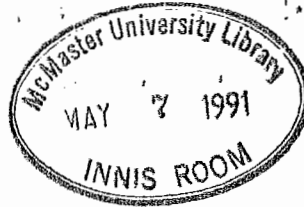




FACULTY OF BUSINESS

RESEARCH AND
WORKING PAPER
SERIES



VALUES AND OWNERSHIP PATTERNS: COMPARISONS BETWEEN THE CANADIAN PROVINCES OF ONTARIO AND QUEBEC

By

Emmanuel J. Chéron
Laval University
Quebec City, Canada

Thomas E. Muller
McMaster University
Hamilton, Canada

WORKING PAPER NO. 359

April 1991

Innis



HB

74.5

.R47

no.359

McMASTER UNIVERSITY

1280 St. Joseph St.
West
Hamilton, Ontario, Canada L8S 4M4
Tel: (519) 525-9140

INNIS LIBRARY

NON-CIRCULATING



**VALUES AND OWNERSHIP PATTERNS:
COMPARISONS BETWEEN THE CANADIAN
PROVINCES OF ONTARIO AND QUEBEC**

By

Emmanuel J. Chéron
Laval University
Quebec City, Canada

Thomas E. Muller
McMaster University
Hamilton, Canada

WORKING PAPER NO. 359

April 1991

VALUES AND OWNERSHIP PATTERNS:
COMPARISONS BETWEEN THE CANADIAN
PROVINCES OF ONTARIO AND QUEBEC

Emmanuel J. Chéron

Thomas E. Muller

Abstract

To what extent can ownership of products and services be related to the importance of personal values in the Canadian provinces of Ontario and Quebec? Personal interviews were conducted in both provinces with 494 representative households outside the largest metropolitan areas of Toronto and Montreal. The findings confirmed the presence of significant differences in ownership and personal values between respondents in the two provinces. A comparison with one previous study indicated that values tend to shift with time and with geographical area. Personal values were found to be reliable predictors of consumption in the province of Quebec only. Finally, a graphical illustration demonstrated the relatively lower importance of values as compared to geographical and socioeconomic descriptors.

Emmanuel J. Chéron, Ph.D., is Professor at the Faculty of Administrative Sciences, Laval University, Quebec City, Québec, G1K 7P4, Canada.
Thomas E. Muller, Ph.D., is Associate Professor at the Faculty of Business, McMaster University, Hamilton, Ontario, L8S 4M4, Canada.
Address correspondence to: Emmanuel J. Chéron.

The recent resurgence of Quebec nationalism is likely to lead to a major restructuring of the Canadian federation. Public hearings commissioned by the Quebec provincial government point towards a forthcoming referendum on the place of Quebec within Canada. It is thus currently appropriate to investigate further differences in values and ownership patterns between French and English Canadians.

Background

The two provinces of Ontario and Quebec, with 9.7 million and 6.7 residents respectively in 1990, are the two largest markets in Canada. The overwhelming majority of French Canadians reside in the province of Quebec, where French is spoken by 84.5% of the population. In the province of Ontario, English as a mother tongue represents 79.6% of the population (Canadian Markets, 1990).

French Canada maintains a strong cultural identity formerly based upon religion, tradition, and a dominant family orientation. French Canadians in Quebec have been depicted by their rural roots, minority status in Canada, North American orientation, Catholic mentality, Latin disposition and French outlook (Bouchard, 1980). In contrast to the French Canadian, the English Canadian of Anglo-Saxon Protestant origin is pragmatic rather than theoretical, more social than individualistic, conforming rather than innovative, frugal rather than spendthrift, and conservative rather than liberal (Henault, 1917). French speakers tend to be more introspective, humanistic, emotional, and less materialistic and pragmatic than English Canadians (Mallen, 1977).

These differences in cultural traits may be related to the differences in consumption that numerous comparative studies have indicated. For instance,

in Canada, Quebecers are the largest per capita consumers of soft drinks, wines, maple syrup and perfumes (Mallen, 1977). Additional comparisons between anglophones and francophones have shown different attitudes and behavioral responses towards the purchase of life insurance (Bergier, Gidengil and Blydt-Hansen, 1980). The findings indicated that French-speaking consumer had a more positive image of the usefulness of life insurance protection. Francophones were also found more likely to own an individual life insurance policy.

However, it should be clear that differences in consumption may be only partly attributed to cultural differences, and that environmental, socio-economic, and demographic variables should not be overlooked. Also, marketing variables such as different regional distribution and promotion may account for consumption differences (Bergier, Rosenblatt and Laroche, 1980). However, consumption differences were shown to exist even after social class and income were removed in the greater Ottawa/Hull metropolitan area (Schaninger, Bourgeois and Buss, 1985).

These past studies have mostly used data collected in the Canadian bilingual metropolitan areas of Montreal or Ottawa. Within such areas, the comparison may have been improved by considering the effect of assimilation. A measure of the varying degree of acculturation was proposed by Kim, Laroche and Lee (1989). Partial correlations were computed between the index of English-French ethnicity and leisure selection criteria and participation. Participation in various pastimes indicated that English Canadian ethnic group tended to attend plays, concerts and lectures more frequently and that French Canadian ethnic group tended to spend more "free" time.

