A STUDY ON THE CHALLENGES OF IMPLEMENTING THE 24-HOUR ECONOMY IN KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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A STUDY ON THE CHALLENGES OF IMPLEMENTING THE 24-HOUR ECONOMY IN KENYA

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A Project Report Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY

SPRING 2014
DECLARATION

I hereby declare that this research proposal is my original work and has not been presented for a degree by any other person in any other university.

Signature……………………………… Date…………………………………………………

Caroline Mumbua Nzioka (ID. NO. 632338)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ……………………………… Date: …………………………………………………

Prof. Peter M. Lewa

Signed: ……………………………… Date: …………………………………………………

Dean, Chandaria School of Business
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ABSTRACT

The purpose of the study was to investigate the challenges of implementing the 24-hour economy in Kenya. The study was guided by the following questions: What is the meaning and scope 24-hour economy? What are the key principles and tools required for implementing a 24-hour economy in Kenya? What are the benefits of a 24-hour economy? What are the challenges of implementing a 24-hour economy in Kenya? The motivation for this study is that existing research on 24-hour economies have limited focus on one or two challenges in adopting 24-hour economies. This study aimed to fill this information gap by evaluating three challenges of implementing a 24-hour economy: policy development and resource allocation; leadership implementation and organizational implementation.

Descriptive research design was used for this study. This was because it provided clear, specific and measurable description of the phenomenon being studied; did not require causality; and supported quantitative methods which were used for analyzing collected data. The target population for the study comprises of informally and formally employed people working in the CBD who are 21,932. This number was arrived at using Nairobi City Council statistics showing that the city had a population density of 10,966 per square kilometre multiplied by 2 square kilometres which is the area of the Central Business District (CBD). The population will be categorized into formal employment and informal employment. Stratified random sampling was used because it works for a large, heterogeneous population, supports sub-populations and produces accurate and unbiased results which are representative of the population under study. Simple random sampling was used within the sub-populations because it recognized workforce diversity (formal and informal) and simplified data collection within the clusters (sub-populations). Structured questionnaires were printed and sent to a sample of 378 people in the CBD. The responses were then coded into Statistical Package for Social Sciences (SPSS) for analysis. The study used descriptive statistics in the form of mean, frequencies, variance, and standard deviation. It also used inferential statistics such as Pearson’s correlation, chi-square independent tests and the coefficient of variation to establish the significance of the relationship between variables.

The first research question sought to examine the tools and experiences of a 24-hour economy. Various tools and experiences were analyzed and then ranked using the coefficient of variation (CV). It emerged from the findings that the most significant tool or experience for consumers and employees was the type of service offered by night businesses. This was followed by access to non-emergency services, enjoyment of night services and ease of access to night services. The least significant were an understanding and knowledge of a 24-hour economy. For business owners and employers, the most significant tools and experiences were the adequacy of markets and security. This was followed by customer demand, effect of shift-work on employees, job creation, business scope expansion and effect of illicit activities. Hours of operation and government
incentives were sixth in line followed by business opportunities in seventh position. The least significant experience was shift-work for employees.

The second research question sought to assess the benefits of a 24-hour economy. A ranking of the benefits revealed that the most significant benefits to employees and employers were lower staffing costs and higher employee productivity. Ranked second were economies of scale followed by consumer lifestyle, utility of idle resources, flexible work hours and economic growth. Ranked last was improved transport. The third research question sought to assess the challenges of a 24-hour economy. A ranking of the challenges indicated that the most significant challenges were crime and lack of government support and leadership. This was followed by lack of legal frameworks, ineffective regulations, ineffective government incentives, crime response, unreliable transport and lastly beliefs in a 24-hour economy. The challenges were grouped into policy/resource development, leadership and organisational implementation.

The findings reveal that there is a correlation between policy and resource development, leadership implementation and organisational implementation. Policy and resource development determines 25% of the success of a 24-hour economy’s implementation. However, policy and resource development is hindered by a number of challenges. The challenges include the inability to access services at night, no night shifts for employees, illicit activities, lack of government support and insecurity. There is also a positive correlation between leadership and the implementation of 24-hour economy ($r= 0.465$, $p<0.05$). Leadership influences 21% of the success of a 24-hour economy’s implementation. However, leadership is challenged by mobility, crime response, transport reliability, lack of prioritization and bureaucratic regulations are key leadership challenges for the government’s implementation of a 24-hour economy. There is also a positive correlation between organisational implementation and the adoption of 24-hour economy ($r=0.422$ and $p<0.05$). Organisational implementation determines 18% of the implementation of a 24-hour economy. However, organisational challenges facing businesses and consumers are insecurity, CCTV and lighting, and government incentives for businesses.

To address policy development challenges, the study recommends adequate allocation of resources, the involvement of executive and legislature in formulating an effective policy, risk mitigation in policy-making, prioritization of risks, rationalization of budgeting decisions and utilization of effective risk analysis methods. To address leadership challenges, the study recommends that the Kenyan government adopts a transformative leadership style to enable it to provide support, resolve mobility and transport problems, reduce bureaucracy and prioritize policy responses. The government should create an environment which enables investors to obtain monetary value for their input in 24-hour economies. It should achieve this role by ensuring adequate security, providing CCTV and lighting, and providing adequate incentives for businesses to invest in 24-hour operations.
ACKNOWLEDGEMENT

First, I would like to thank God who is the author and finisher of my life, my purpose for living. I appreciate the effort from Prof. Peter M. Lewa. I am very grateful to my parents and sisters for the experiences I have learnt from them. Finally, to my husband for his support, love and believing in me and making this dream in my life a reality and Nava who is the representation of love on earth.
DEDICATION

I would like to dedicate this project to my husband Alex and daughter Nava for their love and support
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1.0. INTRODUCTION

1.1 Background of the Problem

Kenya is working towards turning its capital, Nairobi, into a 24-hour economy. The shift towards a 24-hour economy is based on establishing social organizations where time restrictions no longer affect human life (Costa, 2006). This society operates on shift work, night work and flexible working hours to enable service providers and consumers to access services at any time of day. This economy is a deviation from the conventional 8-hour working day. A 24-hour economy could imply working in shifts (with three shifts lasting eight hours each) or working during off-hours such as weekends, early mornings and late evenings (Iraki, Lavussa, Misiko, Nyagah and Mukabana, 2009). This shift in working hours creates concepts centred on a 24-hour economy such as flexi-time and work sharing. The shift in working hours implies an increase in productivity given that it drives economic growth. This is to say that a 24-hour economy is in a position to increase its productivity by doing more with manpower, technology and space within 24 hours (Iraki et al., 2009).

Some societies that have succeeded in establishing 24-hour economies are the United Kingdom, the Netherlands, Australia, and the United States (US). The UK Chancellor is quoted in the HS Treasury (2013) saying that millions of people in the UK work late nights in diverse industries including manufacturing, construction and public services (such as the Daventry International freight terminal). The Chancellor observes that there has been substantial growth in the population of those working night hours at a rate of 500,000 from 2002 to 2012. This night economy had contributed £66 billion to the economy and supported the installation of technologies on roads, managed motorways and economic development. In addition, the Chancellor observed that the night economy had improved traffic flow, reduced journey times and improved safety for citizens (HS Treasury, 2013).

Australia also has a vibrant 24-hour economy. The City of Melbourne (2010) observes that its night time economy has been a major contributor to the cultural city status. It posits that Melbourne has gained global recognition as a 24-hour cultural destination. This recognition gives the city a vibrant outlook as businesses and retailers seek to fulfil
the dynamic expectations of Australian residents and visitors. This global recognition, however, has required significant collaboration between the Municipal Councils, residents and businesses in the establishment of 24-hour strategies such as Municipal Strategic Statement, Retail Strategy, Future Melbourne, Arts Strategy, Urban Design and Waste Management Strategy (City of Melbourne, 2010). The 24-hour economy is also prevalent in the United Arab Emirates (UAE). Grocery stores, petrol stations, restaurant delivery and maid services are easily accessible any time of day or night in the UAE. According to Subaihi (2012), Dubai store hours embraced the 24-hour economy years ago to cater to the needs of diverse Dubai shoppers. The author observes that despite criticism that the 24-hour economy encouraged extravagant shopping, it has made many iconic locations in Dubai accessible and beneficial to the society and the country. For example, Emirati residents can go out for late-night excursions since the unforgiving daytime temperatures hinder such activities.

The European Working Conditions Observatory (2006) agrees with the trend in 24-hour economies. It posits that 40 percent of Americans work at night, on weekends and on rotating shifts. This non-standard working schedule is prevalent in the US and is expected to continue in the future. The Netherlands also has a 24-hour economy although not as widespread as the US. The Observatory reports that 14 percent of the labour force working in the evening, 4 percent at night and 15 percent over the weekend. Majority of those who work evenings, nights and weekends are men and women aged between 15 and 35 years according to polls from the European Working Conditions Observatory. These work trends were largely observed in policing, nursing, hotel, retail, culture, agriculture, and recreation sectors. The 24-hour economy in Netherlands is traced to laws enacted in 1996 which allowed businesses to trade from 6am to 10pm and on Sundays. However, the Dutch economy is not as prevalent as the US 24-hour economy, efforts towards work shifts can be traced to the 1990s when developing countries in Africa had not become accustomed to 24-hour economies (European Working Conditions Observatory, 2006).

Developing countries have not been left in the shift towards a 24-hour economy. Kenya has expressed its commitment to growing into a 24-hour economy in its Vision 2030 Development Plan. Vision 2030 recognizes the establishment of a 24-hour economy as a development target with the aim of positioning the capital, Nairobi, as a 24-hour competitive tourism and business city (Iraki et al., 2009). The focus towards a 24-hour economy is believed to help Nairobi utilize resources more creatively since idle resources
at night can be used for productive activities. The shift towards a 24-hour economy will also help the city to create more job opportunities for the youth by opening jobs for night and weekend shifts. This 24-hour economic growth is achieved when the country fully identifies domestic and foreign markets which will absorb the goods and services produced at night. Iraki et al., (2009) observes that identifying these markets would improve the country’s image, the quality of goods and services, and national economic growth.

Vision 2030 outlines the strategy for implementing the 24-hour economy in Kenya. This strategy was drafted by the National 24-hour Economy Steering Committee after collecting feedback from Kenyans on the views about 24-hour economy (Iraki et al., 2009). The committee visited 46 councils and sent questionnaires to organizations and networks to identify what needed to be done, how and by whom to achieve this economic shift. The findings revealed that majority of respondents supported the idea of a 24-hour economy. Consequently, the committee developed a methodology comparing 24-hour economies in the UK, Netherlands, the US, Moscow, Japan and Uganda. The comparison aimed to reveal experiences from each country, the pitfalls to avoid, challenges encountered and ways of adapting the experiences to Kenya’s environment (Iraki et al., 2009).

The National 24-hour Economy Steering Committee posits that the implementation strategy for the 24-hour economy would have to be gradual and planned (Iraki et al., 2009). The strategy would also have to incorporate the public sector and the private sector to ensure that each sector’s needs are met. In addition, the Committee observes that the support of the Judiciary, Parliament and the Executive is very important in creating enforcing 24-hour working hours as a national culture. The Committee identified areas for pilot testing including Koinange Street, Muindi Mbingu Street, and the City Market (See Appendix A). These sections were identified because they corresponded were located within the metropolis and would provide a basis for rapid expansion in the rest of Nairobi City, Mombasa and other urban towns in Kenya. The map in Appendix A shows the pilot areas (Koinange Street, Muindi Mbingu Street and the City Market) and adjacent roads prior during the launch of the 24-hour program. The Committee also released a publication on the merits and drawbacks of a 24-hour economy. The demerits are the point of discussion for this study.
1.2 Statement of the Problem

The National Economic and Social Council (NESC) (2009) adopted a 24-hour strategy as a collaborative initiative between the public and the public sector. The implementation of the strategy would be a collaboration of the Nairobi Central Business District Association (NCBDA), Ministry of Nairobi Metropolitan Development, private sector organizations and the Kenya Private Sector Alliance (KEPSA). The initiative established sub-committees who would investigate the impact of a 24-hour economy on health, infrastructure, information, legal and policy issues, finance and security. The sub-committees observed that a 24-hour economy for Nairobi would not necessarily imply working for 24 hours, but working three 8-hour shifts per day or off-hours in the weekends, late evenings or early morning. The findings from the sub-committees revealed that although the 24-hour economy has been operational in some sectors of the economy (such as police force and health services), some sectors are still to catch up. They revealed that Kenya would experience significant economic growth owing to better utilization of human resources, greater economies of scale, better economies of scope, greater utilization of capacity, traffic decongestion and synchronisation of the global economy (Iraki et al., 2009). The implementation of the 24-hour economy would seek to utilize the youth between 15 and 35 years who are estimated to comprise 35 percent of the country’s population. Utilizing this youthful intellectual and physical energy would help the country achieve the benefits of a 24-hour economy.

The implementation of a 24-hour economy, however, is not without its challenges. First, the country has to put up pre-requisites in place to support a 24-hour economic model. These prerequisites include identification of a global and domestic market for the extra goods and services, development of an integrated national plan (combining rural and urban areas), providing incentives to public-sector businesses, adopting effective policy and legal frameworks, ensuring security, upgrading transportation networks, and improving access to social systems (such as water, energy, waste management, health structures, recreation activities and child care) (Iraki et al., 2009). Adopting these prerequisites in the pilot areas shown Appendix A has been a challenge for Kenya. In particular, the challenges affecting the implementation of the 24-hour economic operating model are leadership, organizational factors, and policy and resource development. This study examines these implementation challenges in detail. This examination reveals gaps
in Kenya’s 24-hour economic model and recommendations for resolving the gaps to achieve an effective economic model for the country.

1.3 Purpose of the Study
The purpose of this study was to analyze the challenges of implementing a 24-hour economy in Kenya.

1.4 Research Questions
1.4.1 What is the meaning and scope of a 24-hour economy?
1.4.2 What are the key principles and the tools required for implementing a 24-hour economy?
1.4.3 What are the benefits of a 24-hour economy for Kenya?
1.4.4 What are the challenges of implementing a 24-hour Economy in Kenya?
1.4.5 What are the recommendations for implementing a 24-hour economy in Kenya?

1.5 Importance of the Study
This study was useful to a number of stakeholders including the Kenyan government, private sector players, foreign investors, and scholars.

1.5.1 Government of Kenya
The study will help government agencies and employees understand the benefits of a 24-hour economy operating model, the needs of the citizens with regards to the model’s implementation, and challenges that the public sector needs to face to implement the model more effectively. The findings will provide solutions for easing the implementation of a 24-hour economy for the nation from a leadership and policy perspective.

1.5.2 Private Sector Players and Foreign Investors
This research will also be important for private companies and foreign investors. It will explore the organizational challenges facing these stakeholders to help them understand how they can achieve a 24-hour economy. The findings will provide strategies that can address the institutional challenges hindering the private sector from investing and participating in a 24-hour economy.
1.5.3 Academics and Researchers

The research will add to existing knowledge on 24-hour economies and will contribute to information on the implementation of 24-hour economy in Kenya. The findings will help scholars expound on the leadership, organizational and policy and resource implementation challenges affecting the 24-hour economy.

1.6 Scope and Limitations of the Study

This study examined countries that have successfully implemented the 24-hour economy operating model. However, the scope was limited to the challenges of implementing a 24-hour economy in Kenya. The researcher collected views from a sample of employees and employers within the private and public sector on the challenges of implementing a 24-hour economy. The first limitation is that it was difficult to convince strangers to participate in the study. The researcher resolved this by approaching organizations in the Central Business District (CBD) and talking to the managers. Once the managers understood the nature of the project and the confidentiality of the collected data, they were able to convince their employees to participate and respond to the questionnaire. Another limitation is that the CBD is quite large. The researcher could not collect data from each organization in the city. This problem was resolved by reducing the area to 2 square kilometres. The researcher decided to collect data from people working within of 2 square kilometres of the CBD. Lastly, the study had to be carried out within the first semester of 2014, which was between January and April. To ensure that the project was delivered on time, the researcher found it fit to limit its scope to people working in the CBD. Consequently, the views of those outside Nairobi such as rural Kenya were excluded.

