

Sunday is the new Saturday: Sunday Trading Reforms And Its Effects on Family-run SMEs, Employees and Consumers

Author: Dr. Hina Khan

Dr Khan is a Lecturer in Marketing for International Operation for the Lancaster University Management School, Lancaster University, UK. She also works as an Independent Marketing Consultant. She is on the Editorial Board of the Journal of Small Business and Enterprise Development and reviews papers for the Academy of Marketing Science, International Marketing Review and Journal of Services Marketing. Her research interests are consumer buying behaviour, small and medium size enterprise development and emerging markets. She was awarded an outstanding reviewer 2012 award for her contribution to the Journal of Small Business and Enterprise Development and was also one of the three finalists for Lloyds TSB Jewel Award in 2007. She has published in international journals. She presents papers and chairs sessions at international conferences regularly.

Dr. Hina Khan

Lecturer in Marketing for International Operations

Department of Marketing, LUMS

Room D39, Charles Carter Building

Lancaster University Lancaster,

UK LA1 4YX

Email: h.khan11@lancaster.ac.uk

Qualifications: **PhD; MBA; PG Dip; B.Com; PCAPL**

Sunday is the new Saturday: Sunday Trading Reforms And Its Effects on Family-run SMEs, Employees and Consumers

Abstract

Purpose – This research investigated consumers, family-run small businesses (SMEs) and their employees' perceptions and attitude towards reform of the Sunday trading act in Britain.

Design/methodology/approach – A multi-method approach was employed to collect data in this study. Semi-structured interviews were conducted with 27 family-run small business owners/managers, 25 employees and 30 consumers. A survey was also conducted amongst 385 consumers and 279 employees. A convenience sampling method was used to collect data. Interview data was analysed by using content analysis and survey data was analysed by using descriptive statistics.

Findings – The results demonstrate considerable support for extending Sunday trading hours. Most of the arguments against the reform were found to be redundant. The findings suggest that in contemporary Britain, the restricted Sunday Trading hours are perceived to be outdated and inconvenient.

Research limitations/implications –The findings demonstrate that a paradigm shift is needed to meet and understand the changing market conditions. This exploratory study is limited to the UK. Future research will be extended to other European countries.

Originality/value – This is the first academic study to investigate the current debate regarding the deregulation of the Sunday Trading hours. This study highlighted the psychographic changes and socio-economic demand in the marketplace. Sunday trading offers different types of benefits to consumers, employees and SMEs. The study proposed an original model that categorised these benefits into three major levels; primary benefits; ancillary benefits; and ultimate benefits.

Keywords – Sunday Trading Act, Reform, Small Family Businesses, Employees Perspectives, Consumer Motives, Psychographic Changes, Socio-economic Demand

Paper type - Research paper

1. Introduction

A number of recent empirical studies have investigated relevant aspects of family-owned and managed Small and Medium-sized Enterprises (SMEs) and the specific competitive challenges that they face in the global marketplace (Newbert and Craig, 2017; Measson and Campbell-Hunt, 2015; Miller and Le Breton-Miller, 2014; Nummela *et al.*, 2006; Khan and Bamber, 2007). However, research studies that focus on marketing and operational perspectives in general and the implications of Sunday trading on family-run SMEs in particular are relatively scarce. There exists a notable paucity of research on the direct and indirect effects of Sunday trading upon SMEs, employees and consumers in Britain. Although, there have been some studies conducted in the UK by the Government agency and various pressure groups (e.g., trade unions, retailers, councils and Members of Parliament), most of the specialist literature relates to a period that is prior to the introduction of the 1994 Sunday Trading Act. To bridge the knowledge gap, this research study sets out to explore pertinent arguments made in favour, as well as against, Sunday Trading by a wide variety of stakeholders, including: academics, researchers, policy makers and business owner/managers since the act was introduced in 1994.

Any shift in political direction which results in a change of attitude to public policy, how competitors adopt and react to change, innovations in technology challenging the dynamic of restrictions on control of retail purchasing hours and changes in consumer attitudes which could as a result threaten high street retailing's existence. All could have destructive effects on SMEs market share and ability to maintain their competitive position in the marketplace. It is paramount that SME's adapt to these changes in the business environment which they operate in and stay in touch with future retail trends and changing consumer shopping characteristics. However, one of the crucial attributes of a successful SME is to be innovative with products or service offerings to meet new market demands, to boost efficiency by developing new competencies in order to increase total sales and remain competitive.

Hence, this research study investigated recent debates about the proposed reformation of the Sunday trading act, related trends, key concerns and its effect upon three major stakeholders:

- (i) consumers
- (ii) employees
- (iii) family-owned and managed SMEs.

2. Theoretical background

2.1 The impact of Sunday trading reforms on family-run small and medium size businesses

In England, until 1994, the Shops Act (1950) mandated restrictions on the types of shops that could open and the categories of goods that could be sold on certain days. For example, on Sundays, Chinese takeaway shops could open while fish and chip stores could not. Consumers could purchase magazines, but not books (Burke and Shackleton 1989). The introduction of the Sunday Trading Act in 1994 attempted to clarify the confusing situation and enabled large shops to trade for a maximum of six hours continuously between 10:00AM and 6:00PM on Sundays. The rights of the employees who work on Sundays were protected, so no employee could be sanctioned due to refusal to work on Sundays (Halsall 1994). Concerted efforts, by retailers, to further extend Sunday trading hours in 2006, resulted in the Department of Trade and Industry commissioning an independent analysis of the costs and benefits related to easing Sunday shopping restrictions (Williamson *et al.*, 2006). Although the government concluded that at that time there was no substantial demand for further change, some retailers continued to campaign for deregulation (Allen 2009; Eleftheriou-Smith, 2016).

In 2016, previous British Chancellor of the Exchequer, George Osborne, planned to reform the Sunday trading laws as they have not been updated since they were introduced more than 20 years ago. He suggested that the transformation would boost the economy. He planned to empower councils and elected mayors, to be able to decide whether shops could be open longer on Sunday, in order to boost the local economy and help high street shops to compete with online retailers. However, the plans were criticised for being “anti-family, anti-small business, anti-workers, discouraging community involvement/activities and religious observance” (Mason, 2016). The British Government at the time was defeated by 31 votes as it could not achieve a majority vote to implement the reforms.

Concerns were also raised that longer trading hours on Sunday would likely to benefit the larger out-of-town super-stores. It was feared that the 24 hours trading would divert the business opportunities from the high street and small independent retailers towards the retail parks (Mason, 2016). Therefore, profit opportunities for SMEs would decline, operational costs would increase and some small shops would be forced to close down.

A cross-party pressure group which consisted of 150 council leaders and 40 MPs wrote to the Government, calling on them to reform Sunday trading laws as it could give an economic boost of around £1.4 billion as well as increase in employment across the country. It stressed that since the 1994 reforms, the people's life style had changed fundamentally. The research also found that 44% of the people were shopping on Sundays and it was now the second busiest day of the week. The restricted Sunday trading hours were harming the economy (McCann, 2016)

Sweden, Slovenia and Croatia has unrestricted Sunday trading hours. Finland completely abolished Sunday trading restrictions in 2015 and France relaxed Sunday trading hours in 2009. However, Norway, Germany and Austria still have restricted Sunday trading hours, to mention but a few countries (EuroCommerce 2017; Hakkarainen *et al.*, 2015; Samuel 2009). In Germany, its Constitutional Court even ruled that from 2010, German retailers must close on Sundays which should be protected as a day of rest from work and for 'spiritual elevation' (Dowling 2009).

The Centre for Economic Performance published an academic study conducted by Genakos and Danchev (2015). They employed a difference-in-difference framework and collected data by employing Sunday regulation indicators from 30 European countries ranging from most restricted to least restricted Sunday trading hours from the period of 1999 to 2013. The study found positive economic impact on employment, opportunities for business growth and competitive pricing, where Sunday trading hours were least restricted.

Thus, this study aims to contribute to the specialist literature by examining and highlighting the key issues concerning reformation of the Sunday trading act. This advances the research by defining the areas that need to be investigated further. It has now been almost 23 years since the Sunday Trading Act 1994 was passed in the UK; the majority of businesses are now open almost every Sunday. Consumers seem to have embraced the idea of Sunday shopping, which is one of the reasons why currently, many retailers are calling for an extension on Sunday trading hours (Khan et al., 2011). Whilst there may well be many customers shopping on Sundays, it remains to be seen whether these customers are simply not buying through the week and only choosing to shop on Sundays, with the effect of diluting sales over a longer period. Tauber (1972, p.49) argued that "In the future, the ability to gain a distinct differential advantage may depend on catering to shopping motives that are not product related." In today's highly competitive marketplace, if family-run SMEs take no notice of the

current psychographic factors (consumer values, attitude, buying habits and lifestyle) that are driving this socio-economic demand in the marketplace, they risk lagging behind.

Looking further afield, in America and some states of Australia, retail stores are open longer on Sundays. However, in many European countries stores still remain closed or only open for restricted number of hours on Sunday. But, there is a vigorous ongoing debate on the reformation of Sunday trading hours. Similarly, in their study, Gruber and Hungerman (2008) stated that deregulated Sunday trading hours increases the opportunity cost of religious attendance and donations by offering alternatives for work, leisure and consumption. They found that in American states where a state reformed Sunday trading restrictions, both religious attendance and church donations reduced. The study also found an increase in drinking and drug use only amongst initially religious people. Nonetheless, in countries like Finland where Sunday retail trading is completely deregulated, there are restrictions imposed on the sale of alcohol after certain hours (EuroCommerce 2017). Currently in the UK, Off Licence shops are permitted to sell alcohol until 10:30PM – 11:00PM on Sunday. Public houses (Pubs) and restaurants also serve alcohol till late on Sunday. So, it does not seem to have any relevant implications for the UK.

However, The Financial Times Deutschland criticised the German court's ruling for stimulating emotional debate about Sunday trading (see Dowling 2009). It stated that while it is of paramount importance to have a freedom to practice a religious belief, it is unwise to use a religion-based approach towards Sunday trading as the structure of society has changed fundamentally, with many people are now co-habiting without getting married or living on their own. It seems like an invasion on people's rights and economic freedom. The ruling was also criticised for neglecting the shop owners concerns who want to encourage customers to visit their stores rather than shop online. The freedom and choice should be given to consumers as to whether they would want to attend church, rather spend time on a busy high street or go for a walk in the forest (Dowling 2009). Europe's Sunday trading laws appeared to be complicated and inconsistent.

Dana (1992) was critical of the restricted Sunday trading laws in Canada costing Canadian retailers a great deal as many Canadians were travelling to the USA to shop on Sundays. So, if the stores in Canada were not trading on Sunday, consumers would take advantage of the convenience of being able to shop on a Sunday in the USA. Canadian

businesses continue to lose out on making extra profit as USA businesses earn greater profits and gain competitive advantage. However, Canada has now relaxed its Sunday trading law.