In a recent article, Muller (1989) presented a cross-cultural analysis of consumers' personal values contrasting the dichotomy of French and English Canada. Values are guiding principles. Their relative importance to a person reveal what the person deems worthwhile in life: what is worth striving for, achieving, fostering, supporting, and protecting. The study of values can serve marketing managers and planners in many ways. Research on values can be useful for cross-cultural market analysis and for monitoring personal value orientations in the population to detect societal value shifts.

Data collected in the Muller study were from residents of Canada's three largest metropolitan areas, Montreal, Toronto and Vancouver. Values were found less efficient in classifying observations into three groups rather than the more traditional English (Toronto and Vancouver) vs French (Montreal) dichotomy. Significant differences were also observed among personal values of French vs English respondents.

This study considers the impact of personal values on products and services ownership and priority of acquisition for both English and French Canada. Data for the research was collected outside the largest metropolitan areas to avoid the confounding effect of varying degrees of acculturation. The three following hypotheses are tested:

- H₁: There are differences of ownership between respondents in the Canadian provinces of Ontario and Quebec.
- H₂: There are differences in the relative importance of personal values among respondents in the two provinces.
- H₃: There is a relationship between personal values and priority of acquisition in each of the two provinces.

Method

Survey design

Residents of five municipalities in Ontario (Hamilton, Burlington, Oakville, Dundas and Mississauga) and three municipalities in Quebec (Sillery, Loretteville and Quebec City) were surveyed. The percentage of French speaking people in the Quebec Census Metropolitan area is 97.27% as compared to 71.73% for Montreal (Canadian Markets, 1990) thus avoiding the acculturation effect. A door to door survey of households was conducted during the Spring of 1989. Households were selected randomly for a cluster sample of neighborhoods based on low, middle, and high income from within the five municipalities in Ontario and the three municipalities in Quebec. Information from census tracts published by Statistics Canada was used to confirm the income levels of the selected areas to be surveyed. Once the three income areas were selected for each city, blocks were randomly chosen from each of the income area. Each block was then surveyed starting at a specific house number and working in a clockwise direction until three to four households were surveyed. This method was followed for each block in each income area in each city. A total of 494 (200 in Ontario and 294 in Quebec) surveys were completed with an average response rate of 70%.

Survey instrument

Data was collected with a structured, direct personal questionnaire administered in each respondent's home. Questions were read and filled out by the interviewers. The heads of the households or their spouses were interviewed since these individuals are usually the main decision makers and purchasers of the products and services included in the survey. Direct personal interviews

with a structured questionnaire tend to result in a better understanding from the respondents and to allow for closer control of the process thereby creating a more accurate survey.

The questionnaire consisted of the following components:

- 1) A list of durable products and services was used to collect data about current ownership, measured in numbers owned and relative importance of acquisition. This was measured on a 1 to 10 importance scale (posing the hypothetical situation to the respondent that he had lost all items owned).
- 2) A list of nine values with two support cards was administered in reversed order. Respondents were asked to select the most important value and then to rate the relative importance they attached ("1" = "not important" to "10" = "extremely important") to each of the eight remaining values.
- 3) Socioeconomic and demographic descriptors were collected such as: home ownership, type of dwelling, year of birth, sex, presence of dependent children at home, level of education, occupation, household income and saving.

The nine-item List of Values consisted of: self-fulfillment, a sense of accomplishment, being well respected by others, self-respect, a sense of belonging, warm relationships with others, security, fun and enjoyment in life, and excitement. The List of Values, a typology of terminal values (desirable end-states) developed at the University of Michigan Survey Research Center is based on the theoretical contribution of Maslow (1954), Rokeach (1973) and Feather (1975). Its psychometric properties are detailed in Kahle (1983). Research has shown (Kahle, Beatty and Homer, 1986) that the List of

Values, which closely corresponds with the human needs categories in Maslow's hierarchy, is more closely related to major roles in life and everyday activities, than does the more widely known Rokeach (1973) 18-item Value Survey that has also been employed in consumer research.

The nine-item List of Values was available in French from previous research (Valette-Florence, 1988 and Muller, 1989). A reliability analysis was performed and reported in the Muller study. The alpha coefficients (Cronbach, 1951) for the English (.80) and French (.76) versions indicated a relatively high reliability for both instruments (Churchill and Peter, 1984).

Data

The characteristics of both samples appear in Table 1. As can be seen the sampling procedure was successful in providing an adequate representation of various demographic strata. The predominance of the English language in the Ontario sample is well achieved with 89.7%. As regards the Quebec sample, the French language with 96.3% is close to the Quebec Census Metropolitan area of 97.27%. In terms of a home ownership, Quebec with 72% is still lower than 78% in Ontario. In Quebec a higher percentage of households (66%) than in Ontario (49,5%) have dependent children at home. The distribution of education indicates that Ontario and Quebec are similar in terms of university exposure. A higher percentage of the Quebec sample (13% vs 5.6%) is found with a grade one to eight education. Household income reflects the higher income rating of Ontario (116) as compared to Quebec (90), in reference to Canada as a whole (100) (Canadian Markets 1990). In terms of age, the average year born of respondents in both samples is very similar (45 vs 43). With respect to socioeconomic descriptors in Table 1, both samples may be conside-