1.7 Definition of Terms

1.7.1 24-Hour Economy

This is an economy where people work for a twenty-four hour period. This could be in three 8-hour shifts or off hours during the weekends, holidays, early mornings and late evenings (Iraki et al., 2009).
1.7.2 Flexi time

This is an adaptable working scheme which allows employees to choose their working hours, within the organization’s limits. It gives employees freedom to handle their personal matters, take ownership of their time and take greater responsibility for their work (Iraki et al., 2009).

1.7.3 Off-hours

These are hours outside the conventional 8-hour working day such as evenings, early mornings, weekends and holidays (Iraki et al., 2009).

1.7.4 Shift work

This refers to work activity that has been scheduled outside the conventional 8-hour working day. At the end of the shift, the employee hands over duty to another employee who takes over the next shift within the 24-hour duration (Owour, 2009).

1.8 Chapter Summary

This chapter has given the background of the study, the problem statement, the purpose of the study and the research questions were also provided. The chapter has also outlined the significance of the study, the scope of the study and finally the definition of terms. Chapter 2 introduces the literature review. The literature review begins with an introduction and was guided by the research questions to provide the context for the tools and global experiences of 24-hour economies, benefits and challenges of implementing 24-hour economies. Chapter 3 will discuss the methodology for the research study. It will describe the choice of research design, the population for the study, data collection techniques (questionnaire and surveys), sampling procedures and methods for data analysis. The findings will be presented in chapter 4 and discussed in detail in chapter 5.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviews literature relating to the topic under study. It is divided into three sections. The first section discusses literature addressing the first research question on the principles and tools for a 24-hour economy. The second section discusses literature addressing the second research questions on the benefits of a 24-hour economy and the third section discusses articles on the challenges of implementing a 24-hour economy abroad and within the Kenyan context. The chapter ends with a brief summary of issues discussed.

2.2 Meaning and Scope of a 24-hour Economy
The definition of a 24-hour company is consistent among different scholars. Costa (2006) defines this economy as a social organization unlimited by time restrictions. According to the author, a 24-hour society does not have fixed borders between a person’s working time and social time. This is because there has been a shift in the value of an employee’s working time from the conventional daytime to shift work (nights, off-hours and flexi-time). Costa (2006) posits that the shift in time restrictions from daytime work to night work provides a clear picture of the definition of a 24-hour economy.

Iraki et al., (2009) define a 24-hour economy as a working for 24 hours per day. Their definition implies that people in a 24-hour economy work for 24 hours rather than the traditional eight-hour working hours during the daytime. The authors clarify that the 24-hour working time does not necessarily mean performing economic activities for the entire 24-hour period. They assert that labour can work in shifts of 8 hours each or take up off-hours such as weekends and holidays. This description confirms Costa’s assertion of flexible boundaries between working time and social time. This is because the authors’ definition reveals that people who work at night may lack sufficient social time when their peers are at home resting.

Gupta and Seshasai (2004) concur with the above definitions. Their research on a 24-hour knowledge factory posits that 24-hour societies were formed during the industrial revolution where employees worked 8-hour shifts to utilize limited equipment more effectively. They add that the advent of information technology reduced
telecommunication costs and resulted in the establishment of multiple 24-hour call centres. These call centres have enabled businesses to acquire and retain geographically distributed workforce, increased turnaround time and created competitive advantage for 24-hour organizations.

2.2.1 Meaning of a 24-hour Economy

Scholars liken the 24-hour economy to a night time economy. For instance, Lightowlers, Morleo, Harkins, Hughes and Cook (2012) define a 24-hour economy as a night-time economy as one where diverse people perform economic activities at night such as going to the cinemas or theatres, going to restaurants, visiting cafes and nightclubs, and associating in public houses and bars. They posit many urban towns have begun adopting night time economy because of its positive impact on job creation, scope of leisure and retail opportunities, investment and raised public profiles. The Scarborough Government (2013) outlines the definition of a night-time economy in the Night Time Economy Strategy and Action Plan as one where food, drink and entertainment in a social setting are predominantly provided between 6pm and 6am. It breaks the entertainment aspect into theatres, cultural events, restaurants, cafes, bars, pubs, music venues and dance clubs. The Strategy and Action plan posits that a night time economy is vital for economic growth especially in the leisure and tourism industries.

Tapia (2004) likens a 24-hour society to a post-industrial and post-Fordist change in the workplace. His article on the 24-hour workday in IT organizations during the dot-com bubble asserts that the 24-hour economy has been caused by a shift in the workplace. This shift is due to changes in information technology (such as Internet) and the adoption of new media in the workplace. The author posits that this 24-hour workplace shift has a utopian side and critical side. The utopian side, proposed by social scientists, represents a 24-hour workplace with decentralized locus of control, lower hierarchy, centralized knowledge and flexible work environments. The critical side represents a 24-hour workplace which has not significantly changed from the daytime economy with regards to centralized managerial control. Tapia (2004) observes that the utopian perception has contributed to the time famine experienced in 24-hour workplaces where employees feel they have too much work and little time to accomplish it. These feelings create a culture of putting in more hours after work. The author argues that these feelings are influenced
by myths of what a 24-hour economy actually means. Thus, his article seeks to dispel these myths to help organizations to achieve a 24-hour status.

Alternative definitions are given by Edwards (2010) in his evaluation of the 24-hour economy in Cardiff. In the narrowest sense, the author defines a 24-hour economy (night economy) as the legal and licensed consumption of leisure and entertainment. This consumption includes dancing, eating and drinking. A broader definition comprises of the consumption of illicit activities (such as prostitution, narcotics and gambling) within licensed economic activities (such as restaurants and pubs). Another broader definition looks at consumers and producers of night-time activities related to alcohol-related violence. These activities include promotion campaigns by manufacturers in the alcohol industry and social events which encourage alcohol-related entertainment as a way of stimulating economic growth in city centres.

2.2.2 The Scope of a 24-hour Economy

Lightowlers, Morleo, Harkins, Hughes and Cook (2012) define the scope of a 24-hour economy as leisure, retail, investment and public profile activities. They observe that a 24 hour economy includes leisure activities, retail activities, manufacturing and the services sector (such as banking). Glorieux, Mestdag and Minnen (2008) define the scope of a 24-hour society as one driven by macro-level or exogenous factors. These factors include changes in the global market, working in different time zones, integrating branch offices and flexibility brought about by the introduction of information and communication technologies. They posit that the spread of ICT has made it necessary for multinationals and international companies to extend their working hours to 24 hours so that they can respond to customers in different time zones and provide just in time deliveries to different geographical locations. This 24-hour production enables international employers to maximize on their investments and reduce their wage costs since by eliminating overtime payments.

In particular, Glorieux, Mestdag and Minnen (2008) argue that a 24-hour economy mainly involves changing work schedule arrangements to ensure that international businesses operate efficiently. They observed that flexibility of work schedules is one of the scopes of a 24-hour economy. This flexibility enables employers to increase their
production outside the standard working hours. The employees work in different shifts such as evening work (7pm-10pm), night work (10pm-6am), Saturday and Sunday work.

Rowe et al., (2008) define the scope of a 24-hour economy as a night-time economy which incorporates leisure and entertainment activities associated with eating, drinking and creative practices. They posit that the success of a 24-hour economy is based on the dynamism and intricacy of relationships between different economies of various cities. This success is traced from the 1990s when organisations changed their working hours and production to the after-dark period especially within the urban settings. This shift brought about different work and leisure rhythms, different uses of urban spaces, higher economic production of service industries, and fluid cultural and leisure pursuits. In addition, the authors argue that a 24-hour economy encompasses social, cultural and economic development as well as negative aspects such as social disruptions, disputes and drained public resources.

The geographical scope of a 24-hour economy is very wide. Studies show that this model has been successfully implemented in countries such as US, UK, UAE, the Netherlands and Australia for a number of years. For instance, HS Treasury (2013) posits that the night economy in the UK is a large economic contributor. Its reports show that the night economy contributes £66 billion to UK’s economy. It has also facilitated infrastructural development, improved traffic flow, reduced journey times and improved safety for citizens. Similarly, the European Working Conditions Observatory (2006) observes that the 24-hour economy is quite significant in the US where 40 percent of the American population is reported to work at night, on weekends and on rotating shifts. This non-standard working schedule is very prevalent in the US.

Subaihi (2012) adds that the 24-hour economy in the UAE has greatly contributed to the country’s economic growth. The author observes that the introduction of 24-hour retail and public services serves the needs of Emirati residents and tourists in Dubai. This explains why Dubai is renowned for extravagant shopping, entertainment and tourist destination among foreigners. The City of Melbourne (2010) agrees with the global recognition resulting from a 24-hour economy. It posits that the night time economy has been a major contributor to the cultural city status. It has given the city a vibrant outlook as businesses and retailers seek to fulfil the dynamic expectations of Australian residents and visitors.
The Retail Trading Hours Regulation from the Australian Retail Industry (2006) suggests that the scope of a 24-hour economy lies in the trading hours. The regulatory body states that a 24-hour economy requires an evaluation of restrictions on trading hours and geographical regulation of shopping districts. Some states in Australia have imposed different levels of trading hours such as South Australia, Queensland and Western Australia. For example, New South Wales impose restrictions on the type of goods sold, opening hours, exemptions for service industries and exemptions on number of employees. These states have different restrictions on their shopping districts and trading precincts. These restrictions also impinge on the customer’s choice of shopping time and causes greater inconveniences. The regulatory body posits that the scope of a night-time economy should include deregulation of trading hours. This deregulation is important because it increases the benefits for the consumer with regards to product variety and convenience, reduces discrimination between retailers, reduces the industry’s distortion, lowers retail prices and increases employment in the industry. They posit that restrictions on trading hours should ensure that small businesses have the same opportunities as larger retailers and employees are compensated for working outside the traditional hours.

2.3 Principles and Tools of a 24-hour Economy

2.3.1 Principles of a 24-Hour Economy

Developed countries have established certain principles and tools to sustain the 24-hour economy. These principles are what Iraki et al., (2009) suggest to be the prerequisites for implementing a 24-hour economy. These prerequisites are identification of a global and domestic market for the extra goods and services, development of an integrated national plan (combining rural and urban areas), providing incentives to public-sector businesses, adopting effective policy and legal frameworks, ensuring security, upgrading transportation networks, and improving access to social systems including water, energy, waste management, health structures, recreation activities and access to child care.

On the identification of global and domestic market principle, Presser (2005) argues that a 24-hour society is driven by macro-level factors such as competition in the industry. The author observes that competitiveness causes companies to operate round the clock. This is especially for firms in the manufacturing and telecommunications sector. These firms maintain 24 hour services and manufacture goods during the night as a strategy for
competitive advantage. Presser (2005) also asserts that consumer demand causes companies to operate for 24 hours. He observes that consumers are increasingly demanding for after-hours services in restaurants and retail outlets. This assertion is supported by a 2003 survey showing that almost half of UK residents prefer shopping after 6pm or earlier than 9am. This consumer demand causes governments to react by encouraging flexible work hours and providing 24-hour licenses to companies.

On incentives and policy-making, Presser (1999) observes that the increasing demand for a 24-hour economy is due to a changing economy, shift in demographics and technological growth. According to the author, a change in economy in the service sector has created the need for non-conventional work hours to support production. Compared to the 1960s where manufacturing exceeded the service industry in volume and performance, the current growth in the services sector is such that it has increased employment opportunities for women and participation of the labour force through extended working hours. The extension of working hours in turn has reduced the homemaking ability for women thereby increasing demand for food purchases and eating out at restaurants and hotels which have to extend their working hours to keep up with customer demand.

Secondly, Presser (1999) observes that demographic changes such as the increase in family income (due to dual income earners) and postponement of marriage has increased the demand for entertainment and recreational services after working hours and during the weekends. Similarly, the increasing aging population has contributed to the demand for 24-hour health services to cater to their unique health needs. Lastly, technological change has pushed countries towards a 24-hour economy by increasing the speed of communication, expanding hours of operation for international financial markets, and increasing demand for express mail and courier services. In the latter, technology (such as e-commerce) has enables buyers to purchase goods from round the globe and have the goods delivered to their doorstep via express mail companies such as DHL and UPS. These mail companies have to work round-the-clock to ensure that goods reach their assigned destinations on time and in good condition.

Flexitime is another important principle of a 24-hour economy. Karyabwite and Govender (2011) define flexitime as the establishment of flexible work times where employees customize their working hours. This customization is a human resource strategy which
aims to improve the value of human resources. The authors posit that employers create flexible work schedules within a framework which guides the recruitment and retention of employees. For employees, a flexible work schedule is advantageous because it reduces the stress associated with childcare, morning tension and inter-role conflict. It also encourages job-sharing, which increases the skill range of employees, and improves the health of the employee. A common flexible work schedule is to allow employees to work from home. A 24-hour business can achieve this especially in the service-oriented industry. Business managers could create flexitime schedules to retain their experienced and qualified workers who are most likely to leave the organisation due to poor work-life balance. Robbins et al., (2009) add that flexitime would facilitate 24-hour operation because it would increase the employee’s autonomy, reduce the hostility towards managers, increase the talent pool (due to job sharing), increase productivity, reduce office space costs and increase IT use especially networking and groupware technologies. The challenge for employers is that they cannot coordinate team activities effectively since they cannot supervise the employees in person.

2.3.2 Tools of a 24-Hour Economy

Gupta and Seshasai (2004) identify the tools for creating a 24-hour knowledge factory as infrastructure, intellectual property, people and the business environment. In the author’s case, the infrastructure comprise of telecommunications infrastructure, transport and information technology needed to support 24-hour knowledge factories. People refers to the talent pool for companies, intellectual property refers to patenting laws and procedures, and the business environment refers to factors which affect organizational performance in 24-hour economies such as access to capital, taxation systems, regulations, legal frameworks, access to markets and innovation. Roberts and Turner (2005) agree that regulation and legal frameworks are vital for reducing conflict in 24-hour cities. This is based on their findings on the liveability of residents in Soho, London’s 24-hour city.

Risk analysis is another tool for implementing 24-hour economies. Murphy and Gardoni (2007) argue that risk analysis provides the inputs for making decisions on public policy and the allocation of resources. These inputs include mitigation strategies and value judgements influencing policy and resource allocation decisions. The author’s article on the priority of public policy and resource allocation in mitigating hazards reveals that risk
analysis helps policy-makers to understand the risks involved in allocating resources and puts these risks into perspective through risk-based strategies. They propose a risk analysis tool referred as cost-benefit analysis. Cost-benefit analysis is a tool for evaluating the effectiveness of a decision (Murphy & Gardoni, 2007, p.494). It measures the consequences of a decision in monetary terms help decision-makers determine how much they can pay to avoid particular risks. This tool is effective for the Kenyan context because it is simple and focuses on the efficient allocation of resources.

Another tool for a 24-hour economy is a regulatory framework. The Labour Department (2012) asserts that an employee ordinance framework is essential to creating an effective 24-hour economy. This framework would indicate the number of rest days, annual leave and statutory holidays for employees working during the night. Provisions on the working hours are important because they assert that overtime limits and pay is commonly ignored in labour laws of most countries. For instance, the department observes that Hong Kong does not have any statutory provisions for overtime pay and limits. This leaves employees and employers to negotiate the employment terms and conditions. An employee ordinance would specify the statutory provisions for maximum working hours, industrial work, rest breaks per day and daily working hours.

Of particular importance to the Labour Department (2012) is the limit on the standard working hours (how many hours per day or week), overtime pay and limit, flexitime and rest periods. A limit on the standard working hours would protect the health and safety of employees regardless of the type of compensation given. Overtime limits and pay also specify the timeframes (daily, weekly, yearly or a combination) beyond which employees should be compensated and the type of compensation such as normal rate or premium rate. Statutory limitations on flexitime would specify a reference period that employers can schedule their employees’ working time in a flexible manner. This flexibility arrangement would be on a daily or weekly basis and would specify maximum working hours so that employees do not work outside the statutory limit. Finally, the regulatory framework would specify rest periods which would preserve the health and safety of the employees. Rest periods would include rests within the working day, daily rest between two working days and weekly rest day(s).

