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Suppliers Selection by Hypermarkets using Dickson Criteria's in the Kingdom of Bahrain

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ABSTRACT: *In this research paper, Selecting Suppliers by using Dickson Criteria's for Hypermarkets in the Kingdom of Bahrain is proposed to evaluate the supplier selection problem by using Dickson Criteria's. In our proposed method, a Dickson model consisted of 23 criteria's that affecting the selection of suppliers. The study's main objectives are to evaluate the various factors that influence the supplier selection for hypermarkets in Kingdom of Bahrain, define which of them are more important. Also, to evaluate the various factors that influence the of supplier decision selection for hypermarkets in Kingdom of Bahrain. Then explore the relationship between supplier selection criteria and supplier selection decision. Finally, develop a model and bring out the most important criteria used for selecting suppliers for hypermarkets in kingdom of Bahrain. This study has shown that the financial factor have more influence on selecting suppliers, so the final results show that the all the independent variables do not influence equally the supplier selection by the hypermarkets. It is that in supplier side, supplier firms can be concentrating on giving best financial deal, from hypermarket side; hypermarket can be concentrate to improve the supplier operational factor, and from government side, the government can provide some incentives to attract more hypermarkets to enter Bahrain market.*
KEYWORDS- *Supplier, Selection. Hypermarket, Dickson Crieria*

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I. INTRODUCTION

Thinking about the wild worldwide rivalry among organizations and the request of buyers to pay less for merchandise and enterprises, organizations are looked with discovering approaches to decrease the expenses of the products that they give, while in the same time, making some benefit to remain in business. In doing as such, there emerges the need to center on decreasing expenses in their store network, manage suppliers that they can depend on, and keep up better relations with their suppliers. This implies better supplier administration to choose the best supplier for hypermarkets in Kingdom of Bahrain currently assumes an imperative part in the achievement of a business (Lauro et al., 2014).

This prompts hypermarkets in Kingdom of Bahrain to periodically evaluate the performance of their suppliers to make sure that these suppliers do meet/comply with those criteria set up by the hypermarkets in Kingdom of Bahrain. This assures hypermarkets in Kingdom of Bahrain that their suppliers can deliver the finished goods, semi-finished goods, and raw materials they need at the time they need them and at the prices that both the hypermarkets in Kingdom of Bahrain and their suppliers are satisfied with.

The procedure of obtainment has a basic importance for the everyday activities everything being equal and administration organizations everywhere throughout the world. The smooth conveyance process emphatically relies upon the best possible determination of fitting suppliers (Jacek, 2015).

1.2 Statement of the Problem

Every serious business venture, be it micro, small, medium or large, is interested in minimizing its operating cost without compromising the quality of goods and or services that it provides its end users. This is evident in this day and age where, because of the competitive market, customers have various retailer outlets offering quality products and services at reduced prices from which they can choose. This poses problems to hypermarkets which then turn to their purchasing managers to execute procedures to accomplish cost decrease, consistent quality change, expanded client benefit, conveyance change. This is driven by the fierce and unprecedented competition that hypermarkets in Kingdom of Bahrain face both domestically and internationally.

This raises some questions that the research tries to answer.

1- What are the various factors that influence the supplier selection for hypermarkets in Kingdom of Bahrain?
2- What are the various factors that influence the of supplier decision selection for hypermarkets in Kingdom of Bahrain?
3- What are the relationship between supplier selection criteria and supplier selection decision?

1.3 Research Hypothesis

Null Hypothesis H0 - All the variables equally influence the supplier selection of hypermarkets.

II. RESEARCH METHODOLOGY

2.1 Research Design

The study is based on qualitative research design through survey questionnaire form. The sources of data will be primary and secondary in nature. A questionnaire to evaluate the factors in selecting suppliers for hypermarkets in Kingdom of Bahrain will be used for collecting primary data. secondary data sources like previous literature, company websites, books, journals, articles, magazines will be used in this research.