Table 1
 Characteristics of the sample respondents

	Ontario (N = 200)	Québec (N = 294)
Home ownership:		
Own	155 (77.9%)	212 (72.1%)
Rent	44 (22.1%)	82 (27.9%)
Sex:		
Male	96 (48.0%)	122 (41.5%)
Female	104 (52.0%)	172 (58.5%)
Dependent children living at home:		
Yes	99 (49.5%)	193 (66.1%)
No	101 (50.5%)	99 (33.9%)
Education:		
Grades 1-8	11 (5.6%)	38 (13.0%)
Some high-school	23 (11.6%)	37 (12.6%)
Completed high-school	50 (25.3%)	55 (18.8%)
Community college, trade-school	45 (22.7%)	58 (19.8%)
Some university	21 (10.6%)	25 (8.5%)
Completed university	38 (19.2%)	51 (17.4%)
Post graduate	10 (5.1%)	29 (9.9%)
Language first spoken and still understood:		
English	174 (89.7%)	7 (2.4%)
French	4 (2.0%)	283 (96.3%)
Other	16 (8.2%)	4 (1.3%)
Household income:		
Less than \$20,000	10 (6.2%)	42 (15.4%)
\$20,000 - \$30,000	15 (9.3%)	67 (24.5%)
\$30,001 - \$40,000	35 (21.7%)	55 (20.1%)
\$40,001 - \$55,000	31 (19.3%)	57 (20.9%)
Over \$55,000	70 (43.5%)	52 (19.0%)
Age:		
Average year born	45.5	43.3

red reasonably representative of households in the selected municipalities of Ontario and Quebec.

Results

Figure 1 presents the average number of 33 products and services owned in each sample. A multivariate statistical test of significance reveals that the two samples are different in terms of ownership (Hotellings = .75, $F = 10.45$, $P = .000$). Univariate tests for each product/service indicate that the ownership of 23 products and services is statistically different between Ontarians and Quebecers.

As indicated in Figure 1, ownership of 20 out of 23 products and service is higher in Ontario (cars, video recorders, Registered Retirement Saving Plans (RRSPs), video cameras, telephone answering machines, etc.). In three instances the reverse is true; ownership of cross-country skis, capital market investments and burglar alarms is higher in the province of Quebec. These three situations may be accounted for by climatic conditions (the longer snow season in Quebec City), a Quebec provincial tax deduction to stimulate investment in stocks, and a high promotion of home security systems endorsed by municipalities involved in the Quebec sample.

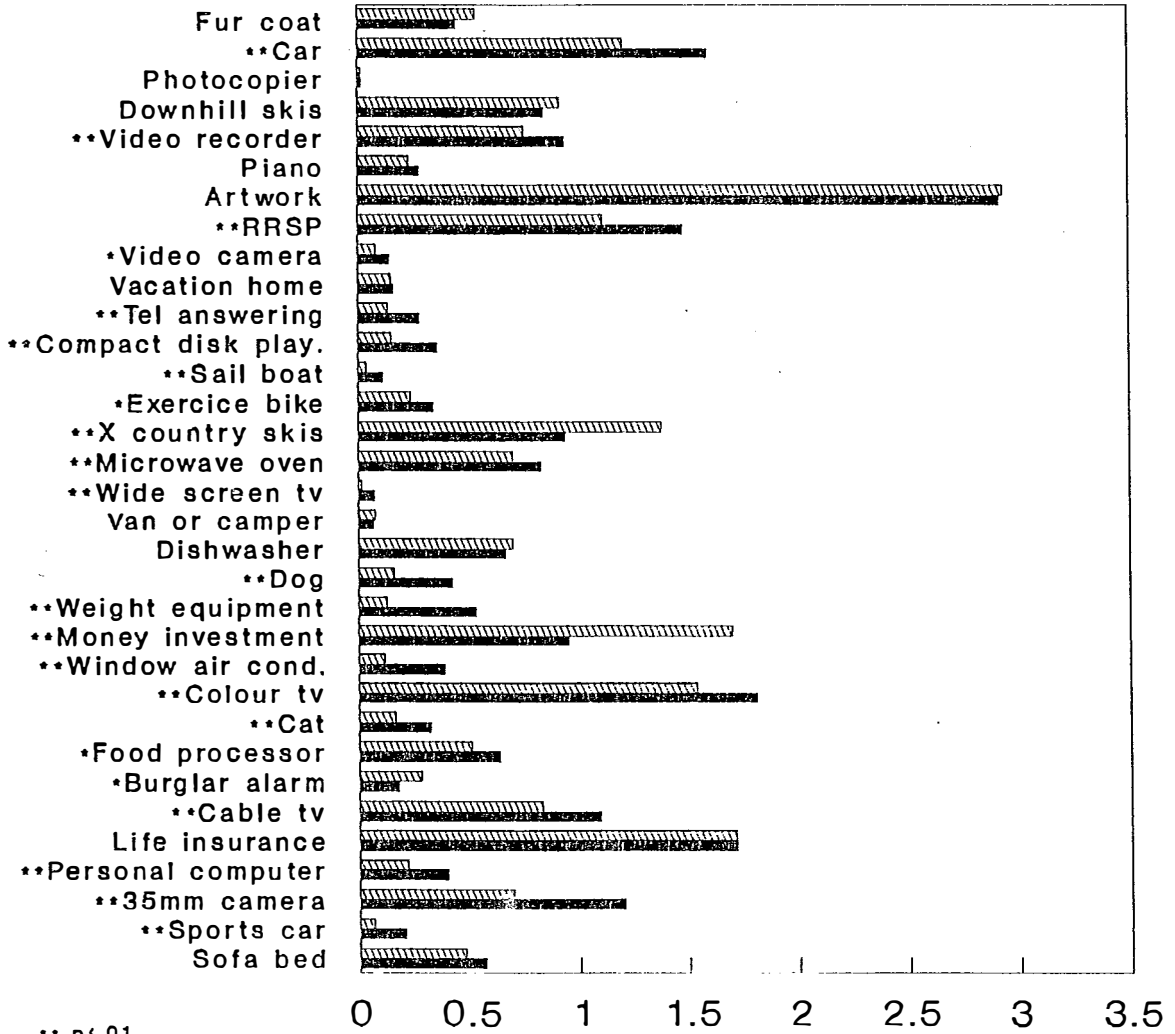
Overall, these results are not surprising since higher income in Ontario is reflected in a significantly higher ownership of 20 out of 33 products and services involved in the study. With respect to H_1 , differences of ownership between Ontario and Quebec are confirmed.