Eastham (2010) adds that lighting is an important scope of a 24-hour economy. The author observes that lighting in urban areas is crucial in increasing activity during the
night. This is because light encourages retail owners to extend their operational hours to cater for the emerging class of shoppers and tourists who frequent cafes and entertainment areas at night. The author describes the Feria Urbanism practice that has been implemented in Bournemouth as an example of urban lighting. Feria Urbanism is a pilot project which recognizes the importance of lighting schemes in design and planning strategies. The project integrates lighting with pedestrian activity, licensing and land use to provide a successful urban design which seamlessly flows from daytime to night-time economy. While recognizing the important roles played by licensing and regulatory frameworks in creating a 24-hour economy, the Feria Urbanism project emphasizes the need to consider the role of consumers and how their ability to function at night influences their 24-hour activities. For instance, towns that are known for alcohol-led activities and venues (such as clubs and bars) are noisier and cause disturbances. This would deter patronage from families and investments from restaurateurs. This is an example of ineffective land use. Estham (2010) proposes that urban planners could use lighting schemes and zones to encourage low-key activities such as shopping and dining at night. This urban strategy is believed to not only create a safer night-economy but diversify product offerings for multi-cultural consumers.

2.4 Benefits of a 24-Hour Economy

A 24-hour economy has a number of merits for employers, employees and consumers. These include flexible working hours, cost effectiveness, reduction of energy costs, and higher employment.

2.4.1 Benefits to Employers and Employees

Firstly, 24-hour economies enable people to keep flexible working hours through shifts or off-hours. A 24-hour economy enables employees to work within flexible arrangements. According to Iraki et al., (2009), a 24-hour economy introduces the concept of flexi-time where people work during their most convenient times so long as they put in all of the hours required by the end of the week. This flexi-time may involve sharing shifts or working on a part-time basis where different employees perform the same job at different times or days. The drawback with this approach is that the employee may be paid less. However, the employer benefits from employee retention and having diversified personnel who can perform different roles at different times.
Secondly, a 24-hour economy improves financial status of the employee. Owour (2009) observes that people working in a 24-hour economy can increase their income by working extra shifts and therefore increase savings economies. This increase in income also contributes to higher spending for goods and services as well as increased investment in capital markets. In addition, employees benefit from traffic decongestion especially for those working night shifts or off-hours. These employees are better able to deal with pedestrian and vehicular traffic during off-hours thereby less prone to stress and anxiety from traffic jams.

Thirdly, a 24-hour economy is cost effective for the employer. This is because it increases the economies of scale and scope for the employer. According to Richbell and Kite (2007), organizations are able to achieve economies of scale by producing more goods and services which then lower their production costs per unit. This is based on their study of night shopping in the UK. They posit that organizations which operate in 24-hour cities have better economies of scope because they can achieve more work within a given time. For instance, manufacturing companies that operate during the night cause other businesses to remain open such as food suppliers, taxi businesses, banks and restaurants. This means that organizations in a 24-hour economy have a ripple effect on other businesses which support their core activities. The last aspect of cost-effectiveness is that a 24-hour economy increases capacity utilization for a country thereby creating a more stable economic system. This stability then has a positive effect on indicators of economic growth such as national income and growth rate (Iraki et al., 2009). A 24-hour economy realizes significant benefits for the manufacturer. This is because industries and factories working at night (on shifts) reduce the strain on electricity consumption during the day and the pressure on the national grid. Roberts (2006) agrees that a 24-hour economy allows employees in jobs requiring continuous training or continued education to go back to school and achieve the training or education requirements. This scenario is most common for people in careers such as emergency response.

Stephen, Urbano and Hemmen (2009) add that the deregulation of working hours in 24-hour economies enables small firms to improve their competitive advantage. They assert that regulatory restrictions increase the fixed costs of an organization which makes it difficult for small organizations to meet. In addition, regulatory restrictions increase bureaucratic costs of creating company start-ups and hinder entrepreneurial activities.
Deregulation encourages self-employment and creates incentives for firms to compete effectively in a 24-hour economy. This then increases the entry rates of industries, increases the size of entrants and reduces the growth rates of employee value addition. Deregulation also reduces the cost structure of businesses which enables smaller retailers to survive economic hardships. In addition, deregulation of labour laws makes these smaller forms less subject to inspections and unionization. Stel et al., (2007) concur that the deregulation helps smaller firms to transition into a 24-hour economy. They posit that deregulation helps entrepreneurs become sensitive to the regulations concerning nighttime economy instead of imposing stricter restrictions on their operations.

Fourthly, a 24-hour economy increases employment opportunities and improves productivity of the workforce. Poster (2007) observes that a 24-hour city economy creates jobs because more personnel would be needed to work in shifts. This is based on the author’s analysis of globalization and its impact on work time in New Delhi, India. The author also posits that a 24-hour economy enables employers to utilize the unemployed and the under-employed in economic activities. It provides an environment for utilizing idle human resources that would have otherwise been involved in negative activities such as crime. In addition to creating employment opportunities, Perrons (2009) observes that a 24-hour economy can reduce gender inequalities in the workplace. This assertion is based on a study of gender contributions to UK’s employment. The author observed that a 24-hour economy has narrowed gender inequality because more women and mothers with young children are joining the workforce and getting paid for their efforts. Their increased contribution to national employment has also reduced inequalities with regards to hours of work, flexitime options and earnings. Initially, women would receive 60 percent of what their male counterparts earned despite working at 80 percent of the men’s capacity. However, the shift is changing as more women join the workforce at their preferred times such as night time or day time. Women are also joining the labour force because the deregulation of working hours in 24-hour economies enables them to work from home as freelances or entrepreneurs. This home-based or flexible time enables women to create a work-life balance which reduces family tensions and social isolation. Downes and Koekemoer (2011) agree that it is important to ensure that work-life balance is achieved in flexitime working arrangements. They posit that organizations and policy makers should assess the benefits and challenges of implementing flexitime before designing policies on work-life balance.
Lastly, a 24-hour economy increase opportunities for electronic business (e-business). E-business is the exchange of goods and services for payment via the Internet. Oliveira and Martins (2010) observe that e-business has changed the way organizations sell, buy and interact with their customers because it integrates core business with Internet-based technologies. Consequently, e-business has become an integral component of business strategies. The authors assert that for effective integration, business organizations need to consider the technological, environmental and organizational contexts of their e-business. Technological context refers to the technological readiness and integration of the business (and consumer) while organizational context refers to the size of the firm, perceived usefulness of information technology, perceived obstacles and improvements in product/service delivery. The environmental context refers to external environmental factors affecting organizational performance such as competition and regulations. Regulations on the operation of a 24-hour economy therefore have a significant impact on a firm’s ability to utilize e-business to achieve its core business objectives. To realize the benefits of 24-hour e-businesses, employers would need to evaluate their technological strengths, organizational factors and regulations.

2.4.2 Benefits to Consumers

A 24-hour economy is beneficial to consumers. Firstly, it increases household income, decongests traffic in towns, and improves access to goods and services. According to Owour (2009), consumers in a 24-hour economy benefit from traffic decongestion especially for those who are free to shop outside standard working night shifts. Shopping at night helps customers to deal with lower pedestrian and vehicular traffic and helps reduce the stress and anxiety resulting from traffic jams. In addition industries and factories working at night (on shifts) reduce the strain on electricity consumption during the day and the pressure on the national grid. Roberts (2006) agrees that a 24-hour economy allows employees in jobs requiring continuous training or continued education to go back to school and achieve the training or education requirements. This scenario is most common for people in careers such as emergency response.

Secondly, a 24-hour economy increases opportunities for online shopping. Online shopping enables customers to interact, buy and sell with businesses via the Internet (Oliveira & Martins, 2010). In a 24-hour economy, customers can purchase goods and services online at night and have the purchased items delivered to their doorstep. Another
area highlighted by Raman and Tewari (2011) is the development of 24-hour banking services through online banking, automated telling machines (ATMs) and agency banking. Their article on ethical issues in online-based banking shows that IT plays an important role in facilitating the provision of 24-hour banking services. However, they posit that these services should be delivered within an ethical framework to prevent issues such as privacy, ownership of property, security, equal access, computer misuses, information displacement, artificial intelligence and internal controls. Such a framework would be guided by the principle of mutual trust between the bank and customers, the principle of good intentions to guide the behaviour of banking employees and the principle of ethical improvement in business behaviour. Once these principles are adhered, customers would be more trustful of night-time banking services offered in 24-hour economies.

Lastly, 24-hour online transactions reduce the complexity associated with government services. According to Helbig, Gil-Garcia and Ferro (2005), electronic government (e-government) is a catalyst tool for reforming government administrative activities. It not only reduces cost savings for the government but also increases the quality of services for citizens and improves the efficiency of government policies. E-government in a 24-hour economy would increase the efficiency of public services and encourage businesses, citizens and other stakeholders to take advantage of the services using information and communication technologies.

2.5 Challenges of Implementing a 24-Hour Economy

The challenges of implementing a 24-hour economy can be understood from a theoretical and empirical perspective. Theories of strategic management help researchers understand and predict the behaviours of organizations and industries. The study will explore a number of theories that could help explain the evolution of the 24-hour economy from an industry or organizational perspective. The chaos theory, for instance, describes the dynamism of industrial evolution and the complexities of industry interactions. According to Levy (1999), chaos theory is useful for studying non-linear systems because it reconciles the unpredictability of certain patterns in the industry. Based on this theory, the concept of 24-hour economy could be described as a chaotic system whose outcome is unpredictable. This is true given that countries which have adopted 24-hour economies do not produce similar outcomes in terms of economic growth rates, unemployment rates,
and other socio-economic indicators (such as violence and alcohol consumption). Chaos theory is also relevant to strategic management because it explains why long-term planning is difficult, why industries fail to reach equilibrium, why dramatic changes occur in the industry and how managers can make short-term forecasts. Managers could then use this guidance to understand the challenges of planning for 24-hour economies, dramatic changes brought about by this economy and how to make short-term predictions on the behaviour of organizations and industries likely to be affected by a 24-hour economy.

2.5.1 Policy Development and Resource Deployment

The Executive, Judiciary and Parliament play an important role in policy development and resource deployment. In the context of a 24-hour economy, the role of the executive is consider polices on tax breaks for 24-hour investors, provide cabinet papers on the way forward and encourage competition between government agencies to promote best practices for 24-hour economies. The legislature’s role is to formulate policies, pass bills, amend laws, and approve funds for 24-hour investors.

However, Iraki et al., (2009) point out a challenge with executive and legislature’s roles in developing policy and deploying resources for 24-hour economies. They observe that the two arms of government play an important role in formulating a 24-hour policy and seek funding for such an economic model but do not take these roles seriously. The National 24-hour Economy Steering Committee for Nairobi’s 24-hour economy strategy observes that the Executive and the Legislature are required to float a 24-hour economy development bond, hold cabinet meetings on the same, legislate laws to make the economic model more feasible, participate in legislative sessions on the implementation of a 24-hour economy, and avail government documents on the same on the Internet for public access. Not all of these practices have been carried out. The committee also observes that regional bodies such as county governments have a role to play in enacting laws and regulations on 24-hour business operations.

County governments are required to provide and enforce 24-hour services such as water, waste management, land control, and security (through community policing and citizen patrols) to encourage more businesses to operate at night. However, counties face challenges with regards to resources for funding these essential services. In addition, some county governments are unclear on the role that they play in supporting 24-hour
economies such as reducing restrictions on 24-hour permits, encouraging garbage collection at night, encouraging community policing, operating their offices for 24 hours and waiving fees for low-income earners who work at night (such as vegetable vendors and kiosk owners). Few county governments have floated bonds to fund infrastructure development to meet 24-hour business needs or even promoted the use of CCTV cameras to enhance security for businesses operating at night (Iraki et al., 2009).

One reason why the Kenyan government may face challenges in implementing a 24-hour economy is lack of risk analysis. Policy-makers may lack the inputs necessary for making rational decisions on policy matters and allocation of resources for the economy model change. However, Murphy and Gardoni (2007) observe that policy makers make irrational decisions and do not use any strategies for mitigating the impact of their poor decisions. Another problem is that governments (local, state and national) do not know how to prioritize the risks facing the society. This ignorance hinders them from putting up appropriate mitigation strategies for their resource allocation and policy decisions. The authors emphasize that risk analysis is very important for resource allocation and policy development. This is because risk analysis helps the policy makers think through the consequences of their decisions and strategies needed to mitigate negative consequences before they make decisions on policies for 24-hour economies. Murphy and Gardoni provide a set of criteria to ensure that their risk analysis supports resource allocation and policy decisions. The criteria are: consistency in the application of strategy theory; completeness of facts to make rational decisions; accuracy of information used to make decisions, practicality of the decision and acceptability of the decision by stakeholders. The authors incorporate the criteria into their capability-based framework as a model for reducing risk in policy development and resource allocation. Their framework shows how decision-makers can use the capabilities-based strategy to mitigate negative risks and make rational policy and resource decisions.

Fozzard (2001) agrees on the importance of rationalism and risk analysis in resource allocation decisions. The author’s article on the basis and process of resource allocation posits that governments allocate public goods on the basis of marginal utility, citizen preferences, collective decision-making, equity and targeting. It also reveals that policy-makers often face challenges in prioritizing the allocation of resources, evaluating the cost effectiveness of government budgets, and rationalizing their budgeting decisions. Prioritization involves evaluating market externalities, coordinating activities in the
private sector and distributing assets. According to the author, the challenge comes in when market failures compel the government to intervene, adopt inefficient policies and provide services without the means for doing so. The challenge with costing and budgeting is that cost-benefit analysis is not practical for making resource allocation decisions for inter-program and inter-sectoral policy issues or activities. Lastly, it is difficult for governments to rationalize budgeting decisions because the techniques used for analyzing spending decisions are usually ineffective, lack scientific basis and are hard to implement. For instance, information on spending decisions is not always available which means institutions lack the incentive for providing information that would influence funding decisions. Furthermore, resource allocation decisions are often technical in nature but conducted in a political process. This political influence affects the rationality of decision-makers which then reflects in the irrationality of budgeting decisions.

2.5.2 Leadership Implementation

Leadership is very important for global businesses. Business managers, politicians and policy-makers have a role to play in the implementation of a 24-hour economy. Their ability to play this role is influenced by a number of factors namely, the leadership style, change initiation and prioritization skills. Voegtlin, Patzer and Scherer (2011) argue that the leadership style influences a firm’s connection with its environment. In the context of the topic, leadership style would influence a business’ relationship with the markets operating in 24-hour economies. Ethical leadership, for instance, is based on adopting ethical aspects in a person’s leadership to support ethical decision-making. Transformational leadership style helps leaders to influence the behaviour and attitudes of the organization towards a 24-business community. Authentic leadership style enables the leader to display behaviour that corresponds to his moral values whereas servant leadership enables leaders to take the role of ‘servants’ in the organization. Angus, Leppan, Metcalf and Benn (2009) assert that the choice of leadership style is important because it influences how organizations create value which transcends time and geographical boundaries. For instance, ethical leadership that is guided by labour standards and human rights laws would not exploit employees to work beyond the 8-hour work shift.
Kellerman (2004) adds that transformational and servant leadership would not be easily associated with negligence or misconduct because the leaders act in the interest of the public and aggressively protect their firms’ social capital. In a globalized environment, it is important that leaders weigh the consequences of their decisions and use their influence to resolve conflict, encourage stakeholder dialogue and try to achieve consensus on the operation of 24-hour businesses.

Stansbury (2009) also agrees that responsible leadership is very important for today’s globalized economies. The concept of responsible leadership in a 24-hour economy, based on Stansbury’s article, would focus on legitimizing stakeholder relations, creating social capital, harnessing an ethical culture, creating a corporate social responsibility (CSR) character, social entrepreneurship, and influencing employees’ attitudes and perceptions. These outcomes are believed to influence the way leaders react and adapt to global changes such as a 24-hour economy.