Since 1994 when the Sunday Trading Act was introduced, most shops have opened every Sunday. With longer trading hours, Sunday shopping appears to have become a convenient alternative for those consumers who have embraced the concept. Essentially, the stereotypical image of society and families has changed. The British Retail Consortium stated that in terms of hourly sales, Sunday is the biggest day of the week as customers try to shop within the limited trading time. In terms of total weekly sales and football, Sunday is second only to Saturday (Judah and Sorrel-Dejerine 2013). Businesses and workers have been protesting for and against the complicated Sunday trading laws in France too. It is not just shopping that has changed attitude towards Sunday. It is also the televised sports, and changes in the family structures which have greatly influenced attitudes and has dis-integrated the distinction between Saturday and Sunday. The overall outlook and psychological shift is difficult to comprehend. In today's society, the emphasis is more about possessing material goods than about values, people and relationships (Judah and Sorrel-Dejerine 2013)

Furthermore, Genakos and Danchev (2015) found positive economic impact of deregulating Sunday trading hours on employment. They also found that it provides opportunities for the new firms to enter the market and keep product pricing competitive. Thus, it benefits consumers, the community, increases employment and businesses. Goos (2004) conducted a study in the USA regarding Sunday trading restrictions by employing data from the quinquennial Economic Census of Retail Trade between 1977 and 1997. His findings suggest that deregulation increased the total employment by 4.4% to 6.4%. Moreover, Skuterud (2005) conducted a difference-in-difference study of the deregulation of Sunday trading in the retail industry in the Canadian provinces. The result indicated that the relaxation and elimination of Sunday trading laws increased employment in deregulated industries by 5% to 12% between 1980 and 1998. He concludes that this increase was caused by an increase in threshold labour, which is an increase in employment and not just by simply increasing hours of existing employees (Skuterud, 2005).

The cross-party pressure group also emphasised that restricted trading laws purport that some stores particularly the small businesses could not compete with online retailers effectively. In today's fast moving society where people are time poor, having flexibility in all

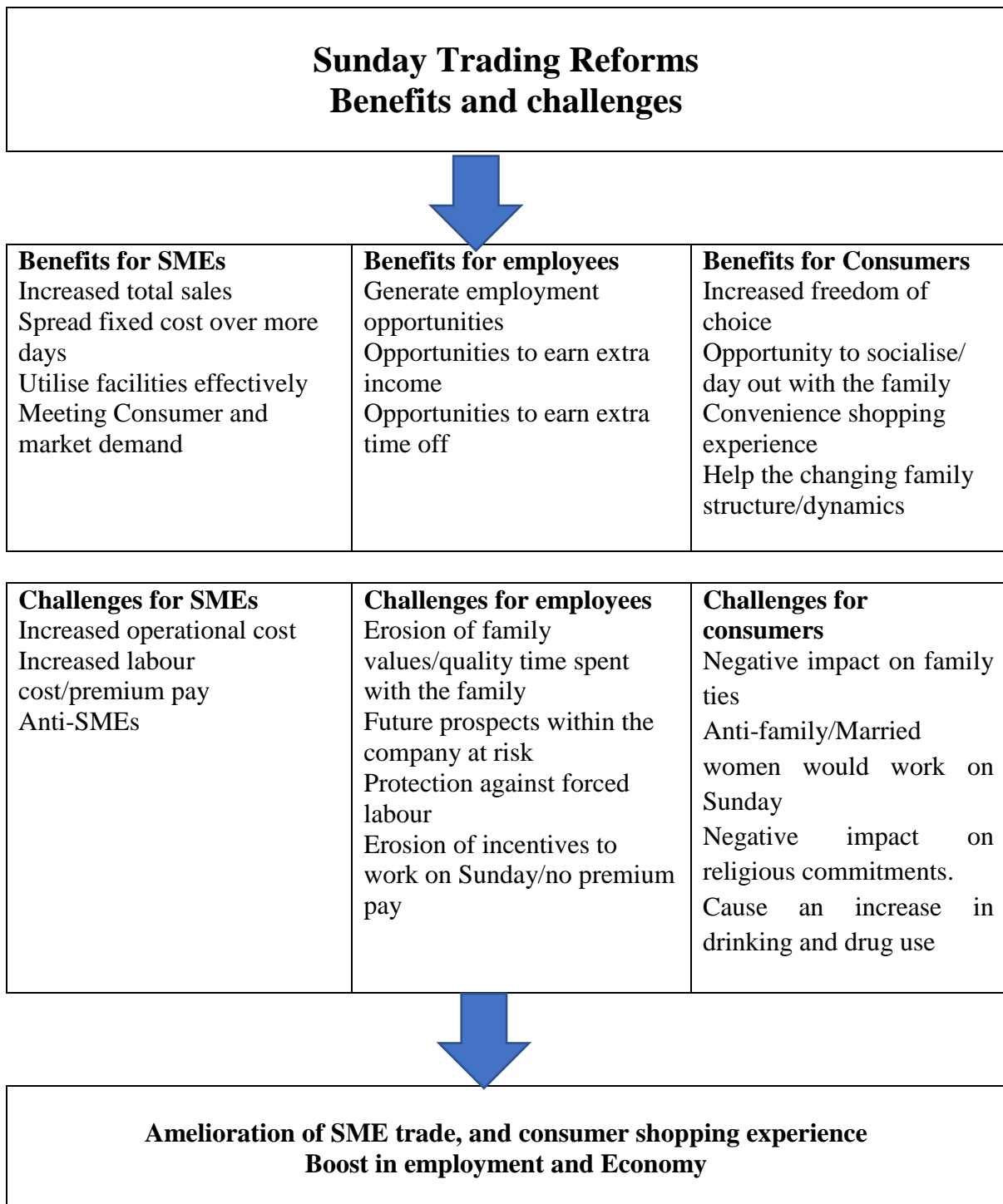
aspects of their lives is becoming paramount. Thus, being able to shop at a convenient time is essentially important (McCann, 2016). People's shopping habits have changed; flexible hours would mean large chunks of the public are suited to shopping outside the traditional hours. Retailers, therefore, must adapt to the psychographic change in order to better compete for their trade (Hakkarainen *et al.*, 2015)

Denham (2016) interviewed leading entrepreneurs and business men who pointed out three reasons why SMEs should not worry about extended Sunday hours. First, competition drives innovation. Small businesses are used to inventing new ways to compete effectively. Second, consumer lifestyles and society have changed. People want to be able to shop outside the traditional hours. SMEs must adapt to compete with, not only big firms but also online retailers. For instance, in Australia, the extended trading hours have not affected the sales or viability of small retail business. Finally, Britain prides itself as being a nation of shopkeepers and a heaven for entrepreneurs. Restricted trading hours, would mean not being able to respond to the demands of modern Britain and missing out on opportunities (Denham, 2016). In short, if the shops are closed on Sundays, consumers would spend their money online. A physical business or a shop offers distinct advantages over online retailers. Many consumers prefer to interact with the staff directly as they believe queries about the product or service can be dealt with in a quicker and more comprehensive manner, which helps them to evaluate product attributes appropriately and so is more desirable.

This raises some questions as to how Sunday trading reforms would affect family-run SMEs. How prepared and willing are they to deal with such a change? Socioemotional Wealth (SEW) theory suggests that family-run businesses influence the direction of the business and its priorities are generally more beneficial to the direct family in the business rather than the unrelated extended families i.e. employees, customers, shareholders and the local community (Newbert and Craig, 2017; Miller & Le Breton-Miller, 2014). Thus, "Family owners risk alienating, disenfranchising, and/or harming the internal and external constituencies on which their business depend" (Newbert and Craig 2017, p342) Therefore, they must determine a strategy which would help them to respond to such a change in the market conditions effectively and efficiently.

In today's competitive marketplace it is paramount for SMEs to be proactive and cater to changing consumers' lifestyle and market conditions in order to fulfil the potential of the change and the opportunities it offers in order to maintain a strong position in the marketplace (Tauber, 1972). Sunday trading has benefited both the UK retail and consumers. It has generated a great deal of debate on the positive and negative impacts, with owners and directors of retail businesses, retail employees, consumers and special interest groups having varied and sometimes opposing opinions and arguments. These are summarised in Figure 1 and addressed further in the sections below.

Figure 1: Themes emerging from the literature



2.2 *The impact of Sunday trading on Sunday workforce*

No up-to-date academic research in the available literature has been conducted to examine whether the arguments presented in Figure 1 are still valid in the new millennium in Britain or investigated the current perceptions of employees regarding Sunday trading. Given the on-

going debate and requests for further deregulation, there is clearly a need for further research to investigate the aforementioned issues and concerns. A review of available literature demonstrated that no academic study has been conducted to examine the impact of these issues on British workforce since the Sunday trading laws were introduced in 1994. Thus, this study aims to contribute to the literature by examining these key issues in order to comprehend the effect of this inevitable market demand.

Before Sunday trading was deregulated in 1994, concerns were raised that married women would end up working on Sundays (Freathy and Sparks, 1993). This was one of the predominant bases, for the argument that Sunday opening would break up family life. Burton (1993) pointed out that in Scotland (where Sunday trading is legal) only 74% of people had Sunday lunch with their families compared to a national average of 82%. It was also suggested that incentives for working on Sunday would eventually decrease (Lang 1989). When Freathy and Sparks (1993) investigated the structure of the Sunday workforce, it was found that the majority of the Sunday workers were part-time workers and were under 30 years old. However, there were a large number of 31 to 50 year old females and 16 to 20 year old males.

Moreover, a major reason for working on Sundays was the ability to earn an extra income (Freathy and Sparks, 1993). In total, 70% of the workforce received at least time and a half for Sunday working; 47% received double time. This was further confirmed by a previous study conducted by Kirby (1992) which revealed that the receipt of a premium payment was the major reason for working on Sunday. However, Kirby (1992) also found that nearly 40% stated they would not work on Sundays. When asked what actions they would take, if their employers required them to work on Sundays, 42% claimed they would try to change their job and 31% said they would be unhappy but would have to stay in their job. According to Freathy and Sparks (1993) 54% of respondents stated that there were no disadvantages to Sunday working. It also highlighted the fact that the main disadvantages were predominantly domestic and social concerns, as opposed to religious concerns. Moreover, 60% of the respondents of the survey conducted by Kirby (1992) believed that working on Sundays would reduce their time with their partners.

An USDAW (2015) survey of over 10,000 retail staff working in large shops found that the vast majority of the staff were against the extension of Sunday trading hours. They stated that employees already feel under pressure to work more hours on a Sunday, despite existing

workers' rights to opt-out of Sunday working. This is because shop workers who opt-out of Sunday working are not guaranteed replacement working hours on another day of the week and would therefore lose income by using this right. The survey also discovered that 35% of shop workers want to work fewer Sunday hours, compared to only 6% who want more hours, showing that extending Sunday trading hours would have a minimal impact on combating underemployment. Kirby's (1992) research found that a premium payment was the major reason for working on a Sunday.