2.2 Population and Sampling

This study is direct to the hypermarkets sector in the Kingdom of Bahrain. Therefore, the target groups for this study are the purchasing department managers and staff in hypermarkets in the Kingdom of Bahrain. This research applies the judgmental sampling. Then, a non-probability sample. The population of staff working in hypermarkets purchasing departments in Bahrain is 69 staff, and by using cohran sample size formula we get sample size of 41 staff.

$$\mathbf{n= \frac{N}{1+N(e)^2} = \frac{69}{1+69(0.1)^2} = 41} \qquad \textbf{where e = 0.1}$$

Current Status of Hypermarket Retail in Bahrain

Current Number of Stores	6
Key Players	Fu-Com International (Geant), EMKE Group (Lulu – 2 hypermarkets), Carrefour , Ansar Gallery, Ramez Group
Sales/Outlet (2008)	BD 16.64 million
Total Sales (2008)	BD 66.7 million (53% of the total MGR sales)
CAGR (2008-13)	6.3%

Source: Tamkeen Market Gap Study

2.3 Respondents of the study

The population of the study consists of hypermarket sector in Kingdom of Bahrain. The sample will cover all hypermarkets in Kingdom of Bahrain. The respondents of this study are the purchasing department managers and staff from all hypermarkets in Kingdom of Bahrain

2.4 Research Measurement of Variables

Questionnaire is the major instrument of this study which is part of survey was research. The questionnaire covered 23 criteria's (Dickson 1966) offered to purchasing department managers and staff at the hypermarkets, which were gathered during the first step of the research. The questionnaire aimed at evaluating the most important factors in selecting the hypermarkets suppliers.

Likert scales used in this study in order to present the questions of the questionnaire. It divided as; strongly disagree, disagree, neutral, agree, and strongly agree. The questionnaire aimed at evaluating the most important criteria's for selecting suppliers by hypermarkets.

The first part cover the demographic information which is include the type of business, number of years operating the business in kingdom of Bahrain, number of branches, the purchasing department managers and staff gender, and the nationality of purchasing department managers and staff.

The second part include the 23 criteria's (initiated by Dickson 1966) in selecting suppliers. Participants were required to use Likert Scale Strongly Agree, Agree, Neutral, Disagree, & strongly disagree to evaluate the aspects of selection suppliers by hypermarket purchasing department managers and staff.

The third part includes the four types of purchased items base on Krajlic matrix in selecting supplier's decision. Participants were required to use Likert Scale Strongly Agree, Agree, Neutral, Disagree, & strongly disagree to evaluate the aspects of selection suppliers by hypermarket purchasing department managers and staff.

2.5 Data Collection Method

The data will be collected through a survey. The respondents are the purchasing department managers and staff form all hypermarkets in Kingdom of Bahrain. The questionnaire is addressed to the purchasing department managers and staff of all hypermarkets in the Kingdom of Bahrain. This questionnaire was designed to evaluate the most important criteria's for selecting suppliers by hypermarkets.

2.6 Tools used in the study

Data from the respondents were subjected to analysis using the statistical software SPSS (Statistical Package for Social Sciences). SPSS used for testing the hypotheses through regression analysis and factor analysis may be employed.

Correlation analysis use to understand the relationship between variable used in this study. It conducted on the data of the survey based on independent variable of Factors influencing Supplier selection and dependent variable of Supplier selection. The researcher used the following tools:

1- Percentage Analysis for the demographic profile.
2- Factor Analysis for supplier selection factors.
3- Multiple Regression Analysis for supplier selection decision.

III. LITERATURE REVIEW

3.1Dickson criteria in supplier selection

Supplier selection decision is entangled by the way that different criteria must be considered in basic leadership process. The examination of supplier choice criteria has been the focal point of many research works since the 1960s. In an investigation which has turned into a reference for the dominant part of papers on supplier choice, Dickson (1966) distinguished 23 supplier characteristics that directors consider while picking a supplier (Ertugrul and Mehtap, 2015) **.**

Research on supplier choice criteria has been finished for quite a long time. Introductory work (Dickson, 1966) brought about 23 criteria for supplier determination regarded as vital by experts. These criteria set the base criteria utilized in supplier choice today. Price, delivery and quality were later observed to be the most unavoidably utilized criteria. These investigations underline the multi-criteria nature of supplier determination and the relative soundness of conventional and set up criteria. The first takes a shot at supplier determination and criteria have been reached out by huge and ongoing examination. Condenses and thinks about different criteria utilized in the time of 1966 until 1990 and the accompanying time of 1991 until 2001 as per some fundamental works in this field **.**

