USSR)  
 Maslow, Abraham, 62, 70, 88–89  
 mass production. *See* Fordism (and mass production)  
 Mayo, Elton, 62, 69–70, 87, 168, 182, 332n, 377n  
 McDaniel, Timothy, 407n, 419n  
 mechanist-dialectician debate (1920s USSR), 228, 395n  
 Meiji Japan (1868–1912), 123, 139–44, 307, 355n, 365n, 387n. *See also* Japan, 1868–1940 (prewar)  
 Meiji Restoration (1868), 139, 302, 308, 352n  
 methodological issues (including ontology/epistemology), 47–53, 287–300. *See also* comparative method/comparative-historical analysis; fact-value distinction; institutional analysis; intersubjectivity; objectivity-subjectivity (of social reality); positivists; relativists; structuration; Weber, Max  
 Mezhdurechensk (USSR), 265  
 Miike mines strikes, 163, 173, 176  
 Mikhailovsky, Nikolai, 418n  
 militarization of labor (USSR), 219, 223. *See also* scientific organization of labor  
 Mill, John Stuart, 48, 83, 298–99  
 Millar, James, 420n, 421n  
 Mills, C. Wright, 88  
 miners' strikes of 1989/1991 (USSR), 265, 273, 282  
 Ministry of Agriculture and Commerce (Japan), 141, 143  
 Ministry of Finance (Japan), 143

- Ministry of Higher Education (USSR), 253
- Ministry of International Trade and Industry (MITI, Japan), 169, 173, 373n
- mir*. *See* preindustrial communities of work, Russia (commune, *mirl'obshchina*)
- Mitsubishi, 142, 153, 179, 365n
- Mitsui, 163, 176. *See also* Miike mines strikes
- modernization paradigm/theory/theorists, xiii, 64–66, 69, 94–95, 304, 316, 352n, 412n, 414n. *See also* Japanese studies; Russian/Soviet studies
- Moore, Barrington, 297, 318
- Moscow, 219
- Moscow Higher Technical School, 336n
- movement for communist labor, 260
- Muensterberg, Hugo, 87
- mura*. *See* preindustrial communities of work, Japan (village, *mura*)
- mutual aid (agrarian), 97
- in Japan, 127–28, 132
- in Russia, 202–3, 206, 208–9 (*see also* *krugovaia poruka*)
- Nagasaki, 364n
- Nakayama Ichiro, 373n
- national learning (Japan), 139, 365n. *See also* West, and Japan
- national mobilization law (1938, Japan), 157
- New Economic Policy (1921–26, USSR), 40, 210, 220–21, 319. *See also* Russia/USSR, 1917–1940s
- new order (1930s Japan), 156, 371n
- New Thought Movement (United States), 84
- Nicholas I, Tsar (Russia, 1825–55), 195
- Nicholas II, Tsar (Russia, 1894–1917), 209
- Nihonjinron* (Japanese national character), 38, 138, 167–69, 188, 364n, 377n
- Nikkeiren (Japan Federation of Employers' Association), 162, 169, 173, 373n
- 1905 (revolts/upheavals, tsarist Russia), 196, 209, 213
- 1917 (overthrow of tsar to October revolution), 196, 214–15, 267, 313–15, 352n, 390n. *See also* Bolsheviks/Bolshevik party
- 1955 system (55 nen taisei, Japan), 162, 373n
- Nissan, 184, 375n
- Nixon, Richard, 89
- Noguchi Yukio, 370n, 371n
- nomothetic-idiographic analysis, 49, 287, 295–300. *See also* comparative method/comparative-historical analysis, “middle-range”
- non-Western late-industrializer (NWLII), as a category, xii, 5–7, 282, 283, 285
- norm determination/fulfillment (USSR), 224, 231–35, 238, 240–41, 243, 249, 255–56, 260, 268. *See also* scientific organization of labor
- NOT (nauchnaia organizatsiia truda, USSR). *See* scientific organization of labor
- Nove, Alec, 421n, 422n
- Novocherkassk strike (1962, USSR), 244, 247, 257
- objectivity-subjectivity (of social reality), 288–90
- obshchina*. *See* preindustrial communities of work, Russia
- October Revolution. *See* 1917 (overthrow of tsar to October revolution)
- Offe, Claus, 55
- Official Agrarian Code (Soviet Russia), 210
- Okimoto, Daniel, 416n

- one-family nation (*kokutai*, in Japan), 142, 147, 169, 366n