Nonetheless, research has shown that deregulating the Sunday Trading hours has a positive impact on employment opportunities and competitiveness of a business. Genakos and Danchev (2015) found that in European countries where Sunday trading hours were least restricted, it provided more opportunities for employment and help businesses compete effectively. Goos (2004) also concluded that deregulation increased the total employment by 4.4% to 6.4% in the USA. Furthermore, Skuterud (2005) found that the relaxation and elimination of Sunday trading laws in Canadian provinces increased employment in deregulated industries by 5% to 12% between 1980 and 1998. The findings of his study concluded that this increase in employment was not just by simply increasing hours of existing employees but a real increase in total employment (Skuterud, 2005).

As for protecting the rights of the workforce, the cross-party pressure groups in favour of extended Sunday trading hours in Britain, also advocate the reform of the current laws for workers, in that the law must offer stronger protection for employees who should be able to decline or opt out of Sunday hours with just one month's notice instead of three months (McCann, 2016). Moreover, service excellence plays an important role when implementing change. Theory of service excellence emphasises that it is paramount to get the internal dynamics of a company right by understanding and satisfying their internal customer i.e. employees to satisfy external customers (Kanji, 2007). Motivated employees who feel valued would go the extra mile to delight the customer. Thus, SMEs must manage their most valuable resource by keeping employees motivated, developed, feeling valued and satisfied, to deliver excellent service to achieve and sustain competitive advantage (Khan and Matlay 2009). Service excellence is defined as "the fundamental link between a happy and motivated workforce and a successful organisation. It's as much about changing hearts and minds as putting the correct processes in place" Gilthorpe (2006, p33).

As deliberated above and mentioned in Figure 1, some studies have found support for reforming the Sunday trading act, claiming that it would increase employment, boost the economy and help the struggling high street. Whereas, others have opposed the reforms claiming that it would affect workers' life, calling it anti-family, anti-community and anti-religion. Thus, this study aims to investigate this gap in available literature. It will address the aforementioned issues and concerns in order to comprehend, to what extent they are relevant and affect the workforce and businesses in Britain. This is done in light of the fact that socio-economic demand, family structure and the way business is conducted has changed considerably in the new millennium to say the least.

2.3 *Sunday trading reforms and consumers shopping motives*

The aforementioned deliberation on Sunday trading also raised key concerns regarding the impact of reformation of the Sunday trading law on consumers' family lives, religious commitments and community involvement. On the other hand, it has also been argued that Sunday trading is becoming a necessity for today's time poor and cash rich consumers. It provides convenience, an opportunity to socialise with family and friends, thus, will also benefit business and boost economic growth (Hakkarainen *et al.*, 2015; McCann, 2016). A focused literature review found no comprehensive research studies that examined the British consumers' shopping behaviour and motives towards Sunday trading since it was first introduced in 1994. This study aims to contribute to the literature by examining the concerns raised above and in Figure 1 as well as consumers shopping activities and motives for shopping on Sunday.

Traditional definitions of shopping "simply assume that the shopping motive is a simple function of the buying motive" (Tauber 1972, p.46), and suggest that individual shoppers go shopping with the specific intention of making a purchase. However, it is now generally accepted that consumers may visit stores for a number of reasons other than simply purchasing a good (Arnold and Reynolds 2003; Wakefield and Baker 1998). Furthermore, Babin *et al.*, (1994), propose that there are two main motivations behind a shopping activity. Namely utilitarian, which is based on consumer needs (functional, tangible/physiological for example, practical needs, physical dimension, features i.e. product logo, smell, taste, colour size and material). Or hedonic, based on enjoyment and fun (pleasurable or intangible/psychological not physical in nature but affects consumer decision making, for example feel good factor,

satisfaction, delight, goodwill, service/product delivery time, quality of customer service, word of mouth, image and perception). It suggests that Sundays would be predominantly used for hedonic reasons. While utilitarian shopping motivations are primarily task orientated, hedonic motivations are primarily emotional and tied to the shopping experience. Hedonic and utilitarian shopping motivations have been used to explain the behaviour of shoppers and explore the reasons why retailers should create exciting store environments (Allard *et al.*, 2009; Carpenter and Moore 2009; Kalcheva and Weitz 2006; Sit *et al.*, 2003). However, none of these factors have been explored in the context of Sunday trading.

Arnold and Reynolds (2003) identify six major categories of hedonic shopping. These are: Adventure Shopping (Shopping for stimulation and to relieve boredom); Social Shopping (with friends and family); Gratification Shopping (for stress relief); Idea Shopping (to keep up with trends and fashions); Role Shopping (Shopping for others, buying gifts etc); and Value Shopping (looking for sales and discounted goods etc). These categories are further investigated in this research. In the UK, opponents of Sunday shopping have argued that society does not need stores to be open on Sundays (Dowling, 2016). However, while Sunday opening may not be needed for individuals to carry out utilitarian purposive shopping (i.e. with the aim of buying), some customers may have wanted the stores to be open for a number of hedonic reasons. For example, if stores were allowed to open for longer on Sundays, consumers might use the day to socialise with friends and family (Social Shopping), or simply to relieve boredom (Adventure Shopping). It has been suggested that many retailers could learn from the social-recreational industry (Tauber 1972; Smith 1995). This seems particularly true on Sundays when retailers compete directly for a consumer's time and money with other alternatives such as online shopping, going to church, seeing relatives, having a Sunday lunch, relaxing and exercising (Smith 1995). Nonetheless, 44% of the public are shopping on Sunday, making it the second business day of the week. In terms of hourly sales, Sunday is the most profitable day of the week (Judah and Sorrel-Dejerine 2013).

SMEs in the UK account for almost half of private sector turnover. However, retail SMEs face constant challenges particularly from large retailers and changing consumer characteristics and shopping preferences that present a challenge as consumers are switching to shopping from a more traditional to convenient milieu. This raises a need for SMEs to synchronise their business vision and unique selling points (USP) to meet their consumers' distinctive traits and emerging trends in order to develop sustainable competitive advantage.

One of the most significant factors enabling SME success in retailing is the ability to be flexible and manage the changing external business environment i.e. the threat of competition, changing market conditions, adoption of local retail trends and consumer buying behaviour. In order to be proficient and create innovative product or service offering to meet all of the multitude of challenges they face to remain competitive in the long run.

3. Research Methods and Sample

3.1 Research design

The results of a comprehensive literature review has identified a number of significant issues that present inducements for gaining a deeper understanding of current issues relating to extending Sunday trading hours as presented in Figure 1 above. Thus, this study aims to explore the concerns, attitudes and the opinions from the perspective of three central stakeholder groups: businesses owners/managers; employees and consumers. Therefore this study aims to investigate the following research questions:

- How could the reformation of the Sunday trading act benefit consumers, employees and SMEs?
- How has Sunday trading affected family run small and medium size businesses?
- How has Sunday trading affected employees?
- How has Sunday trading affected consumers?
- Have religious commitments affected consumers' perceptions of Sunday trading?

A multi-method approach was employed to collect data in this study. The advantage of adopting a multi-method approach is that a phenomenon can be explored at various levels and perspectives to enhance the validity of the research outcome (Denzin 2012). Thus, in this study, semi-structured interviews, which consisted of open and closed-ended questions were conducted with family-run small and medium size business owners/managers, employees and consumers. The purpose of the interview was explained and questions were sent to the respondents prior to the interview. Semi-structured interviews encourage the respondents to express their views spontaneously, helps to facilitate two-way communication and flow of ideas and opinions, thereby allowing scope to probe, identify new meanings and gain in-depth understanding of the phenomena. The interview questions were linked with the research objectives to explore and gain insights of the issues surrounding Sunday trading. The interviews

lasted 65 – 75 minutes each. (Galletta, 2013; O'Reilly and Parker, 2013).

3.2 Research Sample

The sample consisted of 27 family-run small business owners/managers (see table 1 for the respondents' profiles). The SMEs selected in this study were run and managed by the immediate family or extended family members i.e. Owners' partner, children, siblings. 27 businesses that participated 3 were furniture shops, 2 were carpet shops, 3 were clothes shops, 2 were children clothes and toys shop, 2 were home appliance/electronic appliances shops, 3 were Electronic products (cameras/laptops/mobile/electronic accessories) shops, 5 were independent supermarkets (2 Oriental supermarket, 2 Southeast Asian supermarkets, 1 African food supermarket), 1 was a pet food and pet accessories shop, 2 were hairdresser shops, 2 were manicure and pedicure shops and 2 were restaurants.

Each business that participated employed between 1 and 26 full-time and part-time employees. The semi-structured interviews were also conducted with 25 full-time and part-time employees who worked for family-run SMEs and 30 consumers to gain a detailed account of recent trends, concerns, benefits and their perceptions of Sunday trading. Convenience and snowball sampling were employed to collect data from North-East and South-West of the UK. Data collection and interviews were terminated when a saturation point was reached. Researcher may decide that saturation is reached when there is no new information emerging (Fusch and Ness 2015; O'Reilly and Parker, 2013; Walker, 2012; Guest *et al.*, 2006).

Table 1: Respondents profile

Respondents Profiles							
In-depth interviews with Small Business Owners/Managers							
Managers	Nos.	Age	Business owners	Nos.	Age		
Female	3	25-35	Female	7	30-45		
Male	6	35-50	Male	11	45-60		
	9			18			
Total Small Business Owners and Managers			27				
Employees in-depth interviews							
Employees in-depth interviews				Employees (Survey)			
	FT	PT	Age		FT	PT	Age
Female Employees	2	3	19-29	Female Employees	32	24	19-29
	2	2	30-44		14	19	30-44
	2	1	45-59		32	6	45-59
			60-65		2	7	60-65
Male Employees	3	2	19-29	Male Employees	36	27	19-29
	2	2	30-44		20	22	30-44
	2	1	45-59		21	10	45-59
	1		60-65		4	3	60-65
	14	11			168	111	
Total	25			Total	279		
Consumers in-depth interviews							
Consumers in-depth interviews				Consumer (Survey)			
Female	4		19-25	Female	89		19-29
	4		26-35		48		30-44
	6		36-45		57		45-59
	3		46-55		14		60-75
Male	3		19-25	Male	78		19-29
	4		26-35		48		30-44
	3		36-45		42		45-59
	3		46-60		9		60-75
Total	30			Total	385		

3.3 Survey questionnaires

After the interviews, a survey was also conducted to explore the emerging themes and issues from the interview findings in order to enhance the validity of the research outcome and implications (Denzin, 2012). The survey was conducted amongst consumers and employees who worked for SMEs. Two separate questionnaires were developed to examine consumer shopping habits, motives, shopping activities on Sunday, advantages and disadvantages of Sunday Trading, as well as the motivators, incentives and perceptions of staff working on Sunday for SMEs in the North-East (2 cities were selected) and North-West (two cities) of the

UK. It is paramount to develop a well-designed questionnaire, one which helps achieve the research objectives, provide accurate information, is easy to administer for both the interviewers and respondents to participate and complete. It should be brief, designed as to make sound analysis and interpretation (Brace, 2008). Thus, the questionnaire for employees was piloted amongst 10 employees and the questionnaire for consumers was piloted amongst 10 consumers. After the pilot, the questions were modified for ease of use. A mixture of multi-chotomous (multiple choice), dichotomous (two alternative answers) and Likert scales questions were used as respondents were more willing to participate in the survey. The questionnaires were anonymous as this increases an individual's willingness to provide information. Thus, the final questionnaire for employees contained 19 questions and the consumers' questionnaire contained 18 questions which could be used to identify the age and gender of respondents as well as their attitudes and perceptions of critical elements. Non-probability, convenience and snowball sampling were employed to collect data. The samples consisted of 279 full-time and part-time employees who worked for family-owned SMEs, 385 consumers (see table 1 for the respondents profiles) were approached on the high-street and by distributing questionnaires in offices in North-East and North-West of England through the author's network.