Comparisons of value importance are shown in Figure 2. A multivariate statistical test indicates that the two samples are different (Hotellings = .26, $F = 14.24$, $P = .000$). Univariate tests reveal statistical differences

FIGURE 1

Average number of product/service owned in Quebec and in Ontario

Product/service



** p < .01
* p < .05

Multivariate test of significance:
Hotelling's T^2 , $F=10.45$, $P=.000$

Average number owned

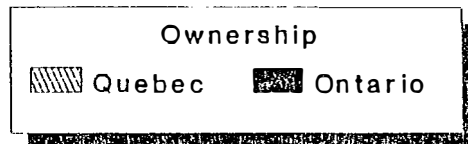
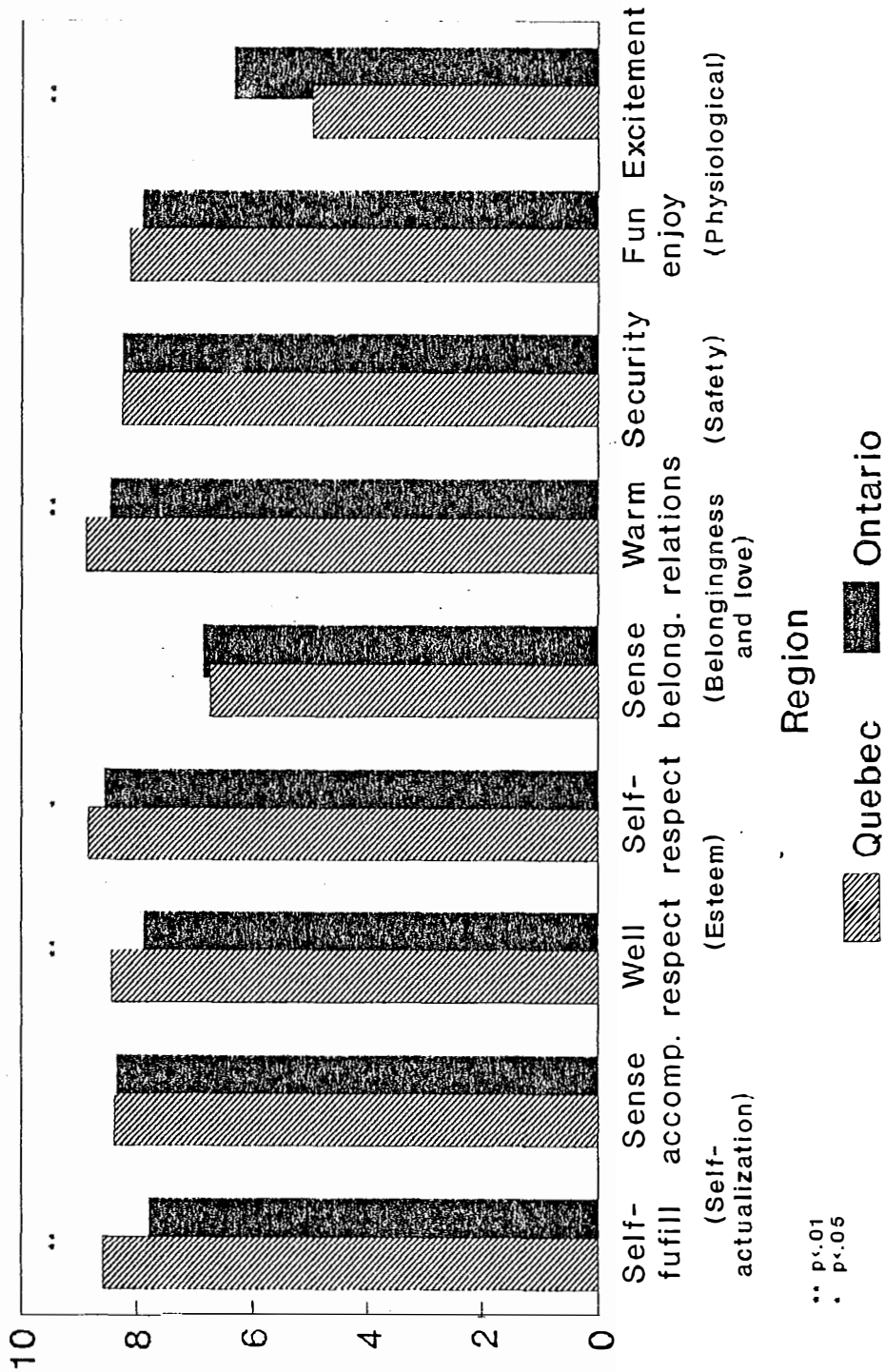