- one-man management (*edinonachalie*, USSR), 41, 219, 231–32, 254–56, 268
- ontology. *See* institutional analysis; methodological issues (including ontology/epistemology); structuration
- Ooms, Herman, 360n, 362n
- organizational field, 13
- organizations. *See* institution/organization
- organization theory, 61–74, 101–3, 109–11. *See also* institutional analysis
- Orthodox Christianity (Russian), 198, 200, 313, 385n
- otkhodnik* (seasonal peasant-worker, Russia), 208, 212–15
- Otsuka Hisao, 376, 377n
- Ouchi, William, 62
- paradigm. *See* cultural approaches (culturalists); Kuhn, Thomas; modernization paradigm/theory/theorists; rational-choice approaches (rationalists); research tradition/paradigm; structural approaches (structuralists)
- Parsons, Talcott, 62, 64, 66, 69, 342n
- peasant conflict/rebellion  
in Japan, 126, 128–30, 358n  
in Russia, 203–4
- peasantry. *See* households (preindustrial); peasant conflict/rebellion; preindustrial communities of work
- People's Commissariat for Workers' and Peasants' Inspections (Russia/USSR), 220, 232
- People's Commissariat of Agriculture (Russia/USSR), 386n
- People's Commissariat of Labor (Russia/USSR), 217, 221, 231, 391n
- permanent/lifetime employment (Japan), 150–52, 156, 175–77, 180–81, 183, 187, 190, 282, 303, 368n, 369n
- Peter I, Tsar (Russia, 1682–1725), 202
- Petrograd/Leningrad, 390n
- piece rates. *See* wage levels/practices
- pilferage, 26, 115
- political culture, 6, 65, 96
- populist actors/ideas  
in Japan, 377n  
in Russia, 313, 418n
- positivists, 288–89
- post-Fordism, 90, 181, 183, 185–86, 309, 332n, 383n. *See also* lean production
- postmodernists, 288, 407n
- preindustrial communities of work,  
24–25, 96–99, 105, 116, 119  
Japan (village, *mura*), 35–37, 39, 125–35, 138, 148, 199–200, 203–4, 206, 278, 358n, 378n  
Russia (commune, *mir/obshchina*), 35–37, 127, 129, 197–215, 228–30, 239, 267, 272, 278, 313, 384n–387n
- Preobrazhensky, Evgenii, 226, 391n
- Price, John, 380n, 382n, 383n, 415n, 416n
- production collectives/communes (USSR), 215, 226, 239, 398n
- production conferences/councils (USSR), 255, 260
- Production Management Committee (Japan), 154
- production targets (USSR). *See* Five-Year Plan (in USSR); norm determination/fulfillment (USSR)
- productivity. *See* labor productivity; slack/slowdown/time theft
- profit-sharing. *See* bonus earnings, in Japan
- progressives (Japan). *See under* liberal/actors/thought, in Japan
- promotion patterns/tracks, 155, 162, 173, 178–81, 190, 304

- Protestantism, Protestant Reformation, 8–9, 83, 86–87, 93, 167, 376n.  
*See also* Weber, Max, *Protestant Ethic* thesis
- psychological/psychoanalytic factors, 30, 70–71, 87–89, 109, 117, 119–20
- Public Order Police Law (Japan, 1900), 146
- public sector (Japan), 162–63
- Puritanism, 83, 85–86. *See also* Calvin, John, and Calvinism; Protestantism, Protestant Reformation; Weber, Max
- quality control/inspection/improvement, 90  
 Japan (QC circle), 181–86, 190, 304, 308, 382n  
 Russia/USSR, 234, 254, 262  
*See also* defects
- quality-of-working-life (QWL), 87, 89, 109. *See also* working conditions/living standards
- railway workers' strike (Japan), 163–64, 374n
- Rates and Conflicts Commission (RKK, in USSR), 393n
- rational-choice approaches (rationalists), 50–51, 53, 287, 290–96, 317, 355n, 409n, 410n, 412n. *See also* institutional analysis
- rationalization. *See* industrial rationalization; Weber, Max, bureaucratization and rationalization
- Rationalization Bureau (of VSNKh, USSR), 227. *See also* industrial rationalization
- Rationalization Bureau (prewar Japan), 154. *See also* industrial rationalization; Industrial Rationalization Council (of MITI, Japan)