Iraki et al., (2009) agree that leadership is an important component of a 24-hour economy. They assert that it is vital that the Executive, Judiciary and Parliament initiate and support the process of adopting this model. Equally important is the role of local authorities, elders, and community representatives as change agents in the shift towards a 24-hour economy. As change agents, government leaders need to create a collaborative environment where stakeholders can present their views and seek leadership on the way forward. However, this environment is difficult to create due to the sheer number of stakeholders, bureaucracy and difficulty compromising on decisions. For instance, the implementation agents for Kenya’s 24-hour economies comprise of the executive branch, legislature, judiciary, local authorities (metropolitans, urban councils), communities and previous provincial administration networks. The authors observe that every agent should fulfil a specific role in the implementation process. For instance, local authorities should be responsible for providing land zoning laws, 24-hour support services (water, waste management), security, business incentives and funds. However, most authorities are unable or unwilling to provide these services with a focus on the country’s Vision 2030. They ignore their leadership role because they do not operate all day and night. Government offices still follow the conventional working hours rather than lead by example in working 24 hours and having public sector employees work in shifts.
Lack of prioritization is another challenge affecting the leadership implementation of 24-hour economies. Roberts (2006) observes that the transformation of economies to the night have significant impacts on policy responses. For instance, the transformation of English centres into 24-hour towns has led to unprecedented growth of alcohol-related entertainment activities and licensing of premises with cultural resources. The problem with this growth is that the British government is still coming to terms with how to reconcile 24-hour planning policies with licensing policies, environmental policies, and anti-social, alcohol-related behaviour. Her article analyzes the government’s reaction to these policy issues to show that it has not prioritized policy response. The article reveals the need for clear policy vision which acknowledges that the consumption of alcohol at night is not creativity or cultural resource.

Brabazon and Mallinder (2007) and Talbot (2006) concur that alcohol consumption in night time economies is not a priority for policy-makers because it is perceived to be a creative or cultural activity. They caution that the association of nightlife with social problem competes with the perception of a night-time economy as an economic regeneration strategy. The Manchester night-life, for instance, attracts 120,000 people every weekend who visit the city for entertainment and binge drinking. This population needs to be accommodated in terms of space and time. However, political leaders have not taken the priority to delineate night time and daytime economic activities due to the differences in production and consumption patterns. This lack of delineation of night and daytime economy has created a situation where women who take up space in the night time (though economic activities or drinking) are not protected from drink spiking or alcohol-related violence. Sheard’s (2011) interview of women who participate in night-time activities in the UK shows that most feared their safety as they were recipients of unprovoked violence by men. Other violence issues associated with alcohol use include slip hazards from broken glass or spilt fluids, introduction to alcohol at an early age, establishment of drinking ghettos, harm from excessive alcohol use and increased incidences of flash point disorder where conflicts arise when people’s drinks are accidentally knocked off a table (Lightowlers et al., 2012; Talbot & Böse, 2007). These studies reveal the need to prioritize the delineation of a 24-hour economy from night-life by political leadership.
2.5.3 Organizational Implementation

Organizations achieve competitive advantage when they align their performance with business strategy. Raduan, Jegak, Haslinda and Alimin (2009) add that competitive advantage is achieved through a myriad of factors including operational efficiencies, diversification, management team and style, acquisitions, management of human resources, manipulation of socio-political influences in the external environment, conformity to social responsibility and participation in cross-cultural activities. Organizations exploit these factors through their application of strategic management theories such as profit-maximizing theory, resource-based theory, survival-based theory, contingency theory or the agency theory. According to Raduan et al., organizations use the profit-maximizing theory to influence activities that would maximize profit and sustain long-term advantage over competitors. For a 24-hour economy, organizations would maximize their profits by focusing on the markets that give them easy access to goods and services. This would ensure that they earned revenue from the extra production time thereby increase their profits and competitiveness. Restricted access to markets would negate the profit-maximizing theory because businesses would incur losses from the extra production time (Iraki et al., 2009). A profit-maximization approach by the public sector would seek to create an environment which enables investors to obtain monetary value for their input in 24-hour economies. However, this government role is not guaranteed or necessarily consistent.

Organizations and governments may be influenced by resource-based theory which focuses on the strength of their internal resources (Raduan et al., 2009). This theory encourages firms to look at their capabilities and resources to generate competitive advantage. Businesses and governments in 24-hour economies would focus on allocating their resources more efficiently to profit-generating activities. For governments, it would include giving subsidies (such as tax breaks, rebates or special licenses for 24-hour businesses) and improving the transportation system to enhance mobility. Alternatively, businesses could apply the contingency theory to develop different approaches for managing 24-hour economies. These approaches could be derived from Ansoff’s growth strategies.

The National Agency for Innovation and Research (2008) provides four strategies based on Ansoff’s model: market penetration, product development, market development and
diversification. The market penetration strategy is used when businesses want to expand the market share for their goods or products within the current market. In a 24-hour setting, firms could achieve market penetration by improving their existing products or focusing on value-addition such as after-sales services, discounts or customer reward schemes. The product development strategy would be suitable for firms which are looking to create new products for the current night-time market. It is a risky approach but it works well for businesses which have strong customer relationships such as accountancy practice. Alternatively, a 24-hour business may adopt a market development strategy to help find new markets for new products. This strategy is used by exporters who slightly alter their products to suit an overseas market. Lastly, businesses can use the diversification strategy to sell existing products to new markets. This strategy is useful for 24-hour businesses which want to enter a new market because it offers high potential for growth and success (National Agency for Innovation and Research, 2008). The choice of strategy will affect the organization’s implementation of a 24-hour economy.

![Ansoff's Growth Matrix](image)

Figure 2.1 Ansoff’s Growth Matrix


Insecurity is another challenge affecting organizational implementation of 24-hour economy. According to Hadfield, Lister and Traynor (2009), the night-time economy is affected by tensions which affect regulatory and security architecture. These tensions are primarily caused through alcohol consumption and lack of public policing in areas set for entertainment. Insecurity arises when drunken people act in a disorderly manner (such as urinating in a public place) interfere with the operations of legalized night-time businesses. This interference is so common in the UK that the government passed Penalty Notices for Disorder which allows police to impose on-the-spot fines on people behaving disorderly. However, the authors argue that it is a challenge for the police to enforce standards which require alcohol-selling establishments to maintain good neighbourliness.
with business organizations operating at night like manufacturing factories. Another difficulty is balancing the need for consumer freedoms, securitization, repression and surveillance within the confines of the Licensing Act.

In Kenya, insecurity is a key problem affecting the adoption of a 24-hour economy. Cruz, Sommer and Tempra (2006) reveal that street lighting and insecurity constrain the mobility of people within Nairobi. They argue that mobility would be improved if the Nairobi county government, agencies and the private sector collaborated to provide street lighting, surveillance through CCTV, and rapid response from police and private security companies. Wickham (2012) adds that there is need to ensure the safety and security of service providers such as cab drivers and public transport drivers working at night using CCTV in vehicles and at taxi ranks, shields separating drivers and the passengers, and security training for the drivers.

2.6 Chapter Summary

This chapter has reviewed the relevant literature in relation to the research questions presented in this study. On the definition, scope and benefits of 24-hour economies, most of the literature was in agreement. The study did not observe any discrepancies between different articles. Literature was quite varied and diverse on the challenges of implementing a 24-hour economy. The researcher observed that only Iraki et al., (2009) mentioned the three strategies in their article. Most of the articles reviewed in this chapter focused on one aspect: resource allocation, organizational implementation, leadership implementation or policy development. Although the authors touched on all three challenges they did not discuss them in detail, rather in passing as strategic factors for 24-hour implementation. This research gap was the motivation for the study. This study sought to add to this study by focusing on all three challenges. It will add to new knowledge by discussing the tools and principles that Kenya needs to implement a 24-hour economy effectively and successfully. The next chapter, chapter 3, discusses the methodology for the research. It will describe the choice of design, population, sampling, data collection and techniques of data analysis.
CHAPTER THREE

3.0. RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology for the research study. It outlines the choice of research design, the population selected for the study, the sampling design, data collection techniques, research procedures and the methods for analyzing data.

3.2 Research Design

A research design is a model for choosing sources of information to help the researcher describe a phenomenon. According to Kumar (2008), a research design provides a framework for describing the relationship between research variables and the techniques for performing the research. Common designs include surveys, experimentation and case studies. This study used descriptive research design. This is because descriptive focuses on describing the characteristics of the topic under study.

Grimes and Schultz (2002) agree that descriptive research produces clear, specific and measurable descriptions of the phenomenon or condition in question. Descriptive design would help the researcher answer the question: what, who, where, when and why. This reporting then eliminates the need for causality or hypothesis since the study is concerned with describing the variables only. Furthermore, descriptive design was useful for this study because it allowed the researcher to review case reports, cross-sectional studies and surveillance studies on the topic. The incorporation of these different literatures helped the researcher understand the concept of a 24-hour economy, benefits and challenges for Kenya’s implementation. The reviews were supported by quantitative survey design which was necessary for the study to collect data from a population.

A quantitative approach to the descriptive design required the researcher to determine the population and sample size that would provide data which will adequately represent the population (Bartlett, Kotrlik & Higgins, 2001). Descriptive research design was therefore be most effective in helping the study emphasize the features of a 24-hour economy, trends and recommendations.
3.3 Population and Sampling Design

3.3.1 Population

The goal of a survey research is to collect data from a population. This data is then analyzed and the findings generalized to draw inferences about the population. Bartlett, Kotrlik and Higgins (2001) emphasize that it is important that a quantitative study collects data that is representative of a population. This study collected data from a population working in the Nairobi CBD. The United Nations Human Settlements Program (UN-HABITAT) statistics in Cruz, Sommer and Tempra (2006) and constituency density data in Kenya Open Data Survey (2014) based on the 2009 Kenya census show that Nairobi has a population of 3 million people. However, this population was quite large because the census covered 684 square kilometres of Nairobi’s divisions: Starehe, Lang’ata, Dagoretti, Kasarani, Westlands, Kamukunji and Makadara. Moreover, this population was quite large for the study given the logistical and time constraints of the entire project. This study was only concerned with the city centre which has a population density of 10,966 per square kilometre (Cruz, Sommer & Tempra, 2006).

Taking an area of 2 square kilometres, the study covered a population of 21,932. Thus, the population within 2km of the CBD was 21,932 for this research. Employment trends from the Institute of Economic Affairs (IEA) revealed that there were 9.9 million people employed in Kenya in 2009. Out of these, 1.93 million (19.5%) were in formal employment and 7.97 million (80.5%) are in informal employment (Omolo, 2010). Table 3.1 shows the target population.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal employment (private &amp; public sector)</td>
<td>4,277</td>
<td>19.5</td>
</tr>
<tr>
<td>Informal employment</td>
<td>19,655</td>
<td>80.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21,932</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

It was difficult to establish the percentage of those in public sector due to conflicting reports. A Mars Group (2009) report shows that the Kenyan Government believes it has employed 484,830 staff while an Economic Survey points to 638,000 employees in the public sector. Due to the large variance between the two headcounts, the study only used
statistics from IEA as shown by Omolo (2010). It targeted a population of 4,277 formally employed and 19,655 informally employed people in the CBD.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame is the list for selecting a sample from a population (Bartlett, Kotrlik & Higgins, 2001). It is the source material or device from which a sample is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households or institutions. The entire sampling frame comprised of people who were formally and informally employed operating in the CBD. The study used IEA employment trends to allocate the number of informally and formally employed people working in the CBD who are 21,932 in total (Cruz, Sommer & Tempra, 2006). The sampling frame was categorized into formal employment and informal employment. The ratio of formal and informal employees was drawn from Omolo’s (2010) article as 19.5 and 80.5 respectively.

3.3.2.2 Sampling Technique

Sampling techniques are the strategies applied by researchers during the statistical sampling process. The study used stratified random sampling method. Stratified random sampling was used because it works for a large sample size where the population is heterogeneous (Black, 1999). In this study, two sub-populations were established: formally employed and informally employed. The advantage of using stratified random sampling was that it produced accurate and unbiased results (Kumar, 2008). Accuracy and lack of bias are very important for this study because the findings were useful to a variety of stakeholders including the Kenyan government. Another reason why sampling technique was used is because the findings would be representative of the population under study (Black, 1999). Stratified random sampling helped the researcher collect information from employees and managers in the formal and informal sectors who constitute the employed population in Nairobi. Moreover, the separation of formal and informal sub-populations reflected the diversity of the employed population in Kenya.

Within each sub-population, the study used the simple random sampling technique. This is because simple random sampling is error proof meaning that it will allow the researcher to collect surveys without having any advanced knowledge about the population (such as
proportion of public sector to private sector employees or managers within each sub-population). Moreover, simple random sampling is an easy method for inferring information about the population under study (Kumar, 2008). The researcher was aware of the drawbacks of this sampling technique such as a lot of probability and methodical use. However, it was seen as the most effective method for selecting a random sample from each sub-population.

3.3.2.3 Sample Size

A sample size is a statistical sample is the number of observations that constitute it (Bartlett, Kotrlik & Higgins, 2001). The appropriate sample size for the population was 378. This number was arrived at using Krejcie and Morgan’s (1970) formula:

\[
 n = \left( \frac{\hat{P}(1-\hat{P})}{A^2} \right) \cdot \left( \frac{Z^2}{N} \right)
\]

where \( n \) is the sample size being sought, \( N \) is the population of 21,932, \( \hat{P} \) is estimated variance in population, \( A \) is precision (0.05), \( Z \) is the confidence level (1.96 for 95 percent confidence) and \( R \) is the estimated response rate given as a decimal (0.75). The selection of the sample size is shown in Table 3.2. The table used IEA employment trends which allocated the number of informally and formally employed people working in the CBD as 21,932 (Cruz, Sommer & Tempra, 2006). In addition, a ratio of 19.5 percent and 80.5 percent for those in formal and informal employment respectively was used to allocate the sample size of 74 (formal employment) and 304 (informal employment).

<table>
<thead>
<tr>
<th>Sampling Frame</th>
<th>Percentage</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal employment</td>
<td>4,277</td>
<td>19.5</td>
</tr>
<tr>
<td>Informal employment</td>
<td>19,655</td>
<td>80.5</td>
</tr>
<tr>
<td>Total</td>
<td>21,932</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The researcher collected both primary and secondary data. Primary data was collected using questionnaires while secondary data was obtained from peer-reviewed articles and publications on 24-hour economies. The questionnaire for data collection was structured and would pose closed-ended questions combining Yes/No responses and a 5-point Likert
The first part of the questionnaire collected general demographic information of the respondent. The remaining three parts posed questions derived from the three research questions for the study.

3.5 Research Procedures

It is important that the questionnaire be pre-tested to measure its validity and reliability. Validity refers to a data instrument’s ability to measure what it is supposed to measure (Orodho & Kombo, 2002). The researcher measured the validity of the questionnaire by pretesting it on 10 people selected at random. The 10 respondents gave feedback on discrepancies on the format and types of questions used. The researcher used the feedback to improve the design of the questionnaire. Similarly, the questionnaire was tested for reliability to ensure that it measured the same variable more than once. The Cronbach Alpha test was used to confirm the internal consistency of the questionnaire (reliability) (Mugenda & Mugenda, 2003). A score of 0.83 was arrived at. A score above 0.8 is critical because it indicated that the instrument is reliable. After the questionnaire was pretested and rectified, it was presented to the sample through electronic mail and in-person. A letter of introduction was attached to the questionnaire explaining the purpose of the study. The researcher then sought approval to conduct the study from relevant authorities before administering the questionnaires. One research assistant administered the refined questionnaire and help in data entry.