3.4. Data Analysis

The qualitative data was collected in the form of semi-structured interviews. Content analysis was carried out on the transcripts of the interviews with the objective of identifying important factors such as the employees, consumers and managerial/business owners' perceptions and motives regarding Sunday trading. The conventional content analysis approach is appropriate when there is a lack of literature. Particularly, "when existing theory or research literature on a phenomenon is limited. Researchers avoided using preconceived categories (Kondracki and Wellman, 2002), instead allowing the categories and names for categories to flow from the data" (Hsieh and Shannon, 2005, p.1279) The analysis of the interviews aimed to develop a number of consistent themes and enabled the author to identify a number of levels of benefits associated with Sunday trading. Survey data was analysed by using descriptive statistics.

4. Findings and Discussions

In this section, the findings are presented. The results of the interviews conducted with the family-run small business owners/managers, employees and consumers are discussed, before

the outcomes of Survey analysis which was conducted amongst employee who worked for family-run SMEs and consumers.

4.1 The outcome of semi-structured interviews: Business Owners/managers perceptions

The findings suggest that most business owners/managers (22 out of 27 respondents) believe that it is important to open on Sunday to be competitive and successful in the long run. They stated that Sunday trading has not affected their family or religious commitment in any way. A hairdresser and a manicure shop owner stated that “We are closed on Mondays as Saturday and Sundays are our busiest days. I started my business to make a good living. So, I will keep my doors open on Sundays”. Two restaurant managers stated that they are open seven days a week and Sunday Trading reforms are unlikely to affect their work-life balance. The interviews revealed that consumers tend to shop on Sundays due to the convenience and the ability to spend a long time making purchasing decisions. A business owner stated “We cannot bury our heads in the sand. We must meet with the demands of changing socio-economic market conditions to survive in the future. Sunday trading seems to be the future”.

These findings are in line with McCann (2016) and Skuterud, (2005), they found that Sunday is now the second busiest day of the week and has helped business compete effectively. The owners/managers believe that many customers purchase high involvement and low involvement products as well as do window shopping on Sunday. In their opinion, women and families use Sunday shopping to socialise with family and friends. There are considerable similarities with the ‘adventure shopping’ and ‘social shopping’ segments identified by Arnold and Reynolds (2003). Burke and Shackleton (1989) and Gradus (1996), proposed that total weekly sales would increase as a result of Sunday trading. However, Kay and Morris (1987) suggested that total sales would be more or less the same. In line with Genakos and Danchev (2015), Burke and Shackleton (1989) and Gradus (1996) findings, the interviews with business owners/managers in this study revealed that Sunday trading has contributed to an increase in sales and provided opportunities for employment..

Nonetheless, a business owner of a hair salon stated that “I am traditional in my views, Sunday should be a day of rest.” An electronic appliance and manicure shop owners revealed that “I am unable to open on Sunday because of lack of trained/experienced and trustworthy

staff". A pet shop owner stated that "The reforming of Sunday trading hours would challenge work-life balance" The interviews revealed that businesses are dependent on part-time workers which has caused some problems in some businesses such as hairdressers, electronic appliances, mobile phone/laptops/cameras where training and appropriate product knowledge is required. Interviews also revealed that there have been few problems with regards to staffing. An owner of home appliance shop stated that "There is a high turnover with regards to part-time employees as they tend to change jobs frequently. So, investing in their training and development does not bear fruit in the long run". Employees that have religious commitments are not forced to work on Sundays.

The interviews provided in-depth insights into the perception and motives for extending Sunday Trading hours. Business owners and managers felt that they have to respond to the changing socio-economic conditions of the market place to survive in the future as shown in Figure 2. Sunday trading provides challenges as well as opportunities for business growth and prosperity in the long run. However, the findings demonstrated that lack of skilled workers appeared to be a concern. This issue can be addressed by offering Sunday workers appropriate on the job training and enough incentives that would encourage long-term loyalty and commitment to the business. Staff equipped with the required skills to perform their job, feel empowered and assured to deliver the best service. Therefore, there would be low staff turnover, resulting in both a happy and satisfied workforce and happy customers. Theory of service excellence and Richard Branson points out that "If you look after your staff, they'll look after your customers. If you put your staff first, make sure they are trained, understand what needs to be achieved and have the autonomy to get on with their jobs, they will deliver the results needed to keep your customers happy" (Dickson, 2016)

4.2. Employees Interviews

The literature with regards to Sunday trading suggests that prior to the introduction of the Sunday Trading Act (1994) there were many employees who had concerns about their rights, should they choose not to work on Sundays. Therefore, in this research, employee concerns relating to working on Sundays were investigated. The findings of this research highlight that in most businesses, full-time employees are given an opportunity to opt in or out of the Sunday rota. If they opt into work one day per month on Sundays they are usually entitled to have one extra day off. However, part-time staff worked on Sundays as it was in their contract. They

raised a concern that they feel a lack of training sometimes hinders/affects the level of service they can provide to customers. They also feel that their employer did not feel it was important to invest in their training and development as they can be dismissed if not needed. They felt insecure in their jobs.

Full-time employees did not work on every Sunday of the month. “We work on every other Sunday so it does not really affect us” revealed a 44 year old female, full-time employee. Staff generally were happy with the current Sunday trading hours. These findings are in line with Freathy and Sparks (1993) and Genakos and Danchev (2015) findings that there were no disadvantages to working on Sunday. However, part-time staff were more in favour of extending Sunday hours as it provides more opportunities to earn extra income. A 24 year old, female, part-time employee said that “I only work part-time so extending Sunday hours means more income for me and others who are in my shoes”. These findings also support Goos (2004) that relaxing Sunday Trading hours would increase employment opportunities.

Both full-time and part-time employees felt their family life has not been affected by the introduction of Sunday trading. These findings are in contrast with USDAW(2015) findings that the employees were unhappy to work on Sunday. Instead, in this study, the interviews with the employee revealed that they felt that (21 respondents) Sunday trading has provided job opportunities and helps them to earn extra income or time off which allowed them to spend quality time with their family. A 20 year old, male part-time employee who was a student said “it helps me to earn money for my social life”. Another 28 year old, male full-time employee said that “we are saving money to buy a house”. A 35 year old, female employee stated that “it pays towards our holidays”. They also go shopping on Sunday when not working.

The majority of the employees (18) were not concerned about being forced to work on Sundays or their prospects for promotion being affected if they refuse to work on Sundays. However, 7 respondents were concerned that it could affect them in the long run. A 41 year old, male full-time employee stated that “Employees rights should also be reformed and protected”. Another 33 year old, male, full-time employee stated that “The contract should be flexible, should allow employees to opt out of Sunday trading hours and should provide sufficient protection. Business should invest in hiring part-time workers to work on Sunday. That way we all benefit from it”. A 39 year old female, full-time employee stated that, “If extending Sunday hours means, I have to work on Sunday, my day off should be clearly written in my contract

and agreed with me”.

This is the first study to provide in-depth insights into the perceptions and concerns of the employees who work for SMEs. The findings revealed that employees feel extended Sunday trading hours would offer employment opportunities. This study also found that there is also a concern that a lack of skilled worker can hinder delivering an excellent service due to a lack of training and development offered to part-time workers as shown in Figure 2. This study found support for Freathy and Sparks (1993) and Kirby (1992) findings that both full-time and part-time workers feel Sunday trading offered incentives to earn extra income and time off. However, if these incentives were not available to them, they would not work on Sunday. Most employees feel they are not forced to work on Sunday, however, their rights should be protected and should not affect their future prospects in the company

4.3. Consumers interviews

The majority of the consumers (25 respondents out of 30) interviewed thought that Sunday opening hours should be the same as for any other day of the week. A 21 year old, female respondent stated that “Sunday is the new Saturday”. Some (4) Male respondents did not consider shopping as a family activity but admitted that it is something that “couples enjoy doing together in my experience”. Generally, consumers’ interviews revealed that they do not just shop for high involvement products, in fact their shopping was not restricted to a product category. Both male and female respondents revealed that “I will shop for whatever I need. Nothing is specific for a Sunday”. Consumers would shop for both high involvement and low involvement products, ranging from TVs, cookers, clothes, a haircut, shoes to food items, depending on their needs. These results are in contrast with Kay and Morris (1987) who suggested that people prefer to buy high involvement products on Sundays compare to low involvement products such as food.

Consumers (26 respondents) expect the same level of service on Sunday as any other day of the week. However, some consumers revealed that when they go for food shopping on a Sunday, they find fruit and vegetables are depleted. Respondents also raised concerns with regards to not been able to view a house for buying or renting because estate agents are closed on Sunday. They also stated that they are unable to have a haircut on a Sunday. A 32 year old, female parent revealed that “It is however, frustrating at times that you can't get your haircut

on a Sunday as hairdressers are all closed. If you work during the week then you only have a Saturday to get your haircut which is often the busiest time. So, you have to juggle between taking your kids to a football match or a ballet dance lesson and get your hair cut while food shopping is also needed". Some female respondents considered shopping as a social activity and combine it with meeting with friends. After shopping, they like going to restaurants, coffee shops and cinema. 4 female and 3 male respondents stressed that "Bank holiday weekends are spoilt by the domination of the death by sales offers, they can use Sunday for such promotions and bargain deals".

Respondents also pointed out that Saturday tends to be busy with family related activities. For instance, "Sometimes there is a mad rush for food shopping on Friday night, pet food supplies, kids school shoes etc, I am exhausted and brain-dead after work. So, if shops were open longer, we would rather shop on Sunday". However, 5 respondents opposed Sunday trading as they felt it should be a day of rest for everyone. The majority of male and female (26 respondents) respondents emphasised that deregulation of the Sunday trading would not contribute to an increase in drinking alcohol.