- Red Army (USSR), 219
- Red Directors (USSR), 41, 228, 230–31, 236, 248, 254, 268. *See also* one-man management (*edionachalie*, USSR)
- Red Purge (Japan), 162
- relativists, 288–89, 300. *See also* hermeneutics; objectivity-subjectivity (of social reality); postmodernists
- Renri. *See* Ethics Movement (Renri), Japan
- research tradition/paradigm, 48, 50–51, 289–91, 295, 297, 300, 409n
- reverse course (Japan), 161, 167, 377n
- revolution. *See* Bolsheviks/Bolshevik party; Lenin, Vladimir; 1905 (revolts/upheavals, tsarist Russia); 1917 (overthrow of tsar to October revolution)
- rice riots (Japan), 145
- Right Opposition (USSR), 227, 319, 370n
- Rueschemeyer, Dietrich, 75, 340n
- Rules of Internal Labor Order (1957, USSR), 243
- rural council (*selsoviet*, Soviet Russia), 210
- Russia/USSR  
 16th century–1917 (tsarist), 195, 197–209, 312–13, 315 (*see also* preindustrial communities of work, Russia [village, *mura*]; and *specific tsars*)  
 1917–1940s, 34, 40–42, 196–97, 209–11, 215–41, 267–68, 269, 280, 315–16, 334n (*see also* Lenin, Vladimir; Stalin, Josef)  
 1950s–1991, 34, 42–43, 196–97, 241–66, 268, 270, 271, 281–82, 316 (*see also* Brezhnev, Leonid; Gorbachev, Mikhail; Khrushchev, Nikita)  
 1992–present (post-Soviet), 197, 273–75  
 compared to Japan (*see* Japan and Russia compared)  
 comparing different periods, 41–43, 263–64, 267–71, 269, 271, 284

- Russian idea/national character, 312–13, 407n. *See also* cultural approaches (culturalists), in interpreting Russia
- Russian Social-Democratic Party, 216, 390n. *See also* Bolsheviks/Bolshevik party
- Russian/Soviet studies, 4–5, 47, 197, 240, 311–21, 338n
- issue of continuity/change in Russian/Soviet history, 312–14, 317–20, 338n
- “Leninist” perspectives (party ideology and organization), 317–21
- particularist images/views, 311–14, 320–21 (*see also* Slavophiles; totalitarian model [USSR])
- revisionist/societal perspectives in, 240, 314–16, 338n
- Soviet historiography/accounts, 204, 259–61, 315, 398n
- universalist images/views, 313–17, 320–21
- Ryumonsha (Japan), 142
- Sabel, Charles, 55, 62, 75, 355n
- Saint Petersburg. *See* Petrograd/Leningrad
- samurai, 125, 140
- Sanpo (Industrial Service to the Nation, Japan), 156–58, 168, 174, 379n
- Schumpeter, Joseph, 22, 72
- Scientific Council for Problems of the Scientific Basis of Management (USSR), 252
- scientific management, 63, 66, 104, 279, 331n
- in Japan, 152–55, 157, 159–60, 168, 181, 185, 279 (*see also* industrial rationalization)
- in Russia/USSR, 41, 196, 216, 222, 225–27, 236, 279 (*see also* industrial rationalization; scientific organization of labor; Taylorism, in Russia/USSR)
- in United States and Europe, 22, 74–87, 94
- See also* rationalization; Taylorism; work organization
- scientific organization of labor (*nauchnaia organizatsiia truda* [NOT], USSR), 40, 221–25, 230, 232–33, 235, 242, 252–53, 267, 393n, 394n. *See also* industrial rationalization, in Russia/USSR; Taylorism, in Russia/USSR
- Scott, James, 29
- second economy (Russia/USSR), 246, 251, 260, 270, 320
- Seiyukai party, 368n
- selsoviet*. *See* rural council
- Selznick, Philip, 75, 102–3, 329n, 339n
- seniority-based wages. *See* wage levels/practices, in Japan
- serfs/serfdom (Russia), 200–202
- Sewell, William, 294
- Shakhty trials (1928, USSR), 228
- Shchekino experiment/method (USSR), 250, 263, 401n
- Shibusawa, Eiichi, 140–42, 144, 146
- Shinto (Japan), 142
- shock workers (Stalinist USSR), 234–35, 240, 251
- Shtakel’berg Commission (tsarist Russia), 212, 389n