Amid these periods the rule of land area picked up significance, mostly because of the JIT logic, yet in later research the pervasiveness of this rule declined. Globalization has brought about an expansion in the quantity of firms that have moved their focus from household sourcing to worldwide supplier bases. This globalization accentuation never again supports suppliers being close to the purchasers' vicinity, making land area be less imperative **.**

There are other fascinating criteria developments also, for instance repair benefit has picked up fascination. Clients are ending up more proficient as far as characterizing their prerequisites in blend with an expansion in rivalry; clients have begun to direct the terms of buying. Customary financial and authoritative practices, for example, large scale manufacturing, steadiness, and development can never again ensure achievement. A move has happened towards consumer loyalty, which places more prominent accentuation on criteria, for example, deals repair benefit. Others have touched base at comparable conclusions, for example, in the mid 1990s, process duration and client responsiveness developed to adaptability throughout the decade (Jafar et al., 2016) **.**

Quality, price and delivery have kept on being the most essential and unavoidable criteria. Quality and delivery have gotten more consideration throughout the years, while price has seen diminished consideration; it is still extremely pervasive in the writing and is probably not going to vanish. Cost is an element of cost, net revenue, and market powers, and conveyance is an element of the association's productivity and adequacy, which will keep on being critical supplier assessment criteria and weights. Be that as it may, quality is dictated by the degree to which an item or administration effectively fills the need of the client amid use and not exactly at the purpose of offer. Cost and conveyance are transient highlights while the effect of value is managed long after the impacts of price and delivery have subsided. This point of view can clarify the expansion in significance of value. The move of center from cost towards quality that initiated in the 1990s, proceeded in the progressive decade, with quality outstanding the most well-known basis. Research has discovered that the three predominant criteria are trailed by assembling ability, benefit, administration, innovation, innovative work, back, adaptability, notoriety, relationship, hazard and wellbeing and condition. For a later audit of supplier choice criteria we allude to (Kumar and Pani, 2014).

IV. RESULTS AND DISCUSSION

Researchers often find data analysis as the most enjoyable part of carrying out a research study, since after all the hard work and writing, they get a chance to find out the answers. So, analyzing the data and interpreting the results are the reward for the work of collecting the data. Data analysis is a body of methods that helps to describe facts, detect patterns, and develop all of the sciences. It is used in business, in administration and in policy. Data do not, however, speak for themselves. They reveal what the researcher can detect. This chapter includes the analysis and interpretation of data based on the survey conducted among hypermarkets in the Kingdom of Bahrain.

4.1 Demographic Profile of Hypermarkets & Respondents

4.1.1 Number of years operating the business

Number of years operating the business plays a major role in the economic status. Globally, hypermarket is considered as an important tool in providing goods and services to final consumer. So the more experience years in the market the more ability skills in selection the right suppliers. The details of Number of year operating the business are provided in the table 4.1.

TABLE 4.1
Number of years operating the business

Respondents Categories	Number	Percentage
1 – 3	0	0%
4 – 6	0	0%
7 -9	2	40%
10 – 12	3	60%
13 and more	0	0%
Total	5	100%

Source: Computed Data

From the table 4.1 it is seen that 40 per cent of the hypermarkets have a 7 – 9 years experiences, and 60 per cent of the hypermarkets have a 10 – 12 years experiences.

4.1.2 Number of Branches

Another important variable is the number of branches will shows us how these Hypermarkets are geographically cover the market to serve consumers in Kingdom of Bahrain. The details of Number of branches are provided in the table 4.2.

TABLE 4.2
Number of Branches

Respondents Categories	Number	Percentage
1	1	20%
2 – 3	1	20%
4 – 5	1	20%
6 – 7	1	20%
8 and more	1	20%
Total	5	100%

Source: Computed Data

From the table 4.2 it is seen that 20 per cent of the hypermarkets have one branch, 20 per cent have 2 – 3 branches, 20 per cent have 4 – 5 branches, 20 per cent have 6 – 7 branches, and 20 per cent have 8 and more branches.

4.1.3 Purchasing Department Managers and Staff Gender

Gender is an important variable socio-demographic factor in any economic study. The gender-wise distribution of the respondents helps to understand the power of decision-making in hypermarkets and the knowledge about the environment in which they live. The details of gender are provided in the table 4.3

TABLE 4.3
Purchasing Department Managers and Staff Gender

Gender	Number	Percentage
Male	34	83%
Female	7	17%
Total	41	100%

Source: Computed Data

The gender-wise distribution shows that the composition of male is 83 per cent and female is 17 per cent. It also shows that 34 respondents are male and 7 respondents are female.