3.6 Data Analysis Methods

Data analysis was supported by statistical tools. First, the researcher coded the questionnaire according to each variable of the study. This minimized the margin of error and improved the accuracy of the findings. The data was entered into the Statistical Package for Social Sciences (SPSS) for statistical analysis. Descriptive and inferential statistics were used. Descriptive statistics transformed the raw data into figures and tables for interpretation (Mugenda and Mugenda 2003). Inferential statistics helped the researcher establish the dependency of the relationships between the research variables. The analyzed data was then presented into tables and charts to give a clear picture of the research findings.
3.7 Chapter Summary

This chapter describes the methodology chosen for the study. The research design selected for the study was descriptive. The study collected data from a population of employees, businesses and unemployed people operating in the CBD. Structured questionnaires were developed and pre-tested for validity and reliability. The responses then be analyzed using SPSS and presented in the form of tables and figures. Chapter 4 will provide the results of the data analysis.
CHAPTER FOUR

4.0. RESULTS AND FINDINGS

4.1 Introduction

This chapter provides the findings on the research project. The collected data was analysed using descriptive and inferential statistics. The statistical techniques used in the study include means, percentages, frequencies, cumulative frequencies, and the coefficient of variation, Pearson’s correlation and regression tests. The study was guided by four research questions: What is the meaning and scope of a 24-hour economy? What are the key principles and the tools required for implementing a 24-hour economy? What are the benefits of a 24-hour economy for Kenya? What are the challenges of implementing a 24-hour Economy in Kenya? Under each research question, the responses from the questionnaire had to be analysed.

The findings are divided into six key sections. The first section shows the demographic of the respondents. The second section reveals the respondents’ views towards a 24-hour economy while the third section shows the respondents’ tools and experiences of 24-hour economies. The fourth section shows the benefits of 24-hour economies while the fifth section reveals the challenges of implementing a 24-hour economy. The final section will provide a summary of the entire chapter.

4.2 General Information

4.2.1 Response Rate

The response rate is an indicator of the number of respondents who took part in the study. This is often indicated as a percentage. The sample size for this study was 378 respondents including business owners, employers, employees and consumers. The response rate for this study is shown in Table 4.1. The total sample for the population was 378 respondents. From the findings, the response rate was 270 for those who participated and 108 for those who did not participate. Those who took part in the study and returned fully completed questionnaires were 270, representing 71 percent of the sample size. Twenty-nine percent of the respondents did not return their questionnaires and therefore did not participate in the study.
Table 4.1 The Response Rate

<table>
<thead>
<tr>
<th>Participated</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not participated</td>
<td>108</td>
<td>29%</td>
</tr>
<tr>
<td>Total Sample</td>
<td>378</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.2.2 Gender of Respondents

Respondents were asked to state their gender. Figure 4.1 shows the distribution of gender among respondents. The findings show that 54% of the respondents were male while 46% of the respondents were female. The findings imply that there were more males than females in the sample population.

![Figure 4.1 Gender of Respondents](image)

4.2.3 Age of Respondents

Respondents were asked to specify their age group. The responses are shown in Figure 4.2. The findings show that 7% of respondents were aged between 20 years and 24 years while 24 percent of the respondents were aged between 25 years and 29 years. Thirty-three percent of respondents were aged between 30 years and 34 years whereas 26% of respondents were aged between 35 years and 40 years. Nine percent of the respondents were over 40 years of age. The findings imply that most of the respondents working in Nairobi were aged between 30 years and 34 years. This was followed by the 35-40 year age group and the 25-29 age groups. The least populous population was aged less than 24 years.
4.2.4 Years worked in Nairobi

Respondents were asked to select the number of years that they had worked in Nairobi. The responses are shown in Figure 4.3. The findings show that 13% of respondents worked less than 2 years in Nairobi while 28% percent of the respondents worked for 3-5 years in Nairobi. Thirty-six percent of respondents worked for 6 to 10 years while 23% of the respondents worked for more than 10 years in Nairobi. The findings imply that most of the respondents worked for 6-10 years. This indicates that most of the residents were familiar with the unique working environment in Nairobi and how 24-hour economy would impact their work.

4.2.5 Nature of Employment

Respondents were asked to select the nature of employment. The responses are shown in Figure 4.4. The findings show that 28% of respondents said that they were businessmen.
or employers, 33% of respondents said they were private-sector employees, 22% of the respondents said that they were public-sector employees and 17% of respondents said that they were unemployed. The findings imply that majority of the respondents worked in the private sector while minority are unemployed.

![Employment Pie Chart]

**Figure 4.4 Nature of Employment**

### 4.2.6 Night Shopping

Respondents were asked whether they shopped at night. The responses are shown in Figure 4.5. The findings show that 57% of respondents shopped at night while 43% of the respondents did not shop at night. The findings imply that majority of the respondents shopped at night in Nairobi.

![Night Shopping Pie Chart]

**Figure 4.5 Shopping at Night**
4.2.7 Frequency of Night Shopping

Respondents were asked to indicate the number of times they shopped at night. The responses are shown in Table 4.2. The findings show that 8% of the respondents did not shop at night while 14% percent of the respondents shopped daily at night. Only 23% shopped once a week at night while 38% shopped twice weekly. About 17% of the respondents shopped more than twice a week at night. The findings imply that most of the respondents shopped two times a week at night while the minority of the respondents never shopped at night.

Table 4.2 Occurrence of Night Shopping

<table>
<thead>
<tr>
<th>Night shopping occurrence</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>21</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Daily</td>
<td>39</td>
<td>14%</td>
<td>22%</td>
</tr>
<tr>
<td>Once weekly</td>
<td>62</td>
<td>23%</td>
<td>45%</td>
</tr>
<tr>
<td>Twice weekly</td>
<td>102</td>
<td>38%</td>
<td>83%</td>
</tr>
<tr>
<td>More than twice a week</td>
<td>46</td>
<td>17%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>270</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Tools & Experiences of 24-Hour Economy

4.3.1 Knowledge of a 24-hour economy

Figure 4.6 shows the responses after respondents were asked whether they knew the meaning of a 24-hour economy. A total of 79% of the respondents had knowledge of what a 24-hour economy was. Only 21% percent of the respondents did not know what a 24-hour economy was. The findings imply that most of the respondents were aware of the concept of a 24-hour economy.

![Knowledge of a 24-hour economy](image)

Figure 4.6 Respondents’ Knowledge of a 24-hour Economy
4.3.2 Understanding of a 24-hour economy by Kenyans

Respondents were asked whether they thought that Kenyans understood the meaning of a 24-hour economy. The responses are shown in Figure 4.7. The findings show that 70% of the respondents said that Kenyans understood the meaning of a 24-hour economy. Only 30% percent of the respondents did not think that Kenyans understood the meaning of a 24-hour economy. The findings imply that most Kenyans understand the meaning of a 24-hour economy.

![Figure 4.7 Meaning of a 24-hour Economy is Known](image)

4.3.3 Types of Services Sought at Night

Respondents were asked to select the services that they sought at night. The responses are shown in Figure 4.8. The findings show that 7% of the respondents seek air travel services, 4% of the respondents seek banking services, 11% of the respondents seek police services and 5% of the respondents seek a fuel station at night. Eight percent of respondents seek hospital services, 16% of the respondents seek school/colleges, 2% of the respondents seek apparel boutiques, 8% of the respondents seek grocery store services and 14% of the respondents seek supermarket retail services.

Lastly, 11% of respondents seek hotel accommodation services while 14% percent of the respondents seek restaurant services. The findings from majority of the respondents show that colleges/schools are most sought at night followed restaurants and supermarkets. Respondents visited boutiques the list at night to suggest that apparel shopping is less performed at night.
Figure 4.8 Preferred Night Services

4.3.4 Enjoy Night Services

Respondents were asked whether they enjoyed night services. The responses are shown in Table 4.3. The findings show that 35% of the respondents strongly agreed that they enjoyed night shopping while 41% of the respondents agreed that they enjoyed night shopping. Seventeen percent of respondents said that they disagreed that they enjoyed shopping at night while 7% of the respondents said that they strongly disagreed that they enjoyed night shopping. Overall, cumulative findings from majority of the respondents (76%) imply that night shopping was an enjoyable activity for them.

Table 4.3 Enjoyment of Night Shopping

<table>
<thead>
<tr>
<th>Enjoy Night Shopping</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>95</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>110</td>
<td>41%</td>
<td>76%</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0%</td>
<td>76%</td>
</tr>
<tr>
<td>Disagree</td>
<td>45</td>
<td>17%</td>
<td>93%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>20</td>
<td>7%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>270</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.3.5 Ease of Access to Night Services

Respondents were asked whether they agreed that it was easier for them to access services at night rather than during the day. The responses are shown in Figure 4.9. The results show that 4% of the respondents strongly agreed that it was easier for them to access services at night instead of the day while 13% of the respondents generally agreed on the
same. Two percent of the respondents were neutral. On the other hand, 48% of the respondents said that they disagreed that it was easier to access night services while 33% of the respondents said that they strongly disagreed that it was easier to access services at night rather than during the day. The findings imply that majority of the respondents did not find it easier to access services at night than during the day. This may point to one negative experience of night shopping.

Figure 4.9 Night Services are easily Accessible

4.3.6 Access to non-emergency services at night

Respondents were asked whether they could not access non-emergency services at night. The responses are shown in Figure 4.10. The findings show that 46% of the respondents strongly agreed that they could not access non-emergency services at night while 38% of the respondents agreed on the same. Four percent of respondents were neutral while 7% of the respondents disagreed that they could not access non-emergency services at night. Lastly, 5% of the respondents said that they strongly disagreed that access to non-emergency services at night was difficult. Majority of the responses (76%) show that it is difficult to access non-emergency services at night. This implies that night-time economy in Nairobi CBD does not provide adequate non-emergency services to consumers.
Figure 4.10 Cannot Access Non-emergency Services at Night

4.3.7 Support Creation of 24-hour Economy

Respondents were asked if they supported the creation of a 24-hour economy. The responses are shown in Table 4.4. The findings are out of 195 because section B was answered by consumers and employees who had been identified from question 1 in the demographic section of the questionnaire. The remaining 75 respondents responded to section C of the questionnaire targeting businessmen and employers. From the findings, 59% of the respondents said that they strongly agreed that they supported the creation of a 24-hour economy. Thirty-eight percent of the respondents said that they agreed with the creation of a 24-hour economy. Three percent of the respondents said they were. Majority of the respondents (97%) supported the creation of a 24-hour economy. This implied that there is public support for the creation of a 24-hour economy.

Table 4.4 Support Creation of a 24-Hour Economy

<table>
<thead>
<tr>
<th>Support 24-hour economy</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>116</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>38%</td>
<td>97%</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>3%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>195</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.3.8 Ranking of Tools and Experiences of a 24-Hour Economy (Employees & Consumers)

Table 4.5 shows the extent to which tools and experiences of employees and consumers are significant to a 24-hour economy. The findings indicate the most significant tool and
experience was types of services followed by access to non-emergency services, enjoyment of night services and ease of access to night services. The least significant tools and experiences were understanding and knowledge of a 24-hour economy.

Table 4.5 Ranking of Tools and Experiences

<table>
<thead>
<tr>
<th>Ranking</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Knowledge of 24-hour economy</td>
<td>195</td>
<td>135</td>
<td>111.7</td>
<td>0.8</td>
<td>6</td>
</tr>
<tr>
<td>b) Understanding of 24-hour economy</td>
<td>195</td>
<td>135</td>
<td>76.3</td>
<td>0.6</td>
<td>5</td>
</tr>
<tr>
<td>c) Types of services</td>
<td>195</td>
<td>76.8</td>
<td>37.9</td>
<td>0.1</td>
<td>1</td>
</tr>
<tr>
<td>d) Enjoy night services</td>
<td>195</td>
<td>54</td>
<td>47.3</td>
<td>0.3</td>
<td>3</td>
</tr>
<tr>
<td>e) Ease of access to night services</td>
<td>195</td>
<td>54</td>
<td>53.4</td>
<td>0.5</td>
<td>4</td>
</tr>
<tr>
<td>f) Access to non-emergency services</td>
<td>195</td>
<td>39</td>
<td>39.7</td>
<td>0.2</td>
<td>2</td>
</tr>
<tr>
<td>g) Support from employees &amp; consumers</td>
<td>195</td>
<td>39</td>
<td>53.3</td>
<td>0.5</td>
<td>4</td>
</tr>
</tbody>
</table>

**Employers and Business Owners’ Responses**

This sub-section presents findings from the employers’ or business owners’ views of 24-hour economies, their experiences, benefits and challenges encountered. A total of 75 responses were collected from employers and business owners.

**4.3.9 Hours of Operation**

Respondents were asked whether they operated 24-hours a day. The responses are shown in Figure 4.11. From the findings, 27% of the respondents said their businesses operated at night while 73% of the respondents said that they did not operate their businesses for 24 hours. The findings imply that few companies operate for 24 hours and that the majority of businesses have not yet or are not ready to adapt to a 24-hour economy.
4.3.10 Shift Work for Employees

Respondents were asked whether their employees worked in shifts throughout the night. The responses are shown in Figure 4.12. From the findings, 21% of the respondents said their employees worked in night shifts while 79% of the respondents said that their employees did not work night shifts. The findings imply that majority of businesses and employers have not adapted to night work and therefore not assigned employees to work in night shifts. The findings confirm that majority of employers have not adapted to a 24-hour economy.

![Figure 4.12 Employees Work in Night Shifts](image)

4.3.11 Employees Affected by Night Work

Respondents were asked whether their employees were affected by night work. The responses are shown in Table 4.6. Sixty-four percent of the respondents said that employees were affected by night work while 36% said that their employees were not affected by night work. The findings from majority of the responses suggest that employees are most affected by night shift work.

<table>
<thead>
<tr>
<th>Employees affected by night work</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>48</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>No</td>
<td>27</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.6 Employees affected by Night Work
4.3.12 Night Work and Business Opportunities

Respondents were asked whether working at night increased business for their company. Kenya. Figure 4.13 reveals that night economy increases business for 77% of the respondents. Twenty-three percent respondents said that night economy did not increase opportunities for business. Results from majority of the responses suggest that night economy is beneficial because it increases opportunities for businesses.

![Night Economy Increases Business](image)

Figure 4.13 A 24-Hour Economy Increases Business

4.3.13 Night Economy and Job Opportunities

Respondents were asked whether a 24-hour economy increased job opportunities for the youth. Table 4.7 shows that 45% of the respondents strongly agreed that night economy increases job opportunities for the youth. Forty-one percent of the respondents generally agreed on the same while 3% of the respondents said that they were neutral. Eleven percent of the respondents disagreed that night economy increases job opportunities for the youth. Majority of the respondents were in agreement that a 24-hour economy would improve job opportunities for Kenya’s youth. The implication here is that a 24-hour economy experience is job creation for the unemployed youth.

<table>
<thead>
<tr>
<th>Night economy increases job opportunities</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>34</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>41%</td>
<td>87%</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>3%</td>
<td>89%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>11%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.7 A 24-Hour Economy Increases Job Opportunities
4.3.14 Night Economy and Business Scope

Respondents were asked whether a 24-hour economy improved the business scope for employers. Figure 4.14 reveals that 29% of the respondents strongly agreed that the night economy improves business scope. Fifty-nine percent of the respondents generally agreed on the same while 8% of the respondents said that they were neutral. Four percent of the respondents disagreed that night economy improves business scope. The findings from majority of the respondents suggest that employers’ experience of a 24-hour economy is that it improves business scope.

![Night economy improves business scope](image)

**Figure 4.14 Night Economy Improves Business Scope**

4.3.15 Night Economy and Illicit Activities

Respondents were asked whether illicit activities affected their business. Figure 4.15 shows the responses. The findings reveal that 60% of the respondents strongly agreed that night time illicit activities affected businesses. Thirty-seven percent (37%) of the respondents generally agreed on the same while 3% of the respondents said that they were neutral. Majority of the respondents were in agreement that illicit activities at night affected 24-hour businesses. The implication here is that there is need to control illicit businesses so that their impact on businesses is reduced.
4.3.16 Night Economy and Government Incentives

Respondents were asked whether government incentives were necessary for night operations. From Table 4.8, it can be seen that 60% of the respondents strongly agreed that government incentives were necessary for night operations. Forty percent of the respondents also agreed on the same. All of the respondents were in agreement that government incentives are necessary for night operations. The implication here is that businesses in 24-hour economies require government incentives to perform effectively.