A 48 year old, male respondent stated that "We have an increasingly secular society and that religion has long since ceased to have an influence over most people's drug taking and drinking habits. In some respects, I can see that relaxing Sunday trading laws could have the result of actually reducing someone's propensity to drink since there would be another choice open to them on Sunday evenings." These findings contradict Gruber and Hungerman (2008) findings that deregulation of the Sunday trading act would result in an increase in drinking.

Both female and male respondents pointed out that the current Sunday trading hours have caused a great deal of inconvenience. For instance, A 38 year old male respondent stated that "I have sometimes missed supermarket closing times on Sunday meaning that if I haven't got any food in I have been forced to venture out for a more expensive dinner. I usually buy groceries on Sundays, sometimes go clothes shopping and occasionally have gone shopping for larger more expensive items". Non-resident parents were strongly in favour of the reforms.

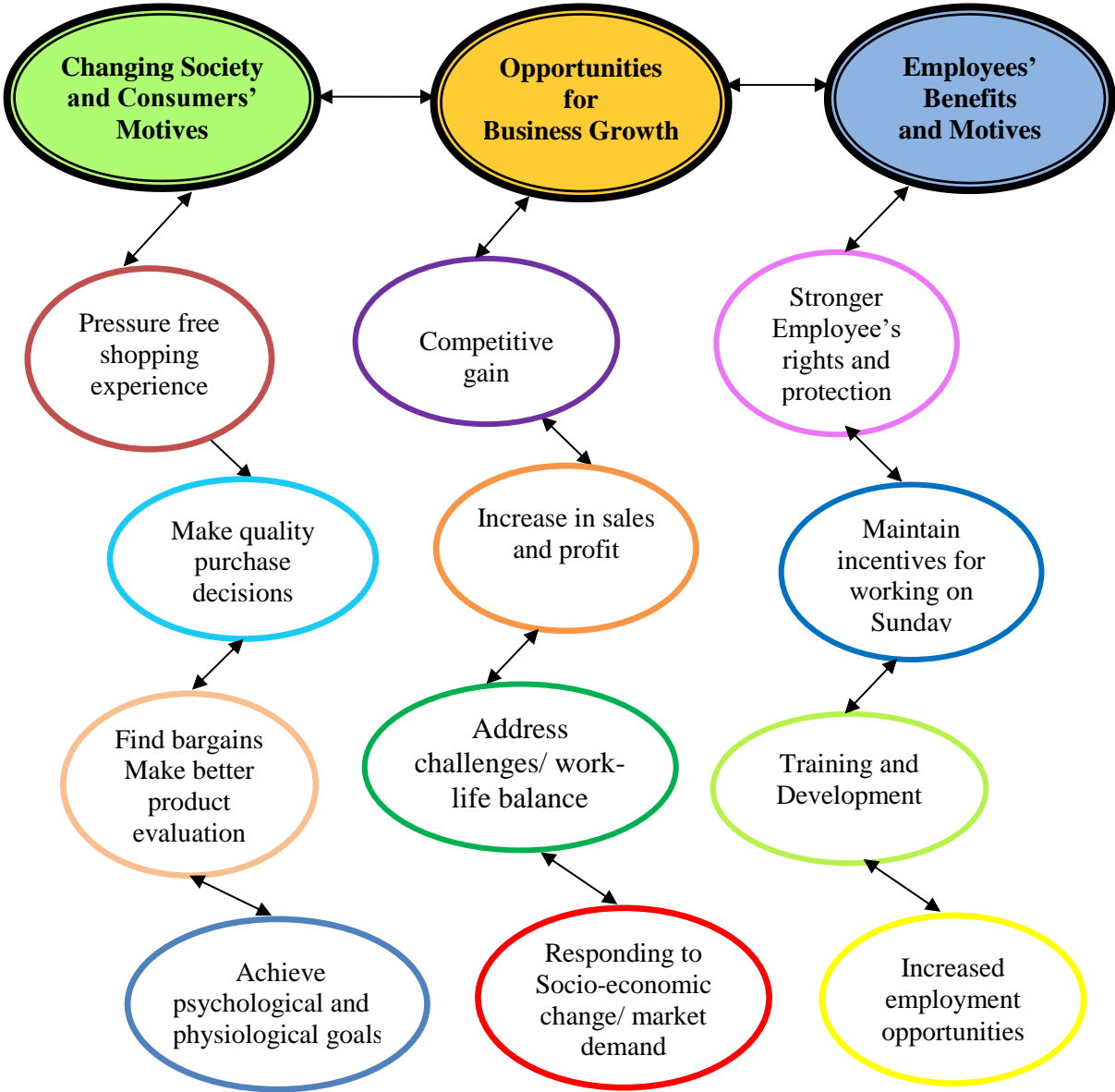
A 51 year old, male non-resident parent stated that "...as a single non-resident father who works Monday to Friday and sometimes spends Saturdays with my children, some weeks Sunday is the only opportunity I have to shop and I feel that I should be provided with the same

choice of shopping hours as other consumers are granted every other day of the week”. Moreover, consumers acknowledged the fact that for many people Sunday remains a family day. They felt that it is important to protect workers’ rights too. They felt that it's important to balance their rights with the freedom of choice offered by relaxing Sunday trading laws. Eight female and 5 male respondent stated that “Hope you can take this forward and bring about a long overdue revision of the Sunday trading laws which represent such an inconvenience to us all”.

These unique findings reveal that it is important for businesses and employees to understand what motivates the consumers to shop on Sunday. This is the first study that found that one of the primary goals of the Sunday shopper is to have a pressure free shopping experience, socialise with friends/family, find good bargains, make important and quality purchase decisions by finding bargains, evaluating product attributes carefully as shown in Figure 2. Consumers’ evaluations and preferences toward products (comprised of abstract/non-physiological and concrete/physiological attributes) are determined by consequences, (functional and psychological), the performance of a product and how consumers feel about the product or experience, which help them to strive for underlying terminal and instrumental values (Reynolds and Gutman 2001, Khan *et al.*, 2012). By understanding consumers psychological and physiological needs businesses can offer goods and services that exceed or satisfy customer expectation and encourage repeat purchase.

These emerging themes from the findings of the interviews of all the stakeholders appeared to have interlinked factors that can impact all the stakeholders involved i.e. business, employees and consumers. Figure 2 presents the summary of the emerging theme.

Figure 2: Emerging themes from the interviews



4.4 The findings and discussions of the survey outcome: Employees Survey

In order to strengthen the research contribution, an employee survey was also conducted. The advantage of conducting a multi-method approach is that a phenomenon can be investigated at various levels. Thus, enriching the findings and overall contribution. (Brace, 2008; Denzin, 2012). The findings of the employees’ survey revealed that the employee worked on Sunday to either earn extra time off or extra income, for instance 45% received extra time off, 12% get double time and 43% earn time and a half. The factors in favour and against for working on Sunday were investigated and presented in Table 2 below. The findings suggest that the main motives for working on Sunday are extra time off, extra pay and fulfilling contractual employee

obligations. These findings support Freathy and Sparks (1995b) findings, who found that extra income, part of contract and financial independence, rather than the need to earn essential income are the major reasons for working on Sunday. However, this is the first study to find that gaining extra time off is also one of the motives for working on Sunday, which has not been found in any study before.

Table 2: Reasons for working and against on Sundays

In favour of Sunday Trading	%	Opposed Sunday Trading	%
To get extra time off	45%	Spend time with family	37%
To get extra pay (double time)	12%	Prefers to relax	15%
To get extra pay (time and half)	43%	Has religious commitments	4%
In my contract (part-time)	40%	Has not been asked	5%
In my contract (full-time)	39%	Not enough incentives for me	18%
I feel like I have to (neutral)	5%	Affected family life	23%
I work on every other Sunday	57%	Sunday has diluted sales	12%
Worthwhile to open on Sunday	86%	If no incentives, won't work on Sunday	85%
Enough incentives offer for working on Sunday	82%	Would not work without incentives	15%
Sales have increased	88%	Sunday trading not good for business	13%
Not affected family life	77%	Should not expect premium service on Sunday	12%
Current Sunday hours should be extended (supported)	74%	No extended Sunday hours	26%
Stores were open long enough before Sunday trading began (disagreed)	86%	Stores were open long enough	14%
More experienced staff is needed on Sundays (supported)	78%	Experienced staff is not needed	22%
Sunday Trading is good for business	88%	Consumer benefit from Sunday trading	12%
Extending Sunday trading hours would increase employment	89%	Extending Sunday trading would not increase employment	11%

The interviews and survey findings revealed that the incentives were dependent on the employees working status as full-time or part-time. Full-time employees received extra time-off as an incentive more than double time or time and a half pay. It appears that over time, incentives have changed from monetary rewards to extra time off. The incentives to work on Sunday have not actually decreased, although they have changed. Full-time employees are now

offered extra time-off, as opposed to or in addition to extra pay. Employees were asked to indicate whether they felt there are enough incentives for working on Sundays. The motive behind this question was to identify whether or not the employees are happy with the incentives that they receive for working on Sundays. 82%, both full-time and part-time employees stated that the current incentives offered to them are appropriate.

Lang (1989) suggested that the incentives offered for working on Sunday would eventually decrease. The findings of this study suggest that 85% of employees surveyed are not willing to work on Sunday, if no incentives were provided. The employees (15%) who are willing to work on Sundays without extra incentives would work because they need essential income. Therefore, these findings suggest that the SMEs may face severe staffing problems if the incentives for working on Sunday were ever eliminated.

Most employees (77%) stated family life was not affected. However, with regards to the disadvantages associated with working on Sunday, only 23% of employees state that their family life has been negatively affected. For these employees, the main concern was that they could not spend as much time with their family. These findings contradict with those of Kirby (1992) who concludes that most employees believe that their family life would be affected heavily, if they had to work on Sundays, if trading laws were deregulated (the survey was carried out prior to the introduction of the Sunday Trading Act). Furthermore, this study also investigated whether employees believe that Sunday trading has resulted in an increase in total weekly sales. As found in the interviews with the managers/owners, 88% of employees believed that total sales had increased due to Sunday trading and 86% of employee respondents believed that it is worthwhile for stores to open on Sundays.

The results suggest that the need to spend time with the family (37%), the need for relaxation (15%) and religious commitments (4%) are the main factors for not working on Sundays as shown in Table 2. These findings are in contrast with Freathy and Sparks (1995b) findings that religious commitments was second major reason to domestic and social concerns. This study found that the religious arguments for employees which were raised prior to the introduction of the Sunday Trading Act were not important to the majority of the respondents as only 4% stated religious commitments.