FIGURE 2

Comparison of value importance Quebec(294) vs Ontario(200)



** p < .01
 * p < .05

Multivariate test
 of significance: Hotelling's = .2648, F = 14.24, P = .000

for five out of the nine items on the List of Values. Differences are observed in terms of the relative importance of the following categories of values: self-actualization, esteem, belongingness, and excitement as desirable end-states. More specifically, self-fulfillment, being well-respected by others, self-respect, and warm relationships with others are valued more by Quebecers. However, excitement is valued more in Ontario.

A comparison of the present study, with value importance reported by Muller (1989) on data collected two years earlier in different geographical areas (Toronto and Montreal), is presented in table 2.

Table 2
Comparison of value importance with earlier study

	Muller study (1987)		Present study (1989)		Possible explanation for discrepancies between studies
	Quebec (405)	Ontario (398)	Quebec (294)	Ontario (200)	
<u>Self-actualization:</u>					
Self-fulfillment	8.40	8.35 NS	8.59	7.78**	Translation
Sense of accomplishment	8.14	8.30 NS	8.38	8.34 NS	No discrepancy
<u>Esteem:</u>					
Being well respected	8.53	8.23*	8.44	7.88**	No discrepancy
Self-respect	9.06	9.08 NS	8.84	8.55*	
<u>Belongingness and love:</u>					
Warm relationships	8.42	8.43 NS	8.88	8.46**	Translation
Sense of belonging	7.33	7.66*	6.72	6.83 NS	Sample size
<u>Safety:</u>					
Security	8.64	8.42 NS	8.24	8.26 NS	No discrepancy
<u>Physiological:</u>					
Fun and enjoyment	7.84	8.11*	8.12	7.90 NS	Translation
Excitement	6.05	6.75*	4.94	6.32**	No discrepancy

** p < .01 (two tailed)

* p < .05 (two tailed)

As can be seen in table 2, similar results in the two studies are obtained with respect to sense of accomplishment, being well respected, security and excitement. However, self-fulfillment, self-respect, warm relationships and fun and enjoyment are different.

The divergent findings between the two studies can be attributed to the following explanations:

- 1) The French translation of the List of Values was slightly different in 1989. The Valette-Florence (1988) translation prepared in France was used and self-fulfillment was translated by "L'épanouissement personnel" instead of "Consentement de soi". The first expression has a lower connotation of "selfishness" than the second. Warm relationships was translated by "Relations chaleureuses avec les autres" instead of "Liens chaleureux avec les autres". The first expression has a lower connotation of "tightness" than the second. Fun and enjoyment was translated by "Amusement et joie de vivre" instead of "Amusement et plaisir dans la vie". The first expression has a lower "material" connotation than the second. The translation of the list was the same for the remaining values.
- 2) Sample sizes are smaller in 1989, thus more statistical power was available in 1987. This may explain why "sense of belonging" was significantly different in 1987 and not in 1989.
- 3) The samples in 1989 was from different geographical areas than in 1987.
- 4) Some values may have truly shifted in the two populations of Ontario and Quebec over this two year period.

In spite of all the above explanations, the changes between 1987 and 1989 may somewhat account for the recent trend towards more autonomy in Quebec. In 1989, there is more relative importance of self-fulfillment and self-respect and less relative importance of belongingness for Quebecers.

In spite of changes between 1987 and 1989, differences in the relative importance of personal values are still persistent between respondents in the two provinces of Ontario and Quebec, thus confirming H_2 .

The relationship between ownership (excluding artwork) and priority of acquisition (posing the hypothetical situation of total loss) for both provinces was relatively strong. Simple linear regressions of the average number of products/services owned on the priority of acquisition were statistically significant and associated with an R^2 of .76 and .75 for Quebec and Ontario, respectively. Thus it appears that, if people had to furnish their home once again from scratch, their priorities of acquisition (excluding artwork) would be closely based on their present ownership. The examination of the relationship between personal values and priority of acquisition, to be investigated by testing H_3 , can therefore be extended to a relationship between values and ownership.

To assess the degree of relationship between values and priority of acquisition in each province, data were first cluster-analyzed using the Euclidean distance and the Ward hierarchical procedure. Each group was formed such that a high similarity of priorities of acquisition was attained within groups and that large differences of priorities existed between groups. This led to a three group structure in Quebec and a two group structure in Ontario.