4.1.4 Purchasing Department Managers and Staff Nationality

The last variable in Demographic is Nationality of the decision maker; also this will affect the selection of criteria's based on cultural and norms. The details of purchasing department managers and staff nationality are provided in the table 4.4.

TABLE 4.4
Purchasing Department Managers and Staff Nationality

Nationality	Number	Percentage
Bahraini	11	27%
Non Bahraini	30	73%
Total	41	100%

Source: Computed Data

From the table 4.4 it is seen that 27 per cent of the hypermarkets purchasing department managers and staff are holding Bahraini nationality and 73 per cent of the hypermarkets purchasing department managers and staff are Non Bahraini nationality.

4.2 Identifying The Supplier Selection Factors

The supplier selection by hypermarkets is influenced by many variables related to financial, operational, supply chain, supplier relationship and other factors. A detailed analysis using factor analysis and regression technique is used to group and identify the main reasons for selecting supplier by hypermarkets. The researcher has considered 23 variables from previous research and based on the theory proposed by Dickson. After preliminary discussion with subject experts, the Dickson variables were used the respondents were asked to rate the variables using a five point scale according to their order of acceptance namely strongly agree, agree, neutral, disagree and strongly disagree. The assigned scores were from 5 to 1 respectively.

The important variables that are the reasons for choosing supplier are analyzed with the help the scores of 23 variables. In order to classify these 23 variables into important factors, the factor analysis (FA) has been administered. Thus the factor analysis, a data reduction technique, is used to identify few factors that explain the majority of reasons how hypermarkets select their suppliers. Initially, the sufficiency and suitability of data for factor analysis have been tested with the help of Kaiser-Meyer Ohlin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity.

The validity of data for factor analysis has been confirmed as the KMO measure is greater than 0.5. Also the Bartlett's test of sphericity's chi-square value is significant at 1 per cent level, which indicates the variables are correlated and the obtained correlation matrix is an identity matrix.

The executed factor analysis extracted in four important factors. The table 4.5 shows the Eigen values, variance explained, and cumulative variance explained for your factor solution.

Table 4.5
Identification Of Factors And The Total Percentage Of Variance Explained By Each Of These Factors

Important Latent Factors	Rotated Sums of Squared Loadings		
	Eigen Value	% of Variance explained	Cumulative % of variation explained
1	8.863	38.534	38.534
2	5.659	24.605	63.139
3	5.166	22.462	85.602
4	3.312	14.398	100.000

Source: Computed Data

The table 4.5 shows that there are four factors whose eigenvalues are above 1.00. It is observed from the above table that the first important factor identified has an Eigen value of 8.863. This factor alone explains the 23 variables included for the analysis to the extent of 38.534 percent since its per cent of variance explained is 38.534.

Thus these four factors explain most of the variance that occur among all the identified variables. The variables under each of the four important factors are identified from the rotated factor matrix.

The table 4.6 shows the factor loadings of each of variable and its corresponding factor. The correlations coefficients or factor loadings of all the variables indicated in the table 4.6 is used to formulate the factors. The variables that have large factor loadings for a particular factor or component are grouped together and taken as a single factor. The rotated component matrix is used and 0.50 is taken as a cut-off point for factor loadings for naming the factors. The table 4.6 reports the factor loadings for each variable on the components or factors after rotation. Each number represents the partial correlation between the item and the rotated factor.

Table 4.6
Identification Of Factor Components And Their Factor Loadings From The Rotated Factor Matrix

	FACTORS			
Supplier Selection (Variables)	1	2	3	4
Quality			**.864**	
Delivery				**.722**
Performance history			**.719**	
Warranties & claim policies	**.841**			
Production facilities and capacity				**.901**
Price	**.551**			
Technical capability				**.628**
Financial position	**.802**			
Procedural compliance		**.964**		
Communication system				**.815**
Reputation and position in industry			**.687**	
Desire for business			**.852**	
Management and organization		**.701**		
Operating controls				**.944**
Repair service	**.838**			
Attitude			**.923**	
Impression			**.800**	
Packaging ability				**.908**
Labour relations record		**.745**		
Geographical location				**.773**
Amount of past business	**.768**			
Training aids		**.853**		
Reciprocal arrangements		**.937**		

Source: Computed Data, Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
From table 4.6 four factors are identified. The identified factors or the important latent reasons are labelled and the number of variables under each factor is stated in table 4.7.