Finally, most employees (74%) were in favour of extending Sunday hours, 86% felt stores were not open long enough before the Sunday Trading law was introduced in 1994. Finally, this is the first study to find that most full-time employees 78% agreed that more experienced staff are need to work on Sundays as not enough skilled staff cause delays and makes it difficult to deliver excellent service. Overall, the finding of the employees' survey revealed that Sunday trading has had a positive effect on their job prospects and the majority of them support the reformation of the Sunday trading hours. This contradicts USDAW (2015) findings that majority of the employees were against extending Sunday Trading hours. However, this study found that employees are not willing to work on Sunday, if incentives were eliminated. These findings also support Kirby (1992) and Freathy and Sparks (1993) findings who found that employees believed there were no disadvantages to working on a Sunday. Hence, the findings of this study revealed that employees also feel that extending the Sunday Trading hours would increase employment opportunities, extra income and time off. However, as advocated by the pressure groups and unions, workers' rights should be protected too (McCann 2016).

4.5. Consumers survey

The survey of consumers revealed that 41% of consumers do average shopping, 31% carry out most of their shopping and 28% do least of their shopping on Sunday. The interviews findings revealed that consumers less than 45 years old more likely to shop on a Sunday. The majority of those that did not shop were older than 60 years. This may be associated with traditional values and beliefs held by older people who regard Sunday as a day of rest and worship (Townsend and Shuluter, 1989). However, this is also in line with the findings of the DTI (2006) survey that likelihood to shop on Sundays declines with age. For example, interviews with consumers also revealed that consumers aged between of 19 and 54 and parents with young children were more likely to shop on Sunday. When asked how they spend their Sundays if not shopping, only 5% of respondents stated religious commitments, 24% would see family, 38% prefer to relax and 33% stated work commitment as shown in Table 3.

The findings also revealed that consumers do not just shop for high involvement products on a Sunday, 10% shop for high involvement and low price products while 12% shop for high involvement and high price products. The interviews also revealed that price and level of involvement were not the main factors for shopping on Sunday. The survey results also show

that 54% of the consumers shop for a combination of products ranging from low-involvement low price product to high-involvement product as shown in Table 3. Even though the majority of the consumers purchased a combination of high and low involvement product categories, the interviews revealed differences between male and female shopping activities on Sunday. More men prefer to shop for low involvement and low price products compared to women who prefer to shop for low involvement high price and high involvement low price products.

Furthermore, consumers below the age of 29 prefer to shop for low involvement and low price products. Consumers above the age of 30 were found to shop for high involvement low price products. Whereas, consumers between the age of 30 – 59 prefer to shop for high involvement and high price products. Thus, these findings are in contrast with the findings of past research by Burke and Shackleton (1989), Kay and Morris (1987), who suggest that consumers use the extra trading time to purchase products where more thought and higher risk are involved. The findings revealed that consumer buying behaviour has changed over time. Nothing is specific for a Sunday. Consumers go for shopping for a combination of reasons. Sunday shopping is not restricted to a particular product category.

The survey results show that 39% of the consumers do targeted shopping, 29% shop for leisure, 14% if absolutely necessary and 18% for socialising reasons as shown in Table 3. Furthermore, interviews revealed that more men prefer to go for targeted shopping followed by 'if it was absolutely necessary'. Whereas, more women prefer to shop for leisure followed by targeted shopping and for socialising reasons. However, overall, consumers (both male and female) prefer to go for targeted shopping followed by leisure on Sunday. These findings are in contrast with Tauber (1972) and Kay and Morris (1987) who suggested that Sunday is predominately used for leisure shopping rather than targeted shopping. This change in shopping preferences could be due to the fact that more and more consumers now prefer to shop on a Sunday due to their family, work and other social commitments on a Saturday. The restricted Sunday trading hours may also encourage targeted shopping.

In this study 86% of consumers reported that they have not been affected at all by Sunday trading as shown in Table 2. 64% of the respondents also agreed that Sunday shopping could be considered as a family activity. Both men and women thought Sunday shopping could be a family day out. Most consumers perceived that Sunday shopping was a mechanism to spend more time with their families. Thus, the idea that Sunday trading erodes family life has

either changed with time, changing society as a whole or seems to be a misconception.

As shown in Table 3, 95% of the respondents believed that Sunday trading had been a success. 94% of the consumers disagreed with the idea that stores were opened long enough before Sunday trading began. 83% of respondents agreed that current opening hours on Sunday should be extended. Both consumers and employees supported the idea of longer opening hours on Sunday and expected the same level of service as any other day of the week. 96% of the respondent expressed disagreement that reforming Sunday trading hours would affect religious commitment. 83% agreed that bargains, special product promotions and discounts should be offered on Sunday.

Table 3: Consumers Survey outcome on Sunday Trading

Consumers perspective on Sunday shopping													
What do you shop for on a Sunday?						If not shopping, how you spend your Sunday							
Low Involvement Low Price	High Involvement Low Price	Low Involvement High Price	High Involvement High Price	Combination of all		Religious Commitments	Sees Family	Prefers to Relax	Works				
11%	10%	13%	12%	54%		5%	24%	38%	33%				
Sunday trading affected family in anyway				Do You or Family member work on a Sunday?				Sunday shopping activities					
Yes		No		Yes		No		Targeted shopping	Leisure Shopping	Only if Necessary	Socialising shopping		
14%		86%		37%		63%		39%	29%	14%	18%		
Is Sunday shopping considered a Family activity?		How much Total Shopping on Sunday			Who Benefits Most?			Sunday Trading a Success?		Sunday reforms will contribute to an increase in drinking alcohol			
Yes		No		Average	Most	Least	Business	Employee	Consumer	Yes	No	Strongly disagree	Agree
63%		37%		41%	31%	28%	68%	12%	20%	95%	5%	94%	6%
Reformation of the Sunday trading hours	Stores were open long enough before Sunday trading began	Expect the same level of service on a Sunday as any other day			Sunday trading reforms will affect religious believes			Bargain and Product promotion should be offered on Sunday					
Approved	Disagreement	Supported			Strongly disagree	Disagree	Agree	Supported	Disagree				
83%	94%	95%			76%	20%	4%	83%	17%				

Moreover, 94% discarded the idea that extending the Sunday trading hours would contribute to an increase in drinking alcohol. These results do not support Gruber and Hungerman (2008) findings that deregulation would affect religious commitments and would contribute to an increase in drinking. In Britain, pubs are open till late on Sunday. Restaurant and Bars serve alcohol on a Sunday. Thus, deregulating the Sunday Trading Act will have no effect on the amount of alcohol consumed on a Sunday.

Finally, 95% of respondents expected the same level of service on Sundays as on any other day. This indicates that the stores need to employ experienced staff or invest in training and development of the part-time workers. Lack of product knowledge where high involvement purchases are concerned, could hinder business performance, risk dissatisfied customers and repeat purchase. Overall, consumers did not feel that reforming the Sunday trading law would affect religious commitment, would not contribute to an increase in drinking and would not have any negative affect on their family life. They feel current Sunday trading hours are not suitable and strongly support the deregulation of the Sunday trading Act. Thus, these findings are in direct contrast with the concern raised by Upton (1986) Tanguay et al. (1995), Burton (1993), Dowling, (2016) and Gruber and Hungerman (2008) that reforming the Sunday Trading Act is anti-family, anti-community and anti-religion. This study highlighted that fact that the image of stereotypical family structure has changed, not only the attitude towards Sunday has changed but also the distinction between Saturday and Sunday has fragmented too (Judah and Sorrel-Dejerine 2013). Thus, the findings of this study revealed an unprecedented demand for the Sunday Trading Act to be reformed. The implications of these findings are discussed in detail below.

5. Contribution and implications

This is the first academic study to investigate the aforementioned challenges, benefits and likely impact of Sunday trading reforms on family-run SMEs, employees and consumers in the UK. The findings of this study contribute to the body of knowledge by providing valuable insights into family-run small and medium size businesses, employees and consumers' perceptions and attitude towards Sunday trading as well as its implications for family-run SMEs. It is important that the SMEs embrace the changing psychographic and socio-economic conditions, be proactive and cater to contemporary market demand in order to achieve competitive advantage and a strong position in the marketplace. A survey conducted by local councils and MPs also

found that Sunday is now the second busiest day of the week, with 44% of the people visiting the stores on Sunday (McCann, 2016). So, Sunday is the new Saturday. Thus, the family-run business needs to adopt the extended SEW model that is also beneficial to unrelated extended-families stakeholders i.e. employees, customers and community (Tauber 1972; Newbert and Craig 2017). The findings demonstrate that a paradigm shift is needed to meet and understand the changing market conditions. In not doing so, SMEs will risk lagging behind other businesses. By being proactive rather than reactive will be more beneficial, profitable and help maintain a competitive edge in the long run. Thus, accomplishing the full potential of the inevitable change.

The interviews and survey findings indicated that sales on a Sunday outweigh costs of operating business on a Sunday. It was found that total sales have increased across all product categories as a result of Sunday Trading. Findings demonstrate that parents with young children and non-resident parents also preferred to shop on Sunday. Consumers do not just shop for high-involvement products but for a combination of high and low involvement products. Men and women differ in their shopping preferences. Overall, both men and women prefer to go for targeted shopping followed by leisure shopping. Therefore, these findings provide insights for SMEs that could help to tailor and target their product and services accordingly, thus catering to the consumers' needs and wants more effectively. Employees feel that Sunday trading provides opportunities for employment and to earn extra income or time off. There was a concern for protection of their employment rights as well as training and development for the part-time staff. It is essential for employees to have the right skills and product or service knowledge. Theory of service excellence emphasise that employees feel empowered, confident to perform their job and strive to deliver the best service. Hence, achieve service excellence.