- shunto* (annual spring wage bargaining process, postwar Japan), 137, 164, 174, 373n, 374n
- Shvernik, M. M., 233–34
- Simon, Herbert, 62, 67–69, 102
- skill-sets. *See* job diversity/redesign/enlargement
- Skocpol, Theda, 297–98, 338n
- slack/slowdown/time theft, 26, 67, 108, 114–15. *See also* labor productivity
- in Japan, 158–59, 163
- in Russia/USSR, 233, 239, 258
- Slavophiles, 313. *See also* Russian/Soviet studies, particularist images/views

- Slavs/Slavic, 199, 313
- small-group activities. *See also* lean production; quality control/inspection/improvement
- Japan, 181–83, 185–86, 282, 309
- Russia/USSR, 255 (*see also* brigades [Soviet factories]; production collectives/communes [USSR]; production conferences/councils [USSR])
- small-*n* studies. *See* comparative method/comparative-historical analysis
- Smiles, Samuel, 83–84, 140
- Smith, Adam, 57–60, 62, 81, 83
- Smith, Thomas, 135, 367n
- social contract (post-Stalin USSR), 241–47, 257–58, 265, 268, 316, 400n
- social Darwinism, 57, 83–84
- socialism. *See* Marx, Karl; Marxists/Marxian approaches, Japan; Marxists/Marxian approaches, Russia/USSR (and Marxism-Leninism)
- in Japan (*see* Japanese Socialist Party; leftist actors/thought [Japan])
- in Russia/USSR (*see* Bolsheviks/Bolshevik party; Communist Party of the Soviet Union [CPSU]; Lenin, Vladimir; Russian Social-Democratic Party)
- socialist competition (Russia/USSR), 41, 231, 234–36, 238–39, 247, 270, 272, 370n, 422n (*see also* shock workers [Stalinist USSR]; Stakhanovism/Stakhanovites [Stalinist USSR])
- socialist legalism (Russia/USSR), 243, 254
- Socialist Revolutionary party (Russia), 204
- social mobilization, 8, 65, 92, 326n
- social unrest (and prevention of), 6, 22–23, 76, 92–94, 141, 144, 195, 212 (*see also* labor unrest/industrial conflict, in Japan; labor unrest/industrial conflict, in Russia; *and specific events*)
- Sodomei (General Federation of Labor, Japan), 150, 162
- Sohyo (union in postwar Japan), 162–64, 169, 373n
- Soviets [councils] of Workers' Deputies (Russia/USSR), 217
- Soviet studies. *See* Russian/Soviet studies
- Soviet Union. *See* Russia/USSR
- Spencer, Herbert, 57–60, 62, 64, 81, 83–84, 123
- Stakhanovism/Stakhanovites (Stalinist USSR), 234–36, 240, 245, 397n
- Stalin, Josef, 41, 196–97, 207, 210, 225, 228–36, 268, 318–20, 355n, 395n. *See also* Russia/USSR, 1917–1940s
- State Committee for Standards (USSR), 254
- statistical/large-*n* analysis, 296–97. *See also* empiricists
- steel industry/workers (in Japan), 164, 368n, 369n, 373n, 380n
- Stinchcombe, Arthur, 66
- Stolypin plan (agricultural reforms, Russia), 207, 209–10
- strategy. *See* institution-building/managerial strategy
- strikes. *See* labor unrest/industrial conflict
- structural approaches (structuralists), 50–51, 53, 287, 290–92, 294–95, 409n. *See also* institutional analysis
- structuration, 52, 287, 293–95, 328n
- Strumilin, Stanislav, 229
- Subbotnik movement (Soviet Russia), 218, 391n
- Supreme Council of the People's Economy (VSNKh, in USSR), 227
- Suzuki, 184, 380n
- Sweden, 193, 374n, 376n

- syncretism (institutional, managerial), 16–18, 28–31, 105–6, 115–22, 283 and authority, 4, 27, 30–31, 115–22, 283 (*see also* congruence/incongruity [across aspects of enterprises, institutions])  
 in postwar Japan, 39, 124, 160, 166–86, 188, 282  
 in Russia/USSR, 40, 227–28, 407n  
 system, 61, 64
- Taft-Hartley Act (United States, 1947), 348n
- Taira, Koji, 414n, 416n
- Taisho Japan (1912–26), 144–55, 307, 309, 358n. *See also* Japan, 1868–1940 (prewar)
- Tavistock Institute of Human Relations (Britain), 62, 70–71
- Taylor, F. W., 61–64, 66, 70, 77, 81, 85, 87–88, 153, 168, 331, 332n. *See also* scientific management; Taylorism