Table 4.7
Factor Identified And Labelled

Sl.No	Factors Identified and Labelled	Number of Variables under the Identified Factors
1	Financial Factor	5
2	Operational Factor	5
3	Prestige Factor	6
4	Logistical Factor	7
	Total	23

Source: Computed Data

The factor analysis has helped in grouping opinion of purchase managers from hypermarkets with regard to various reasons (variables) for selecting suppliers. The 23 observed reasons are clustered into four latent factors.
In the below section the factors and the variables under each factor are explained.

4.3 Factors And The Variables Under Each Factor

The identified factors and the variables under each factor are descried below.

4.3.2 Financial Factor

Among the 23 variables, seven variables are included under the factor labeled Financial Factors. This is because these 5 variables have higher factor loadings in this factor than in other factors. The details are presented in the table 4.8.

Table 4.8
Variables Under Financial Factor

Sl.No	Variables	Factor Loadings
1	Warranties & claim policies	.841
2	Price	.551
3	Financial position	.802
4	Repair service	.838
5	Amount of past business	.768

Source: Computed Data
The factor loadings of the variables under financial factor range from 0.551 to 0.841.

4.3.3 Operational Factor

Among the 23 variables, 5 variables are included under the factor labelled Operational Factors. This is because these 5 variables have higher factor loadings in this factor than in other factors. The details are presented in the table 4.9.

Table 4.9
Variables Under Operational Factor

Sl.No	Variables	Factor Loadings
1	Procedural compliance	.964
2	Management and organization	.701
3	Labor relations record	.745
4	Training aids	.853
5	Reciprocal arrangements	.937

Source: Computed Data

The factor loadings of the variables under operational factor range from 0.701 to 0.964.

4.3.4 Prestige Factor

Among the 23 variables, 6 variables are included under the Prestige Factors. This is because these 6 variables have higher factor loadings in this factor than in other factors. The details are presented in the table 4.10

Table 4.10
Variables Under Prestige Factor

Sl.No	Variables	Factor Loadings
1	Quality	.864
2	Performance history	.719
3	Reputation and position in industry	.687
4	Desire for business	.852
5	Attitude	.923
6	Impression	.800

Source: Computed Data
The factor loadings of the variables under prestige factor range from 0.687 to 0.923.

4.3.5 Logistical Factor

Among the 23 variables, 7 variables are included under the Logistical Factors. This is because these 7 variables have higher factor loadings in this factor than in other factors. The details are presented in the table 4.11.

Table 4.11
Variables Under Logistical Factor

Sl.No	Variables	Factor Loadings
1	Delivery	.722
2	Production facilities and capacity	.901
3	Technical capability	.628
4	Communication system	.815
5	Operating controls	.944
6	Packaging ability	.908
7	Geographical location	.773

Source: Computed Data
The factor loadings of the variables under logistical factor range from 0.628 to 0.944.

Even though the latent reasons are identified, the most important of the latent factor needs to be identified. Also the influence of each factor on the supplier selection also needs to be identified. The relationship is analyzed through a multiple regression analysis.

4.4 Identifying The Most Influencing Factor For Selecting Suppliers

The identified four factors have resulted in four regression factor scores. The four calculated regression factor score is used in the multiple regression analyses to investigate the capability of the factors in predicting the supplier selection factors used by hypermarkets. The factor scores are used as independent variables and supplier selection variables as dependent variable. The regression factor scores predict the location or distance of each individual variable on the factor or component. A value nearer to 0 means the variable is near the average of the factor in which it is included.

A regression analysis of the identified factors and supplier selection will indicate the variations in selecting suppliers caused by the four factors. Therefore it helps the hypermarkets to concentrate their efforts and policies in those factors which haves the strongest influence on the supplier selection in the surveyed region. The supplier selection criteria are taken as the dependent variable (SS) and the identified four factors are taken as the independent variables. The independent variables are Financial Factor (FF), Operational Factor (OF), Prestige Factor (PF) and Logistical Factor (LF).
H0: All the variables equally influence the supplier selection of hypermarkets.

Table 4.12
Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.993	.987	.984	0.458

Source: computed value

The regression model summary, which includes R, R^2, adjusted R^2, and the standard error, is presented in the table 4.12. The R value (correlation coefficient) is estimated to be as 0.993, which indicates high positive correlation among the dependent and independent variables. The R^2 value for the estimated equation is 0.987. It shows that 98.7 per cent of the variations in supplier selection are explained by the four factors. Table 4.12 shows the regression coefficients. Here the estimated regression model for supplier selection is:

Y= constant + b(X1) + b(X2) + b(X3) + b(X4) + ……+ b (Xn) (Eq. 1)

SS = 5.40 + 0.658 FF + 0.107 OF - 0.468 PF + 0.455 LF (Eq. 2)

Table 4.13
Regression Coefficients

Variables	Standardized Coefficients	Sig.
	Beta	
(Constant)	5.400	.045*
Financial Factor (FF)	.658	.020*
Operational Factor (OF)	.107	.034*
Prestige Factor (PF)	.468	.005**
Logistical Factors (LF)	.455	.040*

Source: computed value, *Significant at 5 percent level, **Significant at 1 percent level, NS: Not Significant

The regression results shown in table 4.13 shows that all independent variables positively influence the supplier selection process of the hypermarkets. This is clear from the positive indications of the assessed coefficients of the comparing variables. This implies if the four variables are enhanced it will result in higher supplier determination.

The financial factor is the most important factor in explaining the supplier selection by hypermarkets, followed by prestige factors. This is because the absolute standardized coefficients is highest for the financial factor FF (0.658) followed by prestige factor PF (0.468). Moreover the FF, OF, FF and LF factors are statistically significant 5 per cent, 5 per cent, 1 per cent and 5 per cent respectively. The researcher end up with the results show that the all the independent variables do not influence equally the supplier selection by the hypermarkets so the null hypothesis (H_0) is rejected.

V. SUMMARY OF FINDING, CONCLUSIONS, AND RECOMMENDATIONS

The fifth and final chapter of the study is deducted to present the readers with a chapter summary of the most important findings to the study. In this chapter, conclusions are drawn in accordance to the data analysis taken place in the previous chapter. Consequently, this is able to propose some recommendations on the basis of the findings and conclusions for those who are interested in the topic of the study.

5.1 Summary of Findings

The following are the major findings of the study:

1. Based on literature review we have found the selection of suppliers depends on 23 variables (Dickson criteria) and items purchased are classified into four groups (Kraljic matrix).
2. Based on the factor analysis, the researcher grouped the 23 Dickson criteria's into four group, financial factor, operational factor, prestige factor, and logistical factor. This will help hypermarkets to concentrate more on which group they want to do improvement.
3. We find the financial factor is the most influence having coefficient (0.685). The least influence is operational factor having coefficient of (0.107).
4. The R value (correlation coefficient) is estimated to be as 0.993, which indicates high positive correlation among the dependent and independent variables.

5. The factor analysis has helped in grouping opinion of purchase managers from hypermarkets with regard to various reasons (variables) for selecting suppliers. The 23 observed reasons are clustered into four latent factors.

Financial Factors	Operational Factors	Prestige Factors	Logistical Factors
1- Warranties & claim policies 2- Price 3- Financial position 4- Repair service **5-** Amount of past business	1- Procedural compliance 2- Management and organization 3- Labor relations record 4- Training aids 5- Reciprocal arrangements	1- Quality 2- Performance history 3- Reputation and position in industry 4- Desire for business 5- Attitude 6- Impression	1- Delivery 2- Production facilities and capacity 3- Technical capability 4- Communication system 5- Operating controls 6- Packaging ability 7- Geographical location

Source: Computed Data

5.2 Conclusions

Depend on the above mentioned findings, this research has arrived on the following conclusions: Among the four factors the financial factor is most important factor that explaining the supplier selection by hypermarkets, followed by prestige factor, then logistical factor, and last is the operational factor. So the null hypothesis (H0) is rejected as the results show that the all the independent variables do not influence equally the supplier selection by the hypermarkets.

5.3 Recommendations

Based on the findings and conclusions, the researcher recommend the following: 1) It is recommend that in supplier side, supplier firms can be concentrate on giving best financial deal. 2) It is recommend that in hypermarket side; hypermarket can be concentrate to improve the supplier operational factor. 3) It is recommended that in government side, the government can provide some incentives to attract more hypermarkets to enter Bahrain market.

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