However, lack of financial and non-financial resources, no or little access to cutting edge technology, lack of capital to invest in processes to improve the physical environment where the service is delivered, all of these make it difficult for SMEs to achieve and sustain a competitive advantage. Nonetheless, employees who deliver service to external customers, or who are developed, empowered and valued as internal customers, play a significant role in satisfying and winning external customers, their loyalty as a result positive word of mouth. Many SMEs strive to differentiate themselves on the basis of a people or personal factor (Khan and Matlay 2009). Hence, managing employees or the people factor effectively has become vital in implementing an effective internal marketing strategy and a key success factor to achieve service excellence for SMEs. To compete efficiently in their niche market, SMEs

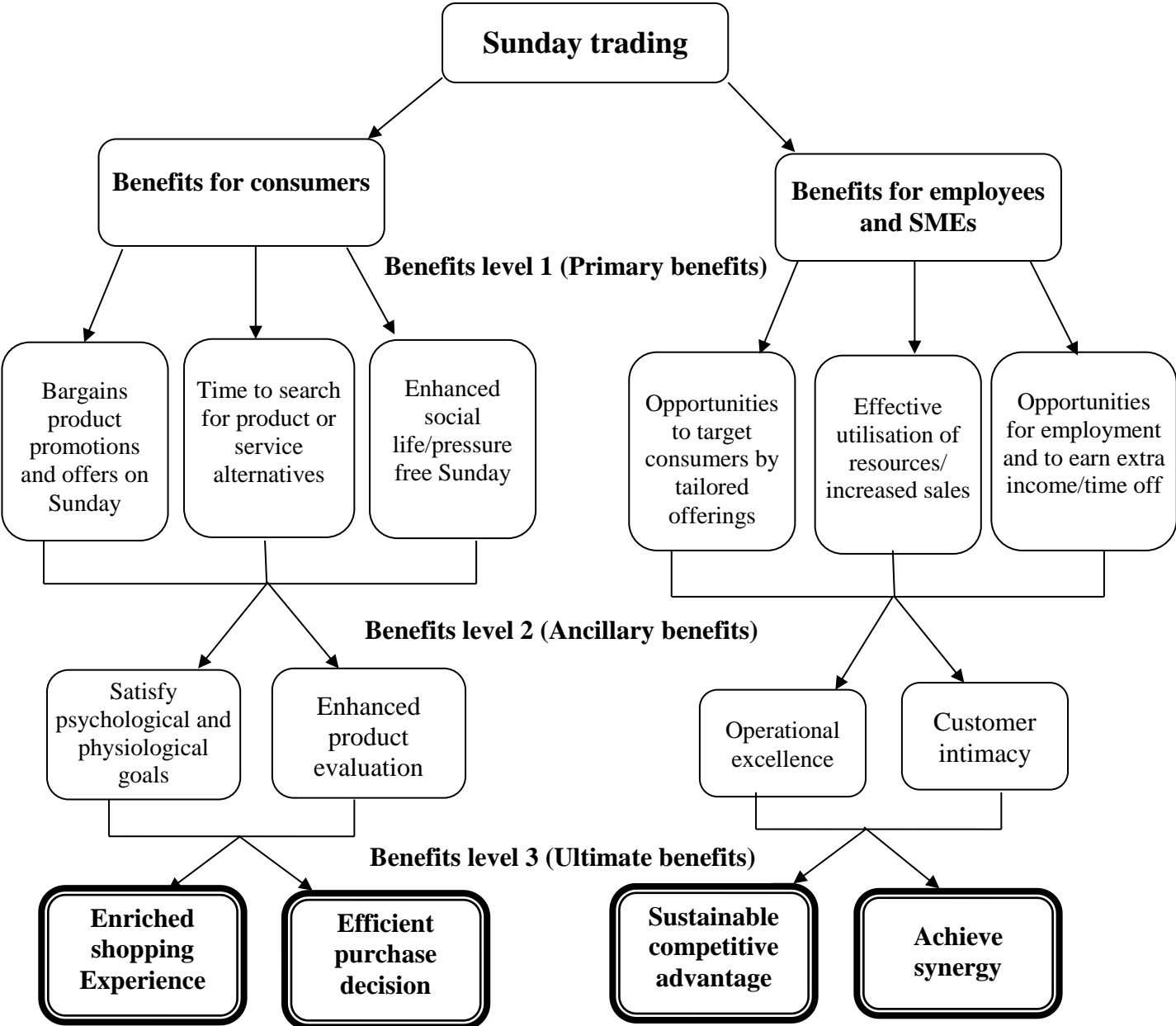
need to develop a strong culture that values employees. Such a culture could result in a motivated workforce, loyalty, high performance, innovation and a distinctive competitive advantage (Khan and Matlay 2009)

Overall, both customers and employees stated that Sunday trading has not affected their family life. Younger consumers and families with children stressed that reforming Sunday trading could provide a life-line to their busy schedule as they struggle to fit it all in on Saturday. The findings of interview data and survey outcomes revealed that Sunday trading offers different types of benefits to consumers, employees and SMEs. These can be categorised into three major levels: primary benefits; ancillary benefits; and ultimate benefits. Primary benefits refer to the most direct benefits offered by Sunday trading while ancillary level benefits provide extra value. Finally, the ultimate benefit is the most critical and distinctive benefit. Ultimate benefits are derived as an outcome of the synergistic effects of both primary and ancillary benefits as shown in Figure 3.

The implications of the findings presented in Figure 3 reveal that Sunday trading has provided primary (level 1) benefits to consumers that include a convenient shopping experience while having the time to search for product or service alternatives as well as finding bargains. It was revealed in the interviews that “bank holidays are spoilt by domination of death by sales offers”. So, promoting special offers and discounts on Sunday would be more beneficial for consumers. Consumers can spend Sunday differently by shopping while simultaneously enjoying the day with friends and family and receive premium service. As illustrated in Figure 3, ancillary (level 2) benefits include satisfying psychological and physiological goals (tangible and intangible) what consumers want and feel about a product, service or experience, interaction with the staff and opportunities for enhanced and careful product evaluation. Finally, the synergistic effects of both primary and ancillary benefits enrich consumers and enable them to attain higher level ultimate benefits (Level 3) that provide for more efficient purchase decision making and enjoying a hedonic enriched shopping experience. SMEs should tailor their products and services offerings to meet consumers’ psychological and physiological need. They must satisfy or indeed exceed consumer expectation resulting in a boost to repeat purchases and help develop customer relationship and loyalty.

For SMEs and employees, primary benefits (level 1) associated with Sunday trading include increased opportunities for employment, earning extra income/time off as well as improved prospect for targeting consumers with tailored product and service offerings. This could lead to increased opportunities for stimulating sales and profits and enable SMEs to effectively utilise resources. Ancillary benefits (level 2) include achieving operational excellence and customer intimacy by meeting and exceeding customer expectations. Providing consumers with value-added premium services that enhance long-term customer relationships, will lead to the attainment of such ultimate benefits as greater synergy and a long-term sustainable competitive advantage.

Figure 3: Benefits of Sunday Trading for Consumers, employees and SMEs



In short, the results of this study offer a number of implications for practitioners and policy makers. The findings suggest that Sunday trading has resulted in positive impacts. In addition, it has been revealed that some of the arguments made against Sunday trading before or around the introduction of The Sunday Trading Act in 1994 are unwarranted and irrelevant in today's Britain. This study found a strong demand for reforming of the Sunday Trading Act. The restricted Sunday Trading hours are perceived to be an inconvenient and outdated. The majority of consumers have embraced the idea of Sunday trading, but, some still prefer to consider Sunday as a day of rest. The findings justify recent trends towards the creation of more pleasurable shopping environments that offer family activities to entice the customers into stores. As consumers choose Sunday to shop for a combination of product categories and not just high involvement purchases, promotional, marketing mix tactics and strategies aimed at these goods could be focussed on Sundays. In addition, there were age and gender differences over respondents' shopping preferences, activities and perceptions of some aspects of Sunday trading. Segmenting the target market according to these categories could help businesses develop tailored offerings, appropriate targeted marketing campaigns and promotions. Finally, more efforts should be made to understand and cater for the needs of the shoppers who believe reforming the Sunday trading law is a necessity of today's modern Britain. In terms of sales and number of people visiting the store, Sunday is now the second busiest and profitable day of the week. Thus, the family-run SMEs must be ready for this inevitable socio-economic change in order to compete and serve the market demand effectively and efficiently.

6. Conclusion

In this research, perceptions of Sunday shopping were investigated from the perspective of three major stakeholders i.e. family-run businesses, employees and consumers. The findings suggest that Sunday trading has resulted in positive impacts. In addition, the concerns and arguments made against the introduction of Sunday trading and the reforms are found to be superfluous and not relevant in the new millennium. Sunday is now the second busiest and most profitable day of the week. The study found strong support and demand for reforming the Sunday Trading Act. Hence, Sunday trading offers different types of benefits to consumers, employees and SMEs. These can be categorised into three major levels i.e. primary benefits, ancillary benefits and ultimate benefits. Primary benefits refer to the most direct benefits offered by Sunday trading while ancillary level benefits provide extra value. Finally, the ultimate benefit is the most critical and distinctive benefit. Ultimate benefits are derived from an outcome of the

synergistic effects of both primary and ancillary benefits. Thus, reforming the Sunday Trading Act would help boost economy and would be beneficial to all of the major stakeholders. For SMEs, it would be profitable and help maintain a competitive edge in the long run.

7. Future research and limitations

This research is primarily exploratory in nature and focused on British Sunday Trading Act and its impact on consumers, employees and SMEs. For future research, areas for additional research that would complement and strengthen the understanding include, analysis of longitudinal data, conducting similar research in other geographic locations and European countries in order to understand the benefits and challenges of Sunday Trading reforms. The future research should investigate specific strategies and tactics required by the SMEs to tailor their products and services on the shopper motives identified in this research. The future research should also test the elements of the benefits of Sunday trading for consumers, employees and SMEs model proposed in this paper.

References

- Allard, T. Babin, B. and Chebat, J.C. (2009) "When Income Matters: Customers Evaluation of Shopping Malls' Hedonic and Utilitarian Orientations", *Journal of Retailing and Consumer Services*, Vol 16 No. 1, pp. 40-49.
- Allen, K. (2009) "Retailers call for change in Sunday trading laws in time for Christmas" *The Guardian*, December 28, www.theguardian.co.uk (Accessed 30/9/2014)
- Arnold, M. and Reynolds, K. (2003) "Hedonic Shopping Motivations", *Journal of Retailing*, Vol. 79 No. 2, pp. 77-95.
- Babin, B. Darden, W. and Griffin, M. (1994) "Work and/or Fun: Measuring Hedonic and Utilitarian Shopping" *Journal of Consumer Research*, Vol. 20 No. 4, pp. 644-56.
- Burke, J. (1995) "Issue of longer store hours riles Germany's retailers" *The Christian Science Monitor*, Vol. 87 No. 129, pp. 8.
- Burke, T. Shackleton, J. (1989) "Sunday-Sunday: The Issues in Sunday Trading", Adam Smith Institute, London.
- Burton, J. (1993) "Whither Sunday trading? The case for deregulation", Institute of Economic Affairs, 2 Lord North Street, London SW1P 3LA
- Brace, I. (2008) *Questionnaire design : how to plan, structure and write survey material for effective market research*, 2nd Edition, London : Kogan Page
- Carpenter, J. and Moore, M. (2009) "Utilitarian and hedonic shopping value in the US discount sector", *Journal of Retailing and Consumers Services*, Vol 16 No 1, pp. 68-74.
- Dana, L (1992), "Why do we export shopping?, Policy Options, June, pp 13-14.
- Denham, A. (2016) "Three Reasons Small Businesses Needn't Worry about Extended Sunday Trading", Huffpost, UK. Febraury 17. www.huffpost.co.uk (Accessed 15/10/2016)
- Denzin, N. K. (2012). "Triangulation", *Journal of Mixed Methods Research*, Vol. 6 No. 2, pp. 80-88.
- Dowling, S. (2009), German Court Enforces Day of Rest, ABC News December 3. www.abc.com (Accessed 15/7/2015)