Table 4.8 Government Incentives are Necessary for 24-Hour Economies

<table>
<thead>
<tr>
<th>Government incentives</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>45</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>40%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.3.17 Night Economy and Security

Respondents were asked whether security was an important factor influencing the company's decision to operate at night. Their responses are shown in Figure 4.16. The findings reveal that 87 percent of respondents strongly agreed on the importance of security for night operations. Thirteen percent generally agreed on the same. All of the responses were in agreement that security was very important factor influencing the decision to work at night. This implies that security is an important tool for night operations and organisational decision-making.
Security is Important for 24-hour Businesses

4.3.18 Night Economy and Markets

Respondents were asked whether there was adequate market for goods and services produced at night. The responses are shown in Table 4.9. It can be seen that 20% of the respondents strongly agreed that the market was adequate for night goods/services. Thirteen percent of the respondents generally agreed on the same while 4% of the respondents said that they were neutral. Twenty-eight percent of the respondents disagreed that there was market for night businesses while 35% strongly disagreed on the adequacy of markets for night goods and services. Majority of the respondents disagreed on the adequacy of markets. This implied that employers and businesses experience lack enough markets for goods and services produced at night.

<table>
<thead>
<tr>
<th>Market is adequate for night goods/services</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>15</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>13%</td>
<td>33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>4%</td>
<td>37%</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>28%</td>
<td>65%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>26</td>
<td>35%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.3.19 Night Economy and Customer Demand

Respondents were asked whether a 24-hour economy was driven by customer demand. Figure 4.17 reveals that 27% of the respondents strongly agreed that night economy was driven by customer demand. Thirty-three percent of the respondents generally agreed on
the same while 13% of the responses were neutral. Twenty-seven percent of the respondents disagreed that 24-hour operations were driven by customer demand. Majority of the respondents were in agreement that customer demand drives a 24-hour economy. The implication here is the need to harness customer demand to increase the speed towards a 24-hour economy.

Figure 4.17 Customer Demand Drives 24-Hour Economy

4.3.20 Ranking of Tools and Experiences of a 24-Hour Economy (Businesses)

Table 4.10 shows the extent to which tools and experiences of business owners and employers are significant to a 24-hour economy. The most significant tools and experience are adequacy of markets and security. They are followed by customer demand, effect of shift-work on employees, job creation, business scope expansion and effect of illicit activities. Hours of operation and government incentives are sixth in line followed by business opportunities. Last was shift-work for employees.

Table 4.10 Ranking of Tools and Experiences for Businesses and Employers

<table>
<thead>
<tr>
<th>Ranking</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Hours of operation</td>
<td>75</td>
<td>37.5</td>
<td>24.8</td>
<td>0.6</td>
<td>6</td>
</tr>
<tr>
<td>b) Shift work for employees</td>
<td>75</td>
<td>37.5</td>
<td>30.4</td>
<td>0.7</td>
<td>8</td>
</tr>
<tr>
<td>c) Shift work affects employees</td>
<td>75</td>
<td>37.5</td>
<td>14.8</td>
<td>0.3</td>
<td>3</td>
</tr>
<tr>
<td>d) Night business opportunities</td>
<td>75</td>
<td>37.5</td>
<td>28.9</td>
<td>0.7</td>
<td>7</td>
</tr>
<tr>
<td>e) Creation of job opportunities for youth</td>
<td>75</td>
<td>15</td>
<td>16.3</td>
<td>0.3</td>
<td>4</td>
</tr>
<tr>
<td>f) Expansion of business scope</td>
<td>75</td>
<td>15</td>
<td>18.3</td>
<td>0.4</td>
<td>4</td>
</tr>
<tr>
<td>g) Effect of illicit activities on others</td>
<td>75</td>
<td>15</td>
<td>20.5</td>
<td>0.5</td>
<td>5</td>
</tr>
<tr>
<td>h) Government incentives needed</td>
<td>75</td>
<td>15</td>
<td>21.2</td>
<td>0.5</td>
<td>6</td>
</tr>
<tr>
<td>i) Security in 24-hour economies</td>
<td>75</td>
<td>50</td>
<td>35</td>
<td>0.1</td>
<td>1</td>
</tr>
<tr>
<td>j) Adequate markets</td>
<td>75</td>
<td>15</td>
<td>9</td>
<td>0.1</td>
<td>1</td>
</tr>
<tr>
<td>k) Customer demand</td>
<td>75</td>
<td>15</td>
<td>10</td>
<td>0.2</td>
<td>2</td>
</tr>
</tbody>
</table>
4.4 Benefits of a 24-hour Economy

4.4.1 Ability to Keep Flexible Work Hours

Respondents were asked whether a 24-hour economy enabled them to keep flexible work hours. The responses are shown in Figure 4.18. From the findings, 11% of the respondents said that they strongly agreed that a 24-hour economy enabled them to work flexible work hours while 19% of the respondents said that they generally agreed on the same. Three percent of the respondents said they were neutral. On the other hand, 27% of the respondents disagreed that a 24-hour economy enabled flexible work hours while 41% of the respondents strongly disagreed on the same. The findings by majority of respondents imply that a 24-hour economy does not enable flexible work hours. The findings contradicted research showing that 24-hour economies enabled flexitime for employees.

![Figure 4.18 A 24-Hour Economy Enables Flexible Work Hours](image_url)

4.4.2 Suitability to Consumer Lifestyle

Respondents were asked whether a 24-hour economy was suitable for their consumer lifestyle. This is shown in Figure 4.19. Fourteen percent of the respondents said that they strongly agreed that a 24-hour economy suited their consumer lifestyle and 25% of respondents agreed that a 24-hour economy suited their lifestyle. Six percent of the respondents were neutral. Thirty-two percent of the respondents disagreed while 23% of the respondents strongly disagreed that a 24-hour economy suited their consumer lifestyles. Majority of the respondents did not agree that a 24-hour economy suited their lifestyle. The findings imply that night shopping does not suit consumer lifestyle.
4.4.3 Night Economy and Economic Growth

Respondents were asked whether a 24-hour economy would improve economic growth. The responses are shown in Table 4.11. From the findings, 51% of the respondents said that they strongly agreed that a 24-hour economy would improve economic growth while 35% of the respondents said that they generally agreed on the same. Four percent of the respondents were neutral. Ten percent of the respondents disagreed that a 24-hour economy would improve economic growth. Overall, majority of the respondents believe that a 24-hour economy would improve economic growth. This implies that the adoption of a 24-hour economy would have a positive effect on a country’s economic growth.

Table 4.11 A 24-Hour Economy will Improve Economic Growth

<table>
<thead>
<tr>
<th>Improve economic growth</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>99</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Agree</td>
<td>68</td>
<td>35%</td>
<td>86%</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>4%</td>
<td>90%</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>10%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>195</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.4.4 Night Economy and Transport System

Respondents were asked whether a 24-hour economy would improve the transport system. Table 4.12 shows the responses. It reveals that 35% of the respondents strongly agreed that a 24-hour economy would improve the transport system while 54% of the respondents said that they generally agreed on the same. Only 11% of the respondents said they were neutral. Overall, majority of the respondents agreed that a 24-hour
economy would improve the transport system. The findings imply that adoption of a 24-hour economy in Kenya would have a positive impact on the transport system.

Table 4.12 A 24-Hour Economy will improve the Transport System

<table>
<thead>
<tr>
<th>Improve transport system</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>68</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>106</td>
<td>54%</td>
<td>89%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21</td>
<td>11%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>195</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.4.5 Night Economy and Employee Productivity

Respondents were asked whether a 24-hour economy improved employee productivity. Figure 4.20 shows the responses. It shows that 27% of the respondents strongly agreed that a 24-hour economy improved employee productivity while 20% of the respondents said that they generally agreed on the same. Only 32% of the respondents said they were neutral. Sixteen percent disagreed that a 24-hour economy increased employee productivity while 5% strongly disagreed on the same. Overall, majority of the respondents were neutral on the impact of a 24-hour economy on employee productivity. This implies that there is no conclusive evidence showing the relationship between night economies and employee productivity.

![Figure 4.20 Night Economy Improves Employee Productivity](image)

4.4.6 Night Economy and Staffing Costs

Respondents were asked whether a 24-hour economy reduced staffing costs. Figure 4.21 shows the responses. The results reveal that 11% of the respondents strongly agreed that a
24-hour economy reduced staffing costs and 13% of the respondents generally agreed on the same. Twelve percent of the respondents were neutral. Thirty-three percent disagreed that a 24-hour economy increased employee productivity while 24% strongly disagreed on the same. Overall, majority of the respondents disagreed on the reduction of staffing costs in 24-hour economies. This implies that there is no relationship between night-time economy and staffing costs.

![Figure 4.21 Night Economy Reduces Staffing Costs](image)

**Figure 4.21 Night Economy Reduces Staffing Costs**

### 4.4.7 Night Economy and Economies of Scale

Respondents were asked whether a 24-hour economy increased economies of scale. Table 4.13 shows the responses. The findings reveal that 37% of the respondents strongly agreed that a 24-hour economy increased economies of scale while 39% of the respondents said that they generally agreed on the same. Eight percent of the responses were neutral while 16% of the respondents disagreed that a 24-hour economy increased economies of scale. Overall, majority of the respondents were in agreement that night economy increased economies of scale. The implication is that night-operations have a positive association with economies of scale.

**Table 4.13 24-Hour Economies Increase Economies of Scale**

<table>
<thead>
<tr>
<th>Increased economy of scale</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>28</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>39%</td>
<td>76%</td>
</tr>
<tr>
<td>Neutral</td>
<td>6</td>
<td>8%</td>
<td>84%</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>16%</td>
<td>100%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>
4.4.8 Night Economy and Resource Utility

Respondents were asked whether a 24-hour economy improved employee productivity. Figure 4.22 shows the responses. It reveals that 52% of the respondents strongly agreed that a 24-hour economy improved the utility of idle resources while 48% of the respondents said that they generally agreed on the same. All of the respondents agreed that night economies improved resource utilization. The implication is that the adoption of a 24-hour economy would go a long way in improving utility of resources in the private and public sectors.

![Figure 4.22 A 24-Hour Economy improves Utility of Idle Resources](image)

4.4.9 Ranking of the Benefits of a 24-Hour Economy

Table 4.14 shows the extent to which benefits are significant to a 24-hour economy. The findings indicate the most significant benefits are lower staffing costs and higher employee productivity. Ranked second are economies of scale followed by consumer lifestyle, utility of idle resources, flexible work hours and economic growth. Ranked last was improved transport.

Table 4.14 Ranking of Tools and Experiences

<table>
<thead>
<tr>
<th>Ranking</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Flexible work hours</td>
<td>195</td>
<td>39</td>
<td>28.8</td>
<td>0.4</td>
<td>4</td>
</tr>
<tr>
<td>b) Sustain consumer lifestyle</td>
<td>195</td>
<td>39</td>
<td>19.8</td>
<td>0.3</td>
<td>3</td>
</tr>
<tr>
<td>c) Economic growth</td>
<td>195</td>
<td>39</td>
<td>42.6</td>
<td>0.6</td>
<td>5</td>
</tr>
<tr>
<td>d) Improved transport</td>
<td>195</td>
<td>97.5</td>
<td>73.7</td>
<td>0.9</td>
<td>6</td>
</tr>
<tr>
<td>e) Employee productivity</td>
<td>75</td>
<td>15</td>
<td>7.6</td>
<td>0.0</td>
<td>1</td>
</tr>
<tr>
<td>f) Lower staffing costs</td>
<td>75</td>
<td>15</td>
<td>7.7</td>
<td>0.0</td>
<td>1</td>
</tr>
</tbody>
</table>
4.5 Challenges of a 24-Hour Economy

4.5.1 Crime Deters Night Shopping

Respondents were asked whether crime hinders night shopping. Figure 4.23 shows the responses. The findings show that 62% of the respondents strongly agreed that crime deterred night shopping. Thirty-eight percent of the respondents also agreed that crime deterred night shopping. There were no dissenting opinions. The implication from majority of the responses is that crime affects night shopping and can hinder the success of a 24-hour economy.

![Crime Deters Night Shopping](image)

Almost similar findings were obtained from business owners and employers. Seventy-three percent of the respondents strongly agreed that crime was a challenge while 27 of the respondents generally agreed on the challenge of crime to businesses. The findings imply that crime is a challenge towards successful 24-hour economies for both the consumer and the business.

4.5.2 Crime Responses Hinder Night Shopping

Respondents were asked whether response to crime hindered their night shopping. The responses are shown in Table 4.15. From the findings, 30% of the respondents said that they strongly agreed response to crime hindered night shopping while 56% of the respondents generally agreed on the association between crime response and night shopping. Five percent of the respondents were neutral. Seven percent of the respondents

<table>
<thead>
<tr>
<th>Ranking</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
<th>Ranking</th>
</tr>
</thead>
</table>
g) Economies of scale | 75 | 15   | 13.0    | 0.1 | 2       |
h) Utility of resources | 75 | 15   | 20.5    | 0.3 | 3       |

A4 Table 4.15

Figure 4.23 Crime Deters Night Shopping

Ranking | N | Mean | Std Dev | CV | Ranking |
g) Economies of scale | 75 | 15   | 13.0    | 0.1 | 2       |
h) Utility of resources | 75 | 15   | 20.5    | 0.3 | 3       |
said that they disagreed while 2% of the respondents said that they strongly disagreed that crime response hindered their night shopping. Majority of the responses are in agreement that response to crime restricts night shopping. This implies that the government’s response to crime is a challenge because it affects night shopping among consumers.

Table 4.15 Crime Response Affects Night Shopping

<table>
<thead>
<tr>
<th>Response to crime hinders night shopping</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>58</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Agree</td>
<td>110</td>
<td>56%</td>
<td>86%</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>5%</td>
<td>91%</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>7%</td>
<td>98%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>2%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>195</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.5.3 CCTV and Lighting will Improve Night Shopping Safety

Respondents were asked whether the use of CCTV cameras and lighting would reduce criminal activities so that they could shop at night. Figure 4.24 shows the responses. The findings reveal that 28% of the respondents strongly agree and 50% of the respondents generally agree that the use of CCTVs and lighting would reduce incidences of criminal activities thereby improving the safety of night shopping. Seventeen percent of the respondents were neutral. Four percent of the respondents disagreed that the installation of CCTV and lighting would improve the safety of night shopping. Majority of the responses were in agreement that the installation of CCTV and lighting would improve safety of consumers during night shopping. The findings implied that there were inadequate CCTVs and lit areas which made it unsafe for night shoppers.

Figure 4.24 Installation of CCTV and Lighting Improves Night Shopping Safety
4.5.4 Mobility a Challenge

Respondents were asked whether they felt that mobility was a challenge for night shopping. The responses are shown in Figure 4.25. From the results, 62% of the respondents strongly agreed that mobility was a challenge for their night shopping. Thirty-eight percent of the respondents agreed that mobility was a challenge for night shopping. All of the respondents were in agreement on the mobility challenge in 24-hour economies. The responses imply that mobility is important in 24-hour economies and lack of it would pose a significant challenge for employees and consumers of night economies.

![Mobility is a challenge for night shopping](image)

Figure 4.25 Mobility is a Challenge for Night Shopping

4.5.5 Provisions for Reliable Transport

Respondents were asked whether the country had set enough provisions for reliable 24-hour transport. The responses are shown in Table 4.16. The findings show that 33% of the respondents strongly agreed that there were no provisions for reliable transport. Fifty-six percent of the respondents generally agreed on lack of provisions for reliable transport while 4% of the respondents said that they were neutral. Only 8% of the respondents disagreed that provisions for reliable 24-hour transport were unavailable. Majority of the respondents agreed with lack of provisions for reliable transport. This implies that the reliability of 24-hour transport is a challenge for a 24-hour economy.
Table 4.16 No Provisions for Reliable Transport

<table>
<thead>
<tr>
<th>No provisions for 24-hour transport</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>64</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Agree</td>
<td>109</td>
<td>56%</td>
<td>89%</td>
</tr>
<tr>
<td>Neutral</td>
<td>7</td>
<td>4%</td>
<td>92%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>8%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>195</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.17 shows responses from business owners and employers on the unreliability of public transport. Forty-four percent of the respondents strongly greed that the transport system was unreliable while 34% of the respondents generally agreed on the same. Five percent of the respondents were neutral while 16% of the respondents disagreed that the transport system was unreliable for night economy.

