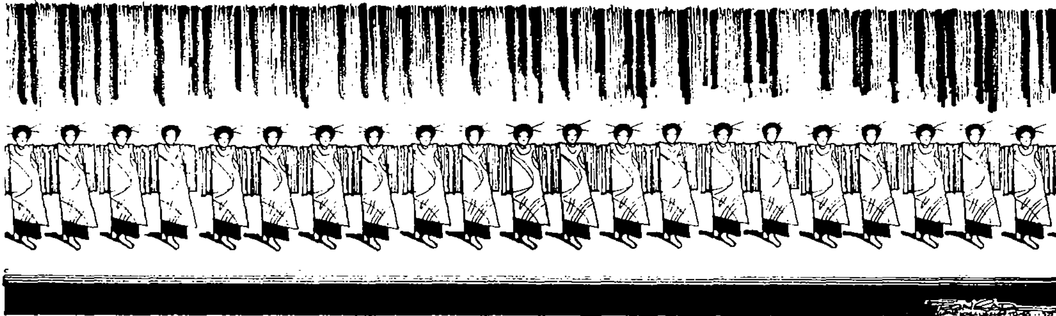

The sale of Radio City Music Hall to a Japanese firm last fall seemed to symbolize a "Japanese invasion." But of the $61 billion foreigners invested in the United States in 1989, only $13 billion came from Japan. Meanwhile, Americans invested $32 billion abroad.

terests ahead of corporate interests. (One caveat: Foreign firms that exist to serve national interests, such as Airbus Industrie, should not enjoy equal treatment in the United States.) In fact, he notes, "Most U.S.-owned companies are quite happy to receive special advantages from the U.S. government—and then spread the technological benefits to their affiliates all over the world."

The Next Japanese Import?

"Employee Work Attitudes and Management Practice in the U.S. and Japan: Evidence from a Large Comparative Survey" by James R. Lincoln, in *California Management Review* (Fall 1989), 350 Barrows, Univ. of Calif., Berkeley, Calif. 94720.

Pep talks, morning jumping jacks, and awards ceremonies are some of the things that make Japanese industry work so well. They are also things that make Americans snort in contempt. We rugged individualists would never fall for such obvious corporate efforts to build team spirit.

Or would we? Comparing 8,302 employees at 106 factories in the United States and Japan, Lincoln, a Berkeley management specialist, found that the company loyalty of Americans who participated in such activities increased just as much as that of Japanese. Overall, his study confirms what some anecdotal accounts have said: Workers need not be steeped in Japanese culture to respond to Japanese management methods.

Consider quality circles. Although they are much touted in the United States, only 62 percent of the U.S. firms studied have them (versus 81 percent of the Japanese factories) and only 44 percent of their employees belong to one. Yet Lincoln found that participation actually gives a bigger boost to morale in the United States than it does in Japan—apparently because the novelty has worn off in Japan.

One of Lincoln's more interesting findings is that even the American management practice of delegating large amounts of authority hurts employee morale. In Japanese firms, ultimate authority is highly centralized. This leaves lower-level managers and supervisors with much less weight to throw around and forces them to forge more cooperative relationships with their subordinates. Paradoxically, Japanese centralization thus encourages "diffuse, participatory" decision-making; the American style produces "individualistic, compartmentalized" authority. The effects show up in a striking way on the shop floor. In Japan, workers who have frequent contact with their supervisors have high morale. American workers tend to regard such contact as annoying and meddlesome.

Obviously, Lincoln concludes, some

Japanese methods will not work in the United States. (Jumping jacks and push-ups have not been a big hit.) But most will, and it is these methods, not Japanese culture, that account for Japan's enviable industrial success.

SOCIETY

How We Won The War on Drugs

"Against the Legalization of Drugs" by James Q. Wilson, in *Commentary* (Feb. 1990), 165 E. 65th St., New York, N.Y. 10022.

Most Americans probably don't remember the nation's last war on drugs. We won it.

Wilson remembers it well. In 1972, he was appointed chairman of President Richard M. Nixon's National Advisory Council for Drug Abuse Prevention, charged with drawing up a strategy to combat what was at that time the nation's leading drug scourge: heroin. (Today, he is a political scientist at UCLA.) Then, as now, some prominent authorities—notably, Milton Friedman, a conservative Nobel prize-winning economist—argued that a war against drugs was futile, unjust, or too costly. They favored legalization.

But they were ignored, and the war against heroin was a reasonable success. Today, says Wilson, we have half a million heroin addicts, the same number that we had in 1972. What happened? Heroin lost its appeal to young people as they saw more and more users suffer overdoses, hepatitis from dirty needles, and other mishaps. In surveys of Harlem youths who had sampled the drug, two thirds pointed to health risks as a reason for steering clear of it, and nearly all cited a bad experience with the drug.

While such street-level "drug education" was important, Wilson says, government efforts to restrict the supply of heroin—by reducing Turkish opium cultivation and shutting down heroin-processing plants in and around Marseilles—were crucial. As Friedman and other critics had predicted, new sources soon developed (chiefly in Mexico). But Wilson believes that the scarcity and high price of heroin during 1973–75 broke the momentum of the heroin epidemic.

Back in the 1970s, important evidence that the price and availability of a drug strongly influences use came from a study of Vietnam veterans by Lee Robins of Washington University. She found that most of the veterans who had been regular heroin users overseas gave up the habit once they returned home. Why? Because the drug was much harder to get and laws against its use were more strictly enforced.

At least one country *did* try legalization. In 1960, there were 68 known British heroin addicts, and all of them received legal, prescribed doses of the narcotic. By 1968, the number had grown 30-fold, to 2,000—and there were probably many more unregistered addicts, since most clinics by then were offering methadone, not heroin.

If the United States had legalized heroin, Wilson believes, it would now have several million addicts rather than several hundred thousand. If it legalizes cocaine, which he considers a more destructive drug, the results could only be worse.

Searching for The Leisure Class

"The Work Ethic—Then and Now" by Seymour Martin Lipset, in *The Public Interest* (Winter 1990), 1112 16th St. N.W., Washington, D.C. 20036, and "Time Squeeze" by John P. Robinson, in *American Demographics* (Feb. 1990), 108 N. Cayuga St., Ithaca, N.Y. 14850.

Two of the great complaints of our era are that Americans don't work as hard as they used to and, paradoxically, that life has grown unbearably hectic. Obviously both complaints can't be justified; according to these articles, neither is.