- Taylorism, 22, 74–88, 101, 182, 279, 331n, 332n  
 in Japan, 38, 124, 152–55, 157, 181, 187, 279, 383n  
 criticism of, 154–55  
 in Russia/USSR, 40–42, 211, 222–25, 230, 232–33, 235–36, 238, 251–53, 256, 267–68, 280  
 criticism of, 216–17, 222–24, 227, 370n  
*See also* industrial rationalization; scientific management; wage levels/practices; work organization
- technological determinism, 66, 72, 74, 94, 342n. *See also* convergence
- Teikovo cotton workers' strike (1932, USSR), 238
- Tekeuchi Yoshimi, 377n
- tenko (conversion in 1930s Japan), 370n
- terror/purges, 228, 231, 237, 241–42, 268, 315, 419n, 420n. *See also* Industrial Party trial; Shakhty trials (1928, USSR); totalitarian model (USSR); wreckers and saboteurs (USSR)
- Thomas, Robert, 75
- three-field system (Russia), 201, 205
- Tilly, Charles, 43, 75, 297–98, 336n
- Time League (USSR), 224–25, 253, 393n
- Tokonami Takejiro (Home Minister, prewar Japan), 146, 368n
- Tokugawa Japan. *See* Japan; preindustrial communities of work, Japan (village, *mura*)
- Tokyo, 141
- Tokyo Chamber of Commerce, 143
- Tokyo streetcar workers' strike, 371n
- Tokyo University, 153, 336n, 368n
- Tomsky, Mikhail, 223, 226
- Tönnies, Ferdinand, 58
- Tories (and support for Taylorism in Britain), 80
- totalitarian model (USSR), 278, 311–14. *See also* terror/purges
- Towne, Henry, 61
- Toyota, 89, 170, 184, 375n
- trade union. *See* unions/unionization
- trade union bill (prewar Japan), 158, 368n
- Trade Union Law (postwar Japan), 372n
- Trotsky, Leon, 219, 223–25, 234
- tsars. *See* Russia/USSR, 16th century–1917 (tsarist); *and specific rulers*
- Tsutsui, William, 382n, 383n, 416n
- Tucker, Robert, 318–19
- Tula munitions plant strike (USSR), 237, 397n
- turnover. *See* labor turnover, level of
- Ueno Yoichi, 153, 369n
- underground economy (USSR). *See* second economy (Russia/USSR)
- Union of Japanese Scientists and Engineers. *See* Japan Union of Scientists and Engineers

- unions/unionization, 81, 341n  
 in Japan, 38–39, 144–46, 149–51, 157–62, 173–78, 180–81, 246, 279, 308, 368n, 372n, 373n (*see also specific federations*)  
 in Russia/USSR, 213, 216–21, 226, 231–32, 246, 254, 258, 268 (*see also All-Russian Trade Union Council*)  
 in the United States, 79–80  
 United Kingdom. *See* Britain  
 United States (America), 6–8, 22, 64, 140, 364n  
 aspects of firms and industrial relations in, 7–8, 72, 74–90, 95, 154, 164–65, 168–70, 182–83, 186, 211, 222, 242, 252, 375n, 376n (*see also human relations; scientific management; Taylorism*)  
 social theory in, 60, 64–65, 69–71  
*See also* West  
 Uno Reimon, 154  
 Upham, Frank, 363n
- Veblen, Thorstein, 61–64, 66, 91, 139, 325n, 326n, 331n, 332n, 351n, 414n
- village-based ties/networks (*zemliachestvo/zemliaki*, Russia/USSR), 213–15
- village life. *See* preindustrial communities of work, Japan (village, *mura*); preindustrial communities of work, Russia (*mir/obshchina*)
- volost* (rural Russia), 208, 385n
- Volvo, 376n
- VSNKh (Supreme Council of the People's Economy, USSR), 227
- wage levels/practices, 61, 63, 77  
 in Japan, 38–39, 141, 151–52, 155–57, 159, 166, 177–81, 187, 190, 282, 303–4 (*see also shunto*)  
 in Russia/USSR, 40–42, 196, 215–21, 226–27, 231, 233–36, 238–40, 244–45, 247–51, 255–56, 262–65, 268, 270, 273, 280–81, 334n, 391n, 400n (*see also social contract [post-Stalin USSR]*)  
 in United States, 61, 78–79, 85  
*See also* bonus earnings; Taylorism
- War Communism (1918–21, Russia/USSR), 219–20, 319. *See also* Russia/USSR, 1917–1940s
- Weber, Max, 18, 59–60, 62, 64, 81  
 bureaucratization and rationalization, 59–61, 83  