- Dowling, S. (2016) The voice of local shops, Association of Convenience Store, pp 1-5, Retail NI and ACS report.
- DTI, Personal Today, December 2015 - January 2016, pp. 1-6. www.personaltoday.com/articles/2006. (Accessed 19/06/2014)
- Dickson, P (2016), “Top 10 biggest challenges facing small and medium sized businesses”, 24th July, www.kub-uk.net (Accessed 15/11/2016)
- Eleftheriou-Smith, L., (2016) “Sunday trading hours: What does the Government want to change? How will it affect workers?”, 9th March, The Independent, www.independent.co.uk (Accessed 15/3/2015)
- EuroCommerce (2017) “Overview: Legislation regarding shop opening hours in Europe”, Euro Commerce for Retail and Wholesale, Transparency Register ID:84973761187-60, pp1-14, Brussels
- Faithful, M. (2006) “Europe Still Divided by Sunday Shopping Conundrum”. Shopping Centres Today Online, April. www.abc.com (Accessed 15/6/2015)
- Freathy, P., Sparks, L. (1995a) “Flexibility, Labour Segmentation and Retail Superstore Managers: The Effects of Sunday Trading”, *The International Review of Retail Distribution and Consumer Research*, Vol. 5 No. 3, July, pp. 361-385
- Freathy, P. and Sparks, L. (1995b) “The employment structure of the Sunday labour market in retailing: a comparative analysis of DIY and grocery superstores in Scotland and in England and Wales”, *Environment and Planning*, Vol. 27 No. 3, pp. 471- 87.
- Freathy, P. Sparks, L. (1993) “Sunday Working in the Retail Trade”, *International Journal of Retail and Distribution Management*, Vol. 21 No. 7, pp. 3-9
- Freathy, P. (1993) “Developments in the Superstore Labour Market”, *The Service Industries Journal*, Vol. 13 No. 1, pp. 65-79
- Fusch, P. I. and Ness L. R. (2015) “Are We There Yet? Data Saturation in Qualitative Research” *The Qualitative Report* , Vol. 20 No. 9, pp. 1408-1416
- Galletta. A. (2013) “Mastering the Semi-Structured Interview and Beyond: From Research Design to Analysis and Publication”, With A Foreword By William E. Cross Published by NYU Press, New York
- Genakos, C. Danchev, S. (2015) “Evaluating the Impact of Sunday Trading Deregulation” *Centre for Economic Performance*, London School of Economics and Political Science, (CEP) London, UK, Discussion Paper No 1336, ISSN 2042-2695, pp 1-25
- Gilthorpe, G. (2006) “Lessons in service excellence”, *Legal Marketing Magazine*, April/May pp. 31-33
- Goos, M. (2004) “Sinking the Blues: The Impact of Shop Closing Hours on Labour and Product Markets”, *Centre for Economic Performance (CEP) Discussion*, Paper Series, No. 664, December, London, UK
- Gruber, J and Hungerman, D. M. (2008) “The Church versus the Mall: What Happens When Religion Faces Increased Secular Competition?” *The Quarterly Journal of Economics*, Vol. 123 No. 2, pp. 831-862
- Grünhagen, M. Grove, S. and Gentry, J. (2002) “The Dynamics of Store Hour Changes and Consumption Behaviour: Results of a Longitudinal Study of Consumer Attitudes Toward Saturday Shopping in Germany” *European Journal of Marketing*, Vol. 37 No. 11/12, pp. 1801-17.
- Guest, G., Bunce, A. and Johnson, L. (2006) “How many interviews are enough? An experiment with data saturation and variability”, *Field Methods*, Vol. 18 No. 1, pp.59-82.
- Gradus, R. (1996) “The Economic Effects of Extended Shop Opening Hours”, *Journal of Economics*, Vol. 64 No. 3, pp. 247-63.
- Hakkarainen, K., Vääntönen, E and Teivainen, A. (2015) “Parliament agrees to lift

- restrictions on shop opening hours” Helsinki Times Finland , 16 December, www.helsinkitimes.fi (Accessed 15/2/2016)
- Halsall, M. (1994), "What's in store for Sunday trading", The Guardian, August 20, www.guardian.co.uk (Accessed 15/4/2014)
- Judah, S and Sorrel-Dejerine, O. (2013). “UK v France: The Sunday shopping difference “, BBC News Magazine online, October 10, www.bbc.co.uk (Accessed 15/7/2015)
- Hsieh, H. and Shannon, S.E. (2005) “Three Approaches to Qualitative Content Analysis”, *Qualitative Health Research*, Vol. 15 No. 9, November , pp 1277-1288
- Kalcheva, V., and Weitz, B. (2006) “When should a retailer create an exciting store environment”, *Journal of Marketing*, Vol. 70 No. 1, pp. 107-118.
- Kanji, G.K. (2007) *Measuring Business Excellence*, Routledge, Taylor and Francis Group: London
- Kay, J. and Morris, C. (1987) “The Economic Efficiency of Sunday Trading Restrictions” *The Journal of Industrial Economics*, Vol. XXXVI No. 2, pp. 113-28.
- Khan, H. and Bamber, D., (2007) Market Entry Using Country-of-Origin Intelligence in an Emerging Market, *Journal of Small Business and Enterprise Development* Vol. 14 No.1. pp 22-35
- Khan, H., Matlay, H. (2009)“Implementing service excellence in higher education” *Education and Training*. Vol 51 No 8-9, p. 769-780.
- Khan, H., Mcleay, F., Bentham, P. (2011) “Sunday Shopping forever?” In *Proceedings of the Academy of Marketing Conference 2011*. University of Liverpool Management School, Liverpool, UK ISBN: 9780956112234
- Khan, H., Bamber, D., & Quazi, A. (2012) “Relevant or redundant: Elite consumers perception of foreign-made products in an emerging market”, *Journal of Marketing Management*, Vol. 28 No. 9-10, pp. 190-1216.
- Kirby, D. (1992) “Employment in Retailing: Unsociable Hours and Sunday Trading” *International Journal of Retail and Distribution Management*, Vol. 20 No. 7, pp. 19-28.
- Kondracki, N. L. and Wellman, N. S. (2002) “Content analysis: Review of methods and their applications in nutrition education”, *Journal of Nutrition Education and Behaviour*, Vol. 34 No 4 pp. 224-230.
- Lambert, C. (1994) “Open all week: the case for Sunday hours”, *Hardware Age*, Vol. 231, June, pp. 33-7.
- Lang, R. (1989) “Scotland’s Sunday Under Pressure”, Jubilee Centre Cambridge.
- Mason, R., (2016) “Government revives plans to amend Sunday trading laws”, February 2 , the Guardian newspaper. www.theguardian.com (Accessed 15/7/2016)
- McCann K. (2016). “Politicians push for relaxed Sunday trading laws to show Britain is open for business”, February 20, the telegraph, www.thetelegraph.co.uk (Accessed 15/7/2016)
- Measson, N and Campbell-Hunt, C. (2015) “How SMEs use trade shows to enter global value chains”, *Journal of Small Business and Enterprise Development*, Vol. 22 No. 1, pp. 99-126
- Miller, D., and Le Breton-Miller, I. (2014) “Deconstructing socioemotional wealth”, *Entrepreneurship Theory and Practice*, Vol. 38 No 4, pp. 713-720.
- Morrison, S. and Newman, R. (1983) “Hours of Operation Restrictions and Competition among Retail Firms”, *Economic Enquiry*, Vol. 21, No. 1, pp. 107-14.
- Newbert, S and Craig, J. B. (2017) “Moving Beyond Socioemotional Wealth: Toward a Normative Theory of Decision Making in Family Business” *Family Business Review*, Vol. 30 No. 4, pp.339– 346
- Nicholls, J., Kranendonk, L, and Roslow, S. (2002) “The seven-year itch? Mall shoppers across time”, *Journal of Consumer Marketing*, Vol. 19 No. 3, pp. 149–65.

- Nummela, N, Loane, S, and Bell, J (2006) “ Change in SME internationalization: an Irish perspective”, *Journal of Small Business and Enterprise Development*, Vol. 13 No. 4, pp. 562-583
- O’Reilly, M., and Parker, N. (2013) “Unsatisfactory saturation: A critical exploration of the notion of saturated sample sizes in qualitative research”, *Qualitative Research Journal*, Vol. 13 No. 2, pp. 190-197.
- Reynolds T J, Gutman J (2001) Advancements in laddering. In Olson, J.C.; Reynolds, T.J. (eds.). *Understanding consumer decision making: the means end approach to marketing and advertising strategy*, pp. 110-122). Mahwah, NJ: Erlbaum.
- Samiee, S. (1995) “Strategic Considerations in European Retailing”, *Journal of International Marketing*, Vol. 3 No. 3, pp. 49-76.
- Samuel, H. (2009) “France Relaxes Sunday Shopping Rules”. *The Telegraph*, July 15. www.thetelegraph.co.uk (Accessed 15/2/2015)
- Sit, J., Merrilees, B, and Birch, D. (2003) “Entertainment-seeking shopping centre patrons: The missing segments”, *International Journal of Retail and Distribution Management*, Vol. 31 No. 2, pp. 80-94.
- Skuterud, M. (2005) “The Impact of Sunday Shopping on Employment and Hours of Work in the Retail Industry: Evidence from Canada”, *European Economic Review*, Vol. 49 No. 8, pp. 1953-1978.
- Smith, D, (1995) “Sunday Trading: an Analysis of Employment Structures in Leisure and Retailing”, *International Journal of Contemporary Hospitality Management*, Vol. 7 No. 2/3, pp. 57-63.
- Tanguay, G., Valle ´e, L., and Lanoie, P. (1995) “Shopping hours and price levels in the retailing industry: a theoretical and empirical analysis”, *Economic Inquiry*, Vol 33. No. 3, pp. 516-24.
- Tauber, E. (1972) “Marketing Notes and Communications – Why Do People Shop?” *Journal of Marketing*, Vol. 36 No. 4, pp. 46-59.
- Townsend, C. and Schluter, M. (1989) “Why Keep Sunday Special?” Jubilee Centre Publications Ltd. Cambridge, UK
- USDAW (2015) “Sunday working in retail: Is Sunday working for retail staff?” *Union of Shop, Distributive and Allied Workers*. September, England and Wales, UK.
- Upton, R. (1986) “Coming to terms with Sunday working”, *Personnel Management*, Vol. 18 No. 2, pp. 28-32.
- Wakefield, K. and Baker, J. (1998) “Excitement at the mall: Determinants and effects of shopping response”, *Journal of Retailing*, Vol 74 No. 4, pp. 525-40.
- Walker, J. L. (2012) “The use of saturation in qualitative research”, *Canadian Journal of Cardiovascular Nursing*, Vol. 22 No. 2, pp. 37-46.
- Williamson, B., Hargreaves, J., Bond J. and Lay, H. (2006) “The economic costs and benefits of easing Sunday shopping restrictions on large stores in England and Wales”, *Department for Business Innovation and Skills (London, UK)*, www.gov.uk