Table 4.17 Unreliable Transport for 24-Hour Economy

<table>
<thead>
<tr>
<th>Unreliable transport</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>32</td>
<td>44%</td>
<td>44%</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>34%</td>
<td>78%</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>5%</td>
<td>84%</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>16%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.5.6 Belief in the Success of a 24-Hour Economy

Respondents were asked whether they believed a 24-hour economy would succeed in Kenya. The responses are shown in Figure 4.26. The findings show that 39% of the respondents strongly agreed that they believed in the success of a 24-hour economy. Twenty-three percent of the respondents generally agreed on the same while 5% of the respondents said that they were neutral. Eighteen percent of the respondents disagreed that they believed in the success of a 24-hour economy while 15% strongly disagreed on the belief as well. The findings from majority of the responses imply that consumers and employees believe in the success of a 24-hour economy in Kenya.
4.5.7 Regulations are a Hindrance

Respondents were asked whether regulations were a hindrance to achieving a 24-hour economy in Kenya. The responses are shown in Table 4.18. The findings show that 51% of the respondents strongly agreed that regulations were a hindrance to a 24-hour economy. Forty percent of the respondents generally agreed on the same while 3% of the respondents said that they were neutral. Three percent of the respondents disagreed that regulations were a hindrance to a 24-hour economy. Majority of the responses suggest that regulations are a challenge affecting the implementation of a successful 24-hour economy.

Table 4.18 Regulations are a Hindrance to a Successful 24-Hour Economy

<table>
<thead>
<tr>
<th>County council regulations are hindrance</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>38</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>40%</td>
<td>91%</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>7%</td>
<td>97%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

4.5.8 Lack of Government Support

Respondents were asked whether they felt that government provided leadership and support for a 24-hour economy in Kenya. The responses are shown Table 4.19. The findings show that 27% of the respondents strongly agreed that there was lack of support and leadership from the government on a 24-hour economy. Forty percent of the respondents generally agreed on the same while 8% of the respondents said that they were
neutral. Nine percent of the respondents disagreed and 13% strongly disagreed that there was lack of government support and leadership. From majority of the responses, it can be implied that there is lack of support and leadership from the government.

Table 4.19 Lack of Government Support

<table>
<thead>
<tr>
<th>No government support</th>
<th>Frequency</th>
<th>Valid percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>20</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>40%</td>
<td>67%</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>11%</td>
<td>77%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>9%</td>
<td>87%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>13%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

4.5.9 Ineffective Incentives

Respondents were asked whether government incentives for 24-hour businesses were ineffective. The responses are shown in Figure 4.27. The findings show that 59% of the respondents strongly agreed that government incentives for 24-hour businesses were ineffective. Thirty-nine percent of the respondents agreed that government incentives were ineffective while 3% of the respondents said opted to be neutral. Overall, the majority of the responses show full agreement on the ineffectiveness of government incentives for a 24-hour economy. This implies that business owners and employers expect the government to provide effective incentives to encourage them to shift to 24-hour businesses.

![Figure 4.27 Government Incentives for 24-Hour Economy are Ineffective](image)

4.5.10 No Legal Framework

Respondents were asked if they agreed that there was no legal framework for a 24-hour business. The responses are shown in Figure 4.28. From the results, 51% of the
respondents strongly agreed that there was no legal framework for 24-hour businesses. Twenty-nine percent of the respondents generally agreed on the same. There were no neutral responses. Thirteen percent of the respondents disagreed that there was no legal framework while 7% completely disagreed that there was no legal framework for 24-hour businesses. Majority of the responses implied that there was no legal framework known to the businessmen and employers supporting 24-hour businesses.

![No legal framework for 24-hour businesses](image)

**Figure 4.28 No Legal Framework for 24-Hour Business**

### 4.5.11 Ranking of Challenges of 24-Hour Economy

Table 4.20 below shows the extent to which challenges are significant to a 24-hour economy. The findings showed that the most significant challenges were crime and lack of government support and leadership. This was followed by lack of legal frameworks and ineffective regulations. Ranked the third challenge was ineffective government incentives. Ranked fourth was crime response followed by unreliable transport and lastly beliefs in a 24-hour economy.

**Table 4.20 Ranking of Challenges of a 24-Hour Economy**

<table>
<thead>
<tr>
<th>Ranking</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Crime</td>
<td>195</td>
<td>130</td>
<td>60.6</td>
<td>0.0</td>
<td>1</td>
</tr>
<tr>
<td>b) Crime response</td>
<td>195</td>
<td>39</td>
<td>45.1</td>
<td>0.4</td>
<td>4</td>
</tr>
<tr>
<td>c) Mobility/unreliable transport</td>
<td>195</td>
<td>39</td>
<td>55.7</td>
<td>0.5</td>
<td>5</td>
</tr>
<tr>
<td>d) Beliefs in 24-hour economy</td>
<td>195</td>
<td>39</td>
<td>24.3</td>
<td>0.7</td>
<td>6</td>
</tr>
<tr>
<td>e) Regulations</td>
<td>75</td>
<td>15</td>
<td>17.6</td>
<td>0.1</td>
<td>2</td>
</tr>
<tr>
<td>f) Government support and feedback</td>
<td>75</td>
<td>15</td>
<td>9.8</td>
<td>0.08</td>
<td>1</td>
</tr>
<tr>
<td>g) Ineffective government incentives</td>
<td>75</td>
<td>15</td>
<td>20.3</td>
<td>0.2</td>
<td>3</td>
</tr>
<tr>
<td>h) Legal Framework</td>
<td>75</td>
<td>15</td>
<td>15.2</td>
<td>0.1</td>
<td>2</td>
</tr>
</tbody>
</table>
4.5.12 Correlations and Regressions on Challenges of a 24-Hour Economy

The challenges identified in the previous section were grouped into three problems: resource and policy development, leadership development and organisational implementation. Resource and policy development looks at problems such as county government regulations, legal frameworks, allocation of resources, budgeting and risk analysis. Leadership challenges look at the style of leadership, change management, prioritization of the leader, illicit night activities and support of 24-hour businesses. Lastly, organisational implementation looks at challenges such as government incentives, product development, insecurity, transport, crime response CCTV use, lighting and public beliefs and attitudes towards 24-hour economies.

Table 4.21 Factors of Resource and Policy Development

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>County gov’t Regulations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource allocation</td>
<td>-.010</td>
<td>.911</td>
<td>75</td>
</tr>
<tr>
<td>Incentives</td>
<td>.218*</td>
<td>.046</td>
<td>.928</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.911</td>
<td>.046</td>
<td>.928</td>
</tr>
<tr>
<td>N</td>
<td>75</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Mobility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource allocation</td>
<td>.025</td>
<td>.552</td>
<td>270</td>
</tr>
<tr>
<td>Incentives</td>
<td>.266*</td>
<td>.025</td>
<td>.715</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.552</td>
<td>.025</td>
<td>.715</td>
</tr>
<tr>
<td>N</td>
<td>270</td>
<td>270</td>
<td>270</td>
</tr>
<tr>
<td>Transport reliability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource allocation</td>
<td>-.313</td>
<td>.019</td>
<td>270</td>
</tr>
<tr>
<td>Incentives</td>
<td>.042</td>
<td>.510</td>
<td>.015</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.019</td>
<td>.510</td>
<td>.015</td>
</tr>
<tr>
<td>N</td>
<td>270</td>
<td>270</td>
<td>270</td>
</tr>
<tr>
<td>CCVT and lighting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource allocation</td>
<td>-.019</td>
<td>.623</td>
<td>270</td>
</tr>
<tr>
<td>Incentives</td>
<td>.100</td>
<td>.236</td>
<td>.015</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.623</td>
<td>.236</td>
<td>.015</td>
</tr>
<tr>
<td>N</td>
<td>270</td>
<td>270</td>
<td>270</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Table 4.21 shows that there is a relationship between county government regulations and resource allocation (r=0.2, p<0.05) and between mobility and resource allocation (r=0.266, p<0.05). This implies that regulations affect how resources are located and that mobility is influenced by the allocation of resources to the transport industry. There is also a relationship between transport reliability and incentives (r=0.294, p<0.05) which suggests that there is need to provide incentives for the transportation industry. Lastly, there is a relationship between CCTV and lighting and government incentives (r=0.252, p<0.05) which suggests that government incentives on security will affect the use of CCTV and lighting as security measures.
Table 4.22 Aspects of Organisational Implementation Challenges

<table>
<thead>
<tr>
<th></th>
<th>Utility of resources</th>
<th>Government support</th>
<th>Crime</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Productivity</strong></td>
<td><strong>Pearson Correlation</strong></td>
<td>-.288*</td>
<td>-.109</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.033</td>
<td>0.305</td>
</tr>
<tr>
<td></td>
<td><strong>N</strong></td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td><strong>Staffing costs</strong></td>
<td><strong>Pearson Correlation</strong></td>
<td>.291*</td>
<td>.008</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.041</td>
<td>.726</td>
</tr>
<tr>
<td></td>
<td><strong>N</strong></td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td><strong>Economies of scale</strong></td>
<td><strong>Pearson Correlation</strong></td>
<td>-.255**</td>
<td>.011</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.023</td>
<td>.739</td>
</tr>
<tr>
<td></td>
<td><strong>N</strong></td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td><strong>Illicit night activities</strong></td>
<td><strong>Pearson Correlation</strong></td>
<td>-.024</td>
<td>.339</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.583</td>
<td>.446</td>
</tr>
<tr>
<td></td>
<td><strong>N</strong></td>
<td>75</td>
<td>75</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Table 4.22 shows that there are relationships between utility of resources and employee productivity ($r=0.288, p<0.05$) and between staffing costs and employee productivity ($r=0.291, p<0.05$). This implies that utility of idle resources and staffing costs affect employee productivity in 24-hour businesses. There is also a relationship economies of scale and utility of resources ($r=0.255, p<0.05$) which suggests that underutilization of idle resources will reduce economies of scale. Lastly, there a correlation between illicit night activities and crime ($r=0.281, p<0.05$) which suggests that the activities contribute to crime.

The study also established the correlation between policy and resource development, leadership implementation and organisational implementation. Findings showed that there is a positive significant relationship between resource and policy development and implementation of 24-hour economy ($r=0.497, p < 0.05$). Regression tests showed that policy and resource development ($R^2=0.247$) determines 25% of the success of a 24-hour economy’s implementation. There was also a positive relationship between leadership and the implementation of 24-hour economy because P value $0.03 \leq 0.05$ and $r=0.465$. Regression tests showed that leadership ($R^2=0.216$) determines 21% of the success of a 24-hour economy’s implementation. Lastly, there was a positive correlation between organisational implementation and the adoption of 24-hour economy ($r=0.422$ and $p<0.05$). Regression tests using the coefficient of determination ($R^2=0.178$) showed that
organisational implementation determines 18% of the implementation of a 24-hour economy.

4.6 Chapter Summary

This chapter analysed data using quantitative methods and discussed the results of the analyses. Responses to the questionnaire were presented, returned, and analyzed using means, cross tabulations, standard deviations, correlation tests, regression, and coefficient of variation. The findings were then presented according to the research questions: What are the tools and experiences of 24-hour economies? What are the benefits of a 24-hour economy? What are the challenges of a 24-hour economy? The results generally showed that leadership development and policy/resource development culture had a significant relationship with the implementation of a 24-hour economy while organisational implementation had less significant relationship with the implementation of a 24-hour economy. Chapter 5 discusses these findings in greater detail and refers to the literature review to support the explanations on a 24-hour economy for Kenya.
CHAPTER FIVE

5.0. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will provide a summary of the findings, conclusions drawn from the research, and recommendations for further research. The discussion is separated into three research questions. Thereafter, the study will provide concluding statements on the findings and recommendations for practice and for further research.

5.2 Summary

The aim of the research was to evaluate the challenges of a 24-hour economy in Kenya. It was guided by the need to identify the tools and experiences of a 24-hour economy, the benefits of a 24-hour economy for Kenya and the challenges of a 24-hour economy for Kenya. Descriptive research design was used for the study. This helped the researcher to investigate the phenomenon of strategic positioning and its impact on a firm’s competitive advantage. A total of 378 questionnaires were designed and distributed to respondents selected from a target population of 21,932 working in Nairobi CBD. Responses were collected after 3 days and follow-ups made two days later. Only 270 completed questionnaires were returned, representing 71 percent of the sample size. The researcher then coded the responses and entered the data into SPSS for data analysis. Descriptive and inferential statistics were used to support the quantitative analysis. A ranking of the results based on significance showed that the most significant variable was leadership followed by policy development (and resource organisation) and then organisational development.

The first research question sought to examine the tools and experiences of a 24-hour economy. Various tools and experiences were analyzed and then ranked using the coefficient of variation (CV). The findings indicate the most significant tool and experiences for consumers and employees was the types of service offered at night. This was followed by access to non-emergency services, enjoyment of night services and ease of access to night services. The least significant were an understanding and knowledge of a 24-hour economy. For business owners and employers, the most significant tools and experiences were the adequacy of markets and security. They are followed by customer demand, effect of shift-work on employees, job creation, business scope expansion and
effect of illicit activities. Hours of operation and government incentives were sixth in line followed by business opportunities in seventh position. The least significant experience was shift-work for employees.

The second research question sought to assess the benefits of a 24-hour economy. Various benefits were analyzed and then ranked using CV. The findings indicated the most significant benefits to employees and employers were lower staffing costs and higher employee productivity. Ranked second were economies of scale followed by consumer lifestyle, utility of idle resources, flexible work hours and economic growth. Ranked last was improved transport. The third research question sought to assess the challenges of a 24-hour economy. Various challenges were analyzed and then ranked using CV. The findings indicated that the most significant challenges were crime and lack of government support and leadership. This was followed by lack of legal frameworks and ineffective regulations. Ranked the third challenge was ineffective government incentives. Ranked fourth was crime response followed by unreliable transport and lastly beliefs in a 24-hour economy.

The results showed that there was a strong correlation between policy and resource development and the implementation of 24-hour economy. There was a correlation between resource and policy development and implementation of 24-hour economy ($r=0.497$, $p<0.05$). Regression tests using the coefficient of determination showed that policy and resource development ($R^2=0.247$) determined 25% of the success of a 24-hour economy’s implementation. There was also a positive correlation between leadership and the implementation of 24-hour economy ($r=0.465$, $p<0.05$). Regression tests using the coefficient of determination showed that leadership ($R^2=0.216$) determines 21% of the success of a 24-hour economy’s implementation. Lastly, there was a positive correlation between organisational implementation and the adoption of 24-hour economy ($r=0.422$ and $p<0.05$). Regression tests using the coefficient of determination ($R^2=0.178$) showed that organisational implementation determines 18% of the implementation of a 24-hour economy.
5.3 Discussion

5.3.1 Challenges of Policy and Resource Development in 24-Hour Economies

Resource and policy development looks at challenges such as county government regulations, legal frameworks, allocation of resources, budgeting and risk analysis. These issues have a significant impact on the tools and experiences of consumers and businesses on 24-hour economies. Findings from the study show that there is significant good will from manufacturers and consumers for the creation of a 24-hour economy. Ninety-seven percent of consumers supported the creation of a 24-hour economy for Kenya. Majority of the consumers (76%) showed that they enjoyed night services such as colleges, restaurants, supermarkets, hotel accommodation, police services, and air travel. Seventy-seven of business/employers said that a 24-hour economy would improve their business scope while 86% agreed that a night economy would improve job opportunities.

However, the tools and experiences of consumers and businesses depict a negative picture of 24-hour economies. Rankings showed that the most significant tools and experiences for consumers were access to non-emergency services, enjoyment of night services and ease of access to night services. However, 81% of consumers could not access most of these services at night while 76% said that they could not access non-emergency services at night. This is because 73% of the business owners/employers did not operate for 24-hours. Reasons on why businesses failed to work at night are: 79% of employees did not work night shift, 64% of employee were affected by night work, and 97% were hindered by illicit activities, lack of government support (100%) and insecurity to 87% of the businesses.