 conception of “authority,” 18, 64, 108  
 methodological positions (including ideal-type), 52, 59, 287–88, 293–94, 330n, 408n, 410n  
*Protestant Ethic* thesis, 59, 82–83, 326n, 339n, 348n (*see also* Calvin, John, and Calvinism; Protestantism, Protestant Reformation)
- West  
 exceptionalism of the, xii, xiii, 6–7, 74–90, 94 (*see also* industrial enterprise/firm, common aspects in the West)  
 and Japan, 139, 141–42, 144, 146, 150, 164, 177, 186, 191, 193, 304–5, 308, 365n  
 and Russia/USSR, 196, 211, 222, 224–27, 234–35, 242, 407n  
*See also* Europe; United States (America); *and other specific countries*
- Westinghouse, 375n
- Whyte, William H., 68
- Williamson, Oliver, 62, 72
- work collectives (USSR). *See* production collectives/communes (USSR)
- worker commitment. *See* managerial authority/worker commitment
- workers' attitudes/norms/values and historical legacies, 24, 97–100, 279 (*see also* legacy; preindustrial communities of work)
- Japan, 135–38, 145, 165–66, 187, 191, 362n, 363n  
 Russia/USSR, 208, 214–15, 218,

- 229–30, 236–37, 246, 259–61, 265, 270–75, 316, 403n, 405n  
 in United States, and Europe, 77, 85–86, 89  
*See also* job satisfaction (and lack of); managerial authority/worker commitment
- workers' control (Russia/USSR), 40, 215–21, 226, 230–32, 243, 262, 267, 280, 336n. *See also* All-Russian Workers' Control Council
- workers' council. *See* factory council (prewar Japan)
- workers/employees (as a general category), 24, 27, 98–100, 118  
 defined in context of large enterprises in Japan, Soviet Russia, 45–46  
 different strata (Russia/USSR), 213–14, 235–36, 238, 240–41, 246–51, 254, 259, 265, 398n, 400n  
 white- and blue-collar (Japan), 149, 151, 156, 172, 175, 179, 183, 186, 279, 369n  
*See also various aspects of labor*:  
 working conditions/living standards; working hours
- Workers' Opposition faction (Russia/USSR), 220–21, 273
- Workers' Truth (Russia/USSR), 223
- workforce reduction. *See* dismissals/layoffs/workforce reductions
- working conditions/living standards  
 in Japan, 39, 141, 143–44, 166, 181, 193, 246, 307, 310  
 in Russia/USSR, 212–14, 243–46
- working hours  
 in Japan, 141, 150, 166, 185–86, 307, 310, 376n  
 in Russia/USSR, 218, 260
- workplace elections (USSR), 264
- work organization, 61, 68, 88, 90  
 in Japan, 38–39, 89, 153–55, 159, 181–86, 242, 252, 279, 282, 303–4  
 in Russia/USSR, 40–41, 222–25, 227, 230–31, 240, 252–56, 268, 280–81, 350n (*see also* scientific organization of labor [NOT])  
*See also* Fordism (and mass production); industrial rationalization; job diversity/redesign/enlargement; lean production; scientific management; Taylorism
- Work Standards Law (Japan), 372n
- World Bank, 352n
- World War I  
 and growth of Japanese economy, 144–45, 153  
 and spread of scientific management/Taylorism, 80, 153
- World War II  
 impact on Japanese society, political economy, 160, 167, 308–9  
 and spread of American management, 81, 86
- wreckers and saboteurs (USSR), 228, 232, 237, 245. *See also* Industrial Party trial (1930, USSR) Shakhty trial
- Yamada, Moritaro, 415n
- Yamagata Aritomo (Prime Minister, Meiji Japan), 366
- Yawata steelworkers strike (1922, Japan), 369n
- Yeltsin, Boris N., 312, 407n. *See also* Russia/USSR, 1992–present (post-Soviet)
- Yokohama, 165, 375n
- Yoshida Shigeru, 156, 162, 373n, 377n
- Yuaikai*. *See* Friendship Association
- zaibatsu, 145, 147, 160, 179, 370n
- Zaslavsky, Victor, 400n, 404n
- zemliachestvolzemiaki*. *See* village-based ties/networks
- zemstvo* (rural Russia), 208
- Zenro (Japan Labor Union Congress), 162
- Zubatov, Sergei, 389n