Discriminant analysis, for the three Quebec groups and the two Ontario groups, was then used with values as predictors. Table 3 shows the classification results for the Quebec data. Classification results in table 3 were based on all available valid observations. Using the appropriate chance model, the overall rate of 55.14% is a 20.66% improvement over chance ($C_{pro} = 34.48\%$). However, using all observations leads to an overestimation of the classification success. Therefore the analysis was repeated using half of the data as a randomly selected hold-out sample. The overall rate of correct classification was then 51.06% on the hold-out sample, for a 16.58% improvement over chance. The two discriminant functions derived from the analysis were both statistically significant at level $p < .01$. The performance of these two discriminant functions was clearly substantial.

The same procedure was applied to the Ontario data. Classification results for the two groups using discriminant analysis lead to an overall rate of correct classification of 68.69% on a randomly selected hold-out sample of 50%. As compared to the proportional chance criterion of 54.90%, the correct classification rate was a 13.79% improvement over chance. However, the discriminant function was not statistically significant ($p = .175$).

Hypothesis three is thus partly confirmed, with values and priority of acquisition showing a clear relationship in the case of Quebec data only. The degree of discriminating power of the nine value items is shown in Table 4 for the Quebec data.

Table 3

Classification results for three-group discriminant analysis with values as predictors (Quebec data)

Actual group based on priority of acquisition	Number of cases	Predicted group Number of cases			Correct predictions	Percent improvement over chance
61	100 (34.25%)	61 65	62 22	63 13	65/111 (58.57%)	33.66%
67	118 (40.41%)	36	51	31	51/92 (55.43%)	15.02%
63	74 (25.34%)	10	19	45	45/89 (50.56%)	25.22%
Totals	292	111	92	89		
Proportional chance criterion $C_{pro} = 34.48\%$						
Overall rate of correct classifications = 55.14%						20.66%

Table 4

Correlations between discriminating variables and discriminant functions
(Shown in decreasing order for all Quebec observations)

	Function 1 83.56%	Function 2 16.44%
Fun and enjoyment	.67	.00
Self-fulfillment	.59	-.43
Sense of accomplishment	.56	-.34
Self-respect	.56	.06
Sense of belonging	.56	.20
Warm relationships	.52	-.23
Security	.41	.36
Being well respected	.38	-.20
Excitement	.38	.50

The first discriminating function, accounting for 83.56% of variance, is the most powerful in classifying the observations into the three subgroups.

Fun and enjoyment with self-fulfillment are the two most important values in predicting priority of acquisition. The second discriminating function accounts for only 16.44% of variance and is mostly associated with excitement.

Limitations

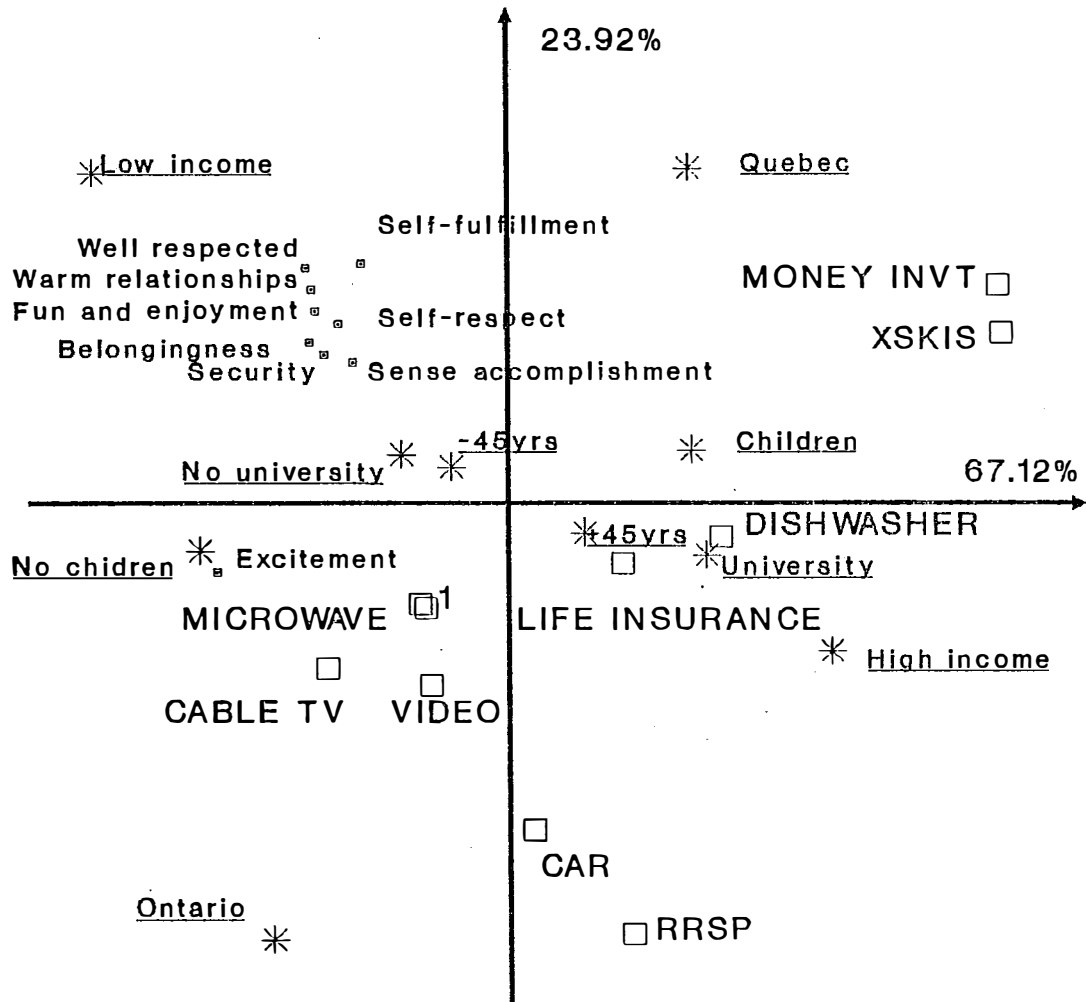
The importance of values to predict priority of acquisition should be put into an appropriate perspective. The relative importance of values as compared to geographical and socioeconomic descriptors is presented graphically in Figure 3. The top ten products and services in terms of overall ownership, and the nine value items in relation to the five dichotomized descriptors, were used in a descriptive correspondence analysis (Hoffman and Franke, 1986).

As can be seen in Figure 3, the first two dimensions recovered a very substantial amount (91%) of the variance in the data. The differences of ownership between Quebecers and Ontarians are consistent with Figure 1. More cable TVs, video recorders, and cars are owned in Ontario. More cross-country skis and capital market investments are owned in Quebec. The difference of value importance between Quebecers and Ontarians is also consistent with Figure 2. Self-fulfillment and being well respected is closer to Quebec. Excitement is closer to Ontario.

However, the most important result appearing in Figure 3 is that socioeconomic descriptors are differentiating ownership much more than the nine value items. The relative position of the descriptors from the center of the figure indicates the degree of differentiation in predicting ownership that can be attained by the descriptors. In addition to the geographical descriptors of Quebec and Ontario, income level appears to be a very powerful des-

FIGURE 3

Correspondence analysis on ownership, values and descriptive variables



1 COLOUR TV



descriptor as well. However, age (above and below the age of 45) is less efficient for differentiation.

Values, as compared to descriptors, appear much more closely clustered, showing that they are thus relatively less efficient to differentiate ownership.

Further limitations of the study are related to the cultural context equivalence suggested by Douglas and Craig (1984). Since two different cultures are involved with two different languages, all the problems involved with cross-cultural research are present. However, the authors were aware of those problems and made every efforts to insure construct, measurement, sampling, and instrument administration equivalence.

Conclusion and future research

The purpose of this study has been to further investigate the French/English dichotomy in the Canadian market. Data from more culturally homogeneous areas outside the large metropolitan centers were used. Ownership differences were confirmed reflecting the higher income rating of Ontario as compared to Quebec. A strong relationship was also uncovered between ownership and priority of acquisition in both provinces.

Further investigation of value importance between respondents in the two provinces indicated the persistence of an overall significant difference. However, comparison with one previous study suggested that results are likely to shift with time and with samples from different areas. In spite of the need to be cautious about the observed shifts, the findings tended to indicate that there is more relative importance of self-fulfillment and self-respect and less relative importance of belongingness for Quebecers. The relation-

ship between values and priority of acquisition was significant in Quebec, but not in Ontario. Thus, from a practical standpoint, personal values were not found to be good predictors of consumption for the English Canadian group.

The relative importance of values as a predictor of consumption should be put into perspective. Socioeconomic descriptors are still relatively strong predictors and future research incorporating lifestyles could help to enrich the predictions of consumption choices in Canada.

References

- Bergier, M., Gidengil, B.Z. and R. Blydt - Hansen (1980). A Cross-Cultural Investigation of Behavioral Responses and Attitudes Towards Life Insurance Protection. Towards Excellence in the Eighties, proceedings of the Annual Conference of the Administrative Sciences Association of Canada, Marketing Division, edited by V.V. Jones.
- Bergier, M., Rosenblatt, J. and M. Laroche (1980). Cultural Differences in Attitudes and Intended Behavior Toward Housebrands and National Brands. Towards Excellence in the Eighties, proceedings of the Annual Conference of the Administrative Sciences Association of Canada, Marketing Division, edited by V.V. Jones.
- Bouchard, J. (1980). Differences, Montreal: Edition Heritages.
- Canadian Markets 1990, Complete Demographics for Canadian Urban Markets, 64th edition, The Financial Post Information Service Toronto.
- Churchill, G.A. Jr. and Peter, J.P. (1984). Research Design Effects on the Reliability of Rating Scales: A Meta Analysis. Journal of Marketing Research, 21 (November) 360-375.
- Cronbach, L.J. (1951). Coefficient Alpha and the Internal Structure of Tests. Psychometrika, 16 (September), 297-334.
- Douglas, S.P., Craig, C.S. (1984). Establishing Equivalence in Comparative Consumer Research in Comparative Marketing Systems, edited by Erdener Kaynak and Ronald Savitt, New York: Praeger, 93-113.
- Feather, N.T. (1975). Values in Education and Society, New York: Free Press.
- Henault, G. (1971). Les conséquences du biculturalisme sur la consommation. Commerce, 73 (September), 78-80.
- Hoffman, D.L. and G.R. Franke (1986). Correspondence Analysis: Graphical Representation of Categorical Data in Marketing Research. Journal of Marketing Research, Vol. 23, No. 3 (August) 213-227.
- Kahle, L.R. (Ed.) (1983). Social Values and Social Change: Adaptation to Life in America, New York: Praeger.
- Kahle, L.R., Beatty, S.E. and P. Homer (1986). Alternative Measurement Approaches to Consumer Values: The List of Values (LOV) and Values and Lifestyles (VALS). Journal of Consumer Research, 13 (December), 405-409.
- Mallen, B. (1977). French Canadian Consumer Behavior: Comparative Lessons From the Published Literature and Private Corporate Marketing Studies. Montreal: Advertising and Sales Executives Club of Montreal.
- Maslow, A.H. (1954). Motivation and Personality, New York: Harper.

- Muller, T.E. (1989). The Two Nations of Canada vs. The Nine Nations of North America: A Cross-Cultural Analysis of Consumers' Personal Values. Journal of International Consumer Marketing, Vol. 1 (4), 57-79.
- Rokeach, M. (1973). The Nature of Human Values, New York: Free Press.
- Schaninger, C.M., Bourgeois, J. and W.C. Buss (1985). French-English Canadian Subcultural Consumption Differences. Journal of Marketing, 49 (Spring), 82-92.
- Valette-Florence, P. (1988). Analyse structurelle comparative des composantes des systèmes de valeurs selon Kahle et Rokeach. Recherche et Applications en Marketing, Vol. 3, No 1, 14-34.

Faculty of Business
McMaster University

WORKING PAPERS - RECENT RELEASES

330. Min Basadur, Mitsuru Wakabayashi and Jiro Takai, "Training Effects on Japanese Managers' Attitudes Toward Divergent Thinking", July, 1989.
331. Robert F. Love, "Properties of Ordinary and Weighted Sums of Order p", July, 1989.
332. Robert F. Love, "Floor Layouts Using a Multi-Facility Location Model", July, 1989.
333. Thomas E. Muller, "Staying Ahead of the Consumer: Signals About the Future from North America's Aging Population", September, 1989.
334. Robert G. Cooper, "New Products: What Distinguishes the Winners", November, 1989.
335. Robert G. Cooper and Elko J. Kleinschmidt, "Firms' Experiences Using a Formal New Product Process", January, 1990.
336. Joseph B. Rose and Gary N. Chaison, "Fortune and Misfortune: Union Growth in Canada and the United States", January, 1990.
337. Peter J. Sloane and Harish C. Jain, "Use of Equal Opportunities Legislation and Earnings Differentials: A Comparative Study", May, 1990.
338. John Medcof, "The Probabilistic Contrast Model and PEAT", June, 1990.
339. Peter Banting, "Supplying the Samurai", June, 1990.
340. Joseph B. Rose and Gary N. Chaison, "New Directions and Divergent Paths: The North American Labor Movements in Troubled Times", June, 1990.
341. Peter M. Banting and David L. Blenkhorn, "Developing and Managing Japanese and U.S. OEM -- Canadian Autoparts Supplier Relationships in the 1990s", June, 1990.
342. R.G. Cooper and E.J. Kleinschmidt, "New Products: The Key Factors in Success", June, 1990.
343. Norman P. Archer & Shouhong Wang, "The Application of Monotonicity Constraints to the Back Propagation Neural Network Training Algorithm", June, 1990.

344. Roy J. Adams, "Teaching Comparative Industrial Relations: Results of an Informal Multinational Survey", June, 1990.
345. N. Archer and T. Dececchi, "Selecting a Systems Development Approach for Supplying Computer Based Support for Decision Makers: A Model and Its Validation by the Delphi Technique", June 1990.
346. Thomas E. Muller, "Baby Boomers' Changing Values: Strategic Implications for the Small Business", July, 1990.
347. Min S. Basadur, "The Japanese Model: Fostering Problem Finding and Creativity for Motivation, Job Satisfaction and Teamwork, August, 1990.
348. Christopher K. Bart, "Divisional Control and Product Innovation", August, 1990.
349. Paul A. Dion, David Blenkhorn, Peter M. Banting, "Buyer Experiences with JIT: Some New Roles for Buyers", August, 1990.
350. Paul A. Dion, David Blenkhorn, Peter M. Banting, "Supplying JIT: What Are Marketers' Experiences?", August, 1990.
351. John P. Liefeld, Thomas E. Muller, "How Affective vs. Informative Newspaper Advertisements Bias Thoughts and Memories", August, 1990.
352. Christopher K. Bart, "Controlling New Products: Some Lessons for Success", August, 1990.
353. R.G. Cooper and R. de Brentani, "New Industrial Financial Services: What Distinguishes the Winners", September, 1990.
354. Thomas E. Muller, "Value-Based Determinants of Tourist Satisfaction Upon Visiting a Foreign City", October, 1990.
355. Thomas E. Muller, "When Americans and Canadians Visit a City: Cross-Cultural Contrasts in Sources of Tourist Satisfaction", December, 1990.
356. Robert G. Cooper, "The NewProd Model: The Industry Experience", March, 1991.
357. Min S. Basadur, "Managing the Creative Process in Organizations", April, 1991.
358. Min S. Basadur, "Impacts and Outcomes of Creativity in Organizational Settings", April, 1991.

Innis Ref.
HB
74.5
R47
no. 359