Iraki et al., (2009) observe that access to social systems including water, energy, waste management, health structures, recreation activities and access to child care are important prerequisites for a 24-hour economy. However, the findings in the study show that access to services at night is lacking and may likely cause conflict between the providers and consumers of 24-hour economies. Roberts and Turner (2005) observe that regulation and legal frameworks are vital for reducing conflict in 24-hour cities. Policy and resource implementation is largely influenced by the existence of these regulation and legal frameworks.
Iraki et al., (2009) argue that the executive and legislature are important for formulating and funding the implementation of a 24-hour policy. In Kenya, however, these arms of government do not take these roles seriously. Part of the problem is that there risk analysis for the implementation of a 24-hour economy is lacking. This leaves policy makers to making irrational decisions without any risk mitigations strategies (Murphy and Gardoni, 2007). Another contributing factor could be that the Kenyan government does not know how to prioritize the risks facing the society. This ignorance hinders them from putting up appropriate mitigation strategies for their resource allocation and policy decisions (Fozzard, 2001). Lastly, it may be difficult for the government to rationalize budgeting decisions for a 24-hour economy because the process is politicised and because the techniques used for analyzing spending decisions are usually ineffective, lack scientific basis and are hard to implement. Fozzard (2001) agrees that policy-makers often face challenges in prioritizing the allocation of resources, evaluating the cost effectiveness of government budgets, and rationalizing their budgeting decisions. The author concurs that analyses techniques such as cost-benefit analysis is not practical for making resource allocation decisions for inter-program and inter-sectoral policy issues or activities.

The positive correlation between resource and policy development and implementation of 24-hour economy (r=0.497, p < 0.05) implies the importance of effective policies for successful 24-hour economies. Consequently, the discussion has revealed the need for policies which govern the allocation of resources, the involvement of executive and legislature in formulating an effective policy, risk mitigation in policy-making, prioritization of risks, rationalization of budgeting decisions and utilization of effective risk analysis methods.

5.3.2 Challenges of Leadership Implementation in 24-Hour Economies

The findings were to determine the challenge of leadership implementation in a 24-hour economy. The government’s leadership in implementing a 24-hour economy could be evaluated from the provisions in the transport industry, mobility at night, response to crime, enforcement of regulations, support for 24-hour economy and the implementation of legal frameworks to support the economy. On mobility and transport, 100% of consumer responses showed that mobility was a challenge for their night shopping. Eighty-nine percent of the consumers said that there were no provisions for reliable
transport whereas 78% of business owners and employers said that the transport system was unreliable. Both responses confirm that mobility and transport reliability were key leadership challenges for the government’s implementation of a 24-hour economy. On crime response, 86% of the respondents said that crime response hindered their night shopping. This implies that the government’s response to crime is a challenge for consumers and businesses.

From the findings, it can be deduced that the Kenyan government faces leadership limitations in providing a conducive external environment for businesses and consumers to operate at night. Voegtlin, Patzer and Scherer (2011) observe that the choice of leadership style affects a company’s connection with its environment. This means that style of leadership adopted by the government influences a business’ relationship with the markets operating in 24-hour economies. Leadership influences organizations create value which transcends time and geographical boundaries (Angus, Leppan, Metcalf and Benn, 2009).

Responsible, transformational and servant leadership seem ideal for Kenya’s 24-hour economy. A transformational and servant leader would act in the interest of the public and aggressively protect the country’s social capital (Kellerman 2004). In a globalized environment, it is important that leaders weigh the consequences of their decisions and use their influence to resolve conflict, encourage stakeholder dialogue and try to achieve consensus on the operation of 24-hour businesses. A responsible leader would focus on legitimizing stakeholder relations, creating social capital, harnessing an ethical culture, creating a corporate social responsibility (CSR) character, social entrepreneurship, and influencing employees’ attitudes and perceptions (Stansbury, 2009).

The challenge with leadership is that efforts towards change are restricted by bureaucracy especially within the government. Findings from 80% of the respondents reveal that there is legal framework for 24-hour businesses. Ninety-one percent of business owners and employers said that regulations were a hindrance while 67% said that there was lack of support and leadership from the government on a 24-hour economy. The government is expected to take a leadership role as a change agent and to create a collaborative environment where stakeholders can work together to achieve a successful 24-hour economy. However, this environment is difficult to create due to the sheer number of stakeholders, bureaucracy and difficulty compromising on decisions (Iraki et al., 2009).
Lack of prioritization is another challenge affecting the leadership. The transformation of a 24-hour economy has a significant impact on policy responses (Roberts 2006). It has made it difficult for leaders to reconcile 24-hour planning policies with licensing policies, environmental policies, and anti-social alcohol-related behaviour (Brabazon and Mallinder 2007; Lightowlers et al., 2012; Talbot 2006). Population needs have to be accommodated in terms of space and time. However, political leaders have not taken the priority to delineate night time and daytime economic activities due to the differences in production and consumption patterns.

The findings reveal that there is a positive correlation between leadership and the implementation of 24-hour economy ($r = 0.465, p<0.05$). Regression tests using the coefficient of determination show that leadership ($R^2=0.216$) determines 21% of the success of a 24-hour economy’s implementation. To achieve positive impact on a 24-hour economy, the government needs to take a leadership role in providing support, solving mobility and transport problems, reducing bureaucracy, prioritizing policy responses and reconciling different policies affecting 24-hour business operation. The government needs to weigh the consequences of its decisions and use its influence to resolve conflict between consumers and businesses, encourage stakeholder dialogue and try to achieve consensus on the operation of 24-hour businesses.

5.3.3 Challenge of Organisational Implementation in 24-Hour Economies

Organizations achieve competitive advantage when they align their performance with business strategy. This competitive advantage is achieved through a myriad of factors including operational efficiencies, diversification, management team and style, acquisitions, management of human resources, manipulation of socio-political influences in the external environment, conformity to social responsibility and participation in cross-cultural activities (Raduan, Jegak, Haslinda and Alimin 2009). Competitive advantage for business owners and employers in Kenya include crime and ineffective government incentives.

From the study, all of the business owners and employers generally agreed on the challenge of crime to businesses. Eighty-six percent of the respondents said that crime response hindered their night shopping. The implication is that crime is a challenge for successful implementation of a 24-hour economy in Kenya. Seventy-eight percent of the
respondents generally agree that the use of CCTVs and lighting would reduce incidences of criminal activities thereby improving the safety of night shopping. This implied that there were inadequate CCTVs and lit areas for 24-hour business operation. Also, the findings revealed that 98% of businesses found government services to be ineffective for 24-hour operation.

Scholars agree that insecurity affects organizational implementation of a 24-hour economy. According to Hadfield, Lister and Traynor (2009), the night-time economy is affected by tensions which affect regulatory and security architecture. These tensions are primarily caused through alcohol consumption and lack of public policing in areas set for entertainment. Insecurity arises when drunken people act in a disorderly manner (such as urinating in a public place) interfere with the operations of legalized night-time businesses. Cruz, Sommer and Tempra (2006) argue that street lighting and insecurity constrain mobility. They argue that mobility would be improved if the Nairobi county government, agencies and the private sector collaborated to provide street lighting, surveillance through CCTV, and rapid response from police and private security companies. Wickham (2012) observes that there is need to ensure the safety and security of service providers such as cab drivers and public transport drivers working at night using CCTV in vehicles and at taxi ranks, shields separating drivers and the passengers, and security training for the drivers.

On incentives, studies show that businesses and governments in 24-hour economies should focus on allocating their resources more efficiently to profit-generating activities. For governments, it would include giving subsidies (such as tax breaks, rebates or special licenses for 24-hour businesses) and improving the transportation system to enhance mobility (Raduan et al., 2009). However, the current incentives used by the Kenyan government seem inadequate to influence more businesses to change to 24-hour operation. Ineffective incentives may be restricting access to markets for these businesses. Iraqi et al., (2009) agree that restricted access to markets negates a firm’s profit-maximization because managers would incur losses from the extra production time (Iraki et al., 2009). The discussion reveals that the government should seek to create an environment which enables investors to obtain monetary value for their input in 24-hour economies. It should achieve this role by ensuring adequate security, providing CCTV and lighting, and providing adequate incentives for businesses to invest in 24-hour operations.
5.4 Conclusions
The study was to determine the challenges affecting the adoption of a 24-hour economy in Kenya. The findings were guided by three research questions: What are the tools and experiences of a 24-hour economy? What are the benefits of a 24-hour economy? What are the challenges of a 24-hour economy? The findings showed positive correlations between policy/resource development, organisational implementation and leadership with the implementation of a 24-hour economy in Kenya.

5.4.1 Policy and Resource Development in a 24-Hour Economy
The findings reveal that there is a correlation between policy and resource development, leadership implementation and organisational implementation. Policy and resource development determines 25% of the success of a 24-hour economy’s implementation. However, this policy and resource development is hindered by a number of challenges. The challenges are the inability to access services at night, no night shifts for employees, illicit activities, lack of government support and insecurity.

5.4.2 Leadership Implementation in a 24-Hour Economy
The findings reveal that there is a positive correlation between leadership and the implementation of 24-hour economy ($r=0.465$, $p<0.05$). Leadership influences 21% of the success of a 24-hour economy’s implementation. However, the Kenyan government faces leadership limitations in providing a conducive external environment for businesses and consumers to operate at night. Mobility, crime response, transport reliability, lack of prioritization and bureaucratic regulations are key leadership challenges for the government’s implementation of a 24-hour economy.

5.4.3 Organisational Implementation in a 24-Hour Economy
The findings reveal that there is a positive correlation between organisational implementation and the adoption of 24-hour economy ($r=0.422$ and $p<0.05$). Organisational implementation determines 18% of the implementation of a 24-hour economy. However, key challenges facing businesses and consumers are insecurity, CCTV and lighting, and government incentives for businesses.
5.5 Recommendations

Key recommendations are provided for each objective as well as suggestions for further scholarly research.

5.5.1 Recommendations for Organizational Improvement

5.5.1.1 Policy and Resource Development

The findings and literature reveal that need for policies which govern the allocation of resources, the involvement of executive and legislature in formulating an effective policy, risk mitigation in policy-making, prioritization of risks, rationalization of budgeting decisions and utilization of effective risk analysis methods.

5.5.1.2 Leadership Implementation

The Kenyan government needs to adopt a transformative leadership style to motivate businesses and consumers to adopt a 24-hour economy. It needs to provide support, to address mobility and transport concerns facing businesses and consumers, to reduce bureaucracy, to prioritize policy responses and to reconcile different policies affecting 24-hour business operation.

5.5.1.3 Organisational Implementation

The government needs to create an environment which enables investors to obtain monetary value for their input in 24-hour economies. It should achieve this role by ensuring adequate security, providing CCTV and lighting, and providing adequate incentives for businesses to invest in 24-hour operations.

5.5.2 Recommendations for Further Studies

The aim of the study was to determine the challenges affecting the implementation of a 24-hour economy in Kenya. The study recommends that future scholars should evaluate the challenges of implementing a 24-hour economy much more in detail. Further research on the challenges of policy development, leadership and organisational implementation on a 24-hour economy is recommended.
REFERENCES


Mars Group. (2009). *There is need for a headcount in the Kenya public service: This is urgent as it is a high risk corruption area in the National Budget.* Available: http://www.marsgroupkenya.org/blog/2009/06/08/


The Map of the pilot areas (one-way streets) for implementing a 24-hour economy

Source: Iraqi et al., 2009, p. 8.
Appendix B: Cover Letter

CAROLINE MUMBUA NZIOKA
UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA (USIU-AFRICA)
P.O. BOX 14634, 00800.
NAIROBI

Dear Respondent,

I am carrying out research on the challenges of implementing a 24-hour economy in Kenya. This study is a requirement for the partial fulfilment of the Master in Business Administration in Strategic Management (MBA) program at the United States International University Africa (USIU-AFRICA).

This study seeks information from stakeholders who would benefit from the 24 hour operations such as shoppers, employees from private institutions and the general public. You have been selected as a lucky respondent for this study.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you in advance,

Yours sincerely

Caroline Mumbua
Appendix C: Questionnaire

SECTION I: GENERAL INFORMATION

1. What is your gender? Male ☐ Female ☐
2. What is your age? 20-24 years ☐ 25-29 years ☐ 30-34 years ☐ 35-40 years ☐ Over 40 years ☐
3. How long have you worked in Nairobi?
   - Less than 2 years ☐
   - 3-5 years ☐
   - 6-10 years ☐
   - Over 10 years ☐
4. What is the nature of your employment?
   - Employer/businessman ☐
   - Private-sector employee ☐
   - Public-sector employee ☐
   - Unemployed ☐
5. Do you shop at night? Yes ☐ No ☐
6. On average, how often do you shop at night?
   - Never ☐
   - Daily ☐
   - Once a week ☐
   - Twice a week ☐
   - More than twice a week ☐

SECTION II: EMPLOYEES AND CONSUMERS OF 24-HOUR ECONOMY

A). TOOLS AND EXPERIENCES OF 24-HOUR ECONOMY

7. Do you know what at 24-hour economy is? Yes ☐ No ☐
8. Do you think Kenyans understand the meaning of 24-hour economy?
   - Yes ☐ No ☐
9. What type of services do you seek at night?
   - Restaurants (food & dining) ☐
   - Hotel stay ☐
   - Supermarket ☐
Please tick the answer corresponding to your opinion for each question.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. I enjoy shopping at night</td>
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<td>11. It is easier for me to access services at night rather than during the day</td>
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<td>12. I cannot access non-emergency services at night</td>
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<td>13. I support the creation of a 24-hour economy</td>
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<td>14. The 24-hour economy suits my lifestyle</td>
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</table>

B) BENEFITS OF 24-HOUR ECONOMY

Please tick the answer corresponding to your opinion for each question.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>15. The 24-hour economy enables me to keep flexible work hours</td>
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<td>16. The 24-hour economy suits my lifestyle as a consumer</td>
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<td>17. A 24-hour economy will improve the country’s economic growth</td>
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<td>18. A 24-hour economy will improve the transport system</td>
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</tbody>
</table>
C) CHALLENGES OF A 24-HOUR ECONOMY

Please tick the answer corresponding to your opinion for each question.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>19. Crime is a deterrent for 24-hour shopping</td>
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<td>20. The response to crimes will hinder people from shopping at night</td>
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<td>21. The installation of CCTV cameras and lighting will reduce criminal activities in 24-hour economies</td>
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<tr>
<td>22. Mobility is a major challenge for customers in 24-hour economy</td>
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<td>23. There are no provisions for reliable 24-hour transport</td>
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<tr>
<td>24. People do not believe a 24-hour economy will succeed in Kenya</td>
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SECTION III: EMPLOYERS AND BUSINESS OWNERS

A) TOOLS AND EXPERIENCES OF 24-HOUR ECONOMY

1. Do you operate 24 hours a day? Yes □ No □
2. Do your employees work in shifts throughout the night? Yes □ No □
3. Are your employees affected by night work? Yes □ No □
4. Does working at night increase business for your company? Yes □ No □

Please tick the answer corresponding to your opinion for each question.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>5. A 24-hour economy will increase job opportunities for the youth</td>
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<td>6. A 24-hour economy will increase the scope of my business</td>
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<tr>
<td>7. Setting up flexible work hours will affect my company’s night operations</td>
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</tbody>
</table>
8. Consumption of illicit activities (eg prostitution or drugs) will affect my company’s night operations

9. Government incentives are necessary for night operations

10. Security is very important factor influencing my company’s decision to work at night

11. There is adequate market for goods and services produced at night

12. 24-hour operations are driven by customer demand for goods and services at night

B) BENEFITS AND CHALLENGES OF 24-HOUR ECONOMY

Please tick the answer corresponding to your opinion for each question.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
</table>

13. A 24-hour economy increases employee productivity

14. A 24-hour economy reduces staffing costs

15. A 24-hour economy increases economies of scale for manufacturing companies

16. A 24-hour economy improves the utilization of idle resources in the organization.

17. Regulations are a major challenge for businesses

18. Crime is a deterrent for 24-hour operations

19. There is no reliable 24-hour public transport

20. Local authorities and national governments do not support 24-hour economies

21. Government incentives for investing in 24-hour operations are ineffective (e.g. tax breaks)

22. There is no sustainable policy or legal framework for a 24-hour economy

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE