

## Results

The analyses of variance (ANOVAs) indicated that the effects of the suppliers' and customers' nationalities significantly affected the perceptions of the respondents for six of the variables. These differences are discussed below for each of the relevant variables.

### Dependence

The perceptions of the customers' dependence upon suppliers significantly differed,  $F(2, 466) = 3.56, p < .05$ . Sheffe's test indicated that Canadian customers perceived greater dependence on Canadian suppliers ( $M = 3.45$ ) than did U.S. customers on Canadian suppliers ( $M = 3.14$ ).

### Cooperation

Canadian customers perceived higher levels of cooperation from Canadian suppliers ( $M = 3.93$ ) than U.S. customers perceived from Canadian suppliers ( $M = 3.60$ ),  $F(2, 449) = 4.69, p < .01$ .

### Delivery

The groups of customers differed in their perceptions of the suppliers' delivery performance,  $F(2, 463) = 4.83, p < .01$ . Canadian customers rated Canadian suppliers significantly higher ( $M = 3.57$ ) than U.S. customers rated Canadian suppliers ( $M = 3.23$ ). Furthermore, Canadian customers' ratings of Canadian suppliers were significantly higher than U.S. customers' ratings of U.S. suppliers ( $M = 3.29$ ).

### Joint Programs/Sharing

U.S. customers assessed higher levels of joint programs/sharing with Canadian suppliers ( $M = 2.40$ ) than did Canadian customers with Canadian suppliers ( $M = 1.91$ ). Canadian customers also indicated more sharing behaviors with U.S. suppliers than did U.S. customers with