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HAWKERS' SATISFACTION WITH A LOCAL AUTHORITY WATER METER READING MANAGEMENT

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ABSTRACT

This paper aims to identify hawkers' satisfaction with a local authority water meter reading management. Three years ago, the licensing and business development department installed meter readers at the hawker centres. Currently, water meter readers are no longer available, causing the department substantial losses. There are complaints on the use of bulk meters that the amount charged each month is indifferent. Several water meters in the hawker centres are not working correctly, resulting in difficulties by the authority to process the correct amount of water bills. The hawkers need to travel to the headquarters to make payment, making it more difficult. Hawkers are not happy because they have to pay the same amount though they might have consumed less than others. A total of 176 questionnaires was distributed to 500 hawkers in Kuala Lumpur City Hall (KLCH). Data were analysed

using SPSS. The results showed that only one variable, water meter management, has a significant and weak relationship, influencing hawkers' satisfaction. This finding will give an excellent insight to the local authority in better control of water meter reading at hawker centres.

Keywords: Hawker satisfaction, local authority, water meter quality, services quality, meter reading.

INTRODUCTION

Local authorities will always be a benchmark of the efficiency and performance of government services as they are the most advanced agencies that interact with citizens daily. They directly influence the quality of life of the people - developers, traders, and investors, especially concerning the socio-economy (Daud, 2019). Local authorities are legal bodies that need to act according to legal requirements and can be sued through the court if they act beyond their power (Berahim, Jaafar, & Zainudin, (2020). They are liable for obligatory and optional capacities as recommended in the Local Government Act 1976 in their particular jurisdictions. Ibrahim (2014) stated that the critical capabilities incorporate all basic abilities, for example, deny assortment, upkeep of minor seepage, sewerage treatment, street support, road lighting, and exercises relating to general wellbeing. The optional capacities include conveniences, sporting parks, lodging and business exercises, markets, sports offices, and public venues. The task of government agencies is to improve plans for extending their design and analysis. Nur et al. (2019) mentioned that the strategies include expanding the number of assets, developing new revenue streams, improving monitoring and compliance, improving information sharing, optimising the exploitation of available capital, balancing public interest and financial needs of local authorities. It maintains only productive properties and diversifying payment forms. Kuala Lumpur City Hall (KLCH) is a local authority that works on various socio-economic activities, including industry, banking, government, education, faith, culture, and sport (Yusuf et al., 2019). There are five departments under KLCH: Management, Social-economic, Project Management, Planning, and other departments. One department that allows the public to do business is a license and development business under sub-social-economic. Bozeman and

Youfie (2017) have stated the cases are measured based on essential factors for determining socio-economic outcomes: modality of the project, stimulating policy vehicle, guarantor benefit, distribution and acceptability of profit, beneficiary specificity, social-economic reach, and timing of the benefit stream. One of the functions of the departments of license and development business is to provide hawkers centre for the public. The term "hawker centre" is referred to here is as a designated place where the business activities of street vendors, hawkers, and itinerant salespeople are carried out (Tan, 2015).

Hawker centres signify the capacity of hawking to change and adapt to the conditions prevailing in the 21st century and perhaps a revision of negative attitudes towards the profession. Other specialists in the conventional or adapted fare benefit from low investment favourite risk-taking and creativity are enjoyed by stallholders (Urban Journey, 2014). Other than that, even if more young entrepreneurs are drawn, these hawkers constitute just a tiny minority that seems unlikely to revolutionize the whole market. It also continues to see the degree to which the mainstream hawker culture can maintain itself by replacing older staff who die or retire. However lovely and environmentally friendly their architecture, Hawker centres must compete in more convenient environments for increasingly sophisticated consumers with rivals providing higher service standards.

Due to specific challenges and hurdles, citizens feel dissatisfied performing innovations in those units due to challenges such as differences of opinion on politics, racial and regional differences. It is more difficult for local authorities to get the word out on socio-economic development by providing hawker centres. The hawkers' satisfaction will determine higher standards at the hawkers' centre (Dewan Bandaraya Kuala Lumpur Report, 2020). Tarulevicz (2018) states that the government, working together with private actors, has begun another historic transformation of the iconic hawker. This time a critical emerging element is the new hawker entrepreneur, or "hawkerpreneur." KLCH's ability as a government agency to provide service to hawkers depends on several factors, for instance, the need to identify which places are conducive, electrical stable, and most importantly, the water source. Massarutto (2020) mentioned that it is possible to increase natural water availability through artificial means, including economic inputs (labour and capital), which also have depletion costs and efficiency implications. Sometimes small matters

like water meter have a significant impact on water availability. A smart water meter will be responsible for displaying even real-time data. But not just water meter reading data, modern and intelligent water meters also measure even more aspects, like pressure, flow speed, and temperature (Stewart, Willis, Guirco, Panuwatwanich & Capati, 2010).

Providing a good water meter will determine the hawker's Satisfaction (Dewan Bandaraya Kuala Lumpur Report, 2020). Many firms, companies, and organisations have expanded leaps and bounds (Hassan, Shamsudin, & Mustapha 2019). Therefore, there is a need to maximise hawker reviews and loyalty to keep their business stable and reliable for a long time. The measurement and mapping of water quality components, such as dissolved organic matter concentrations, chlorophyll or total suspended matter from optical remote sensing (RS) technologies have proven useful and effective and are being investigated for operational use (Hakvoort et al., 2002).

The problem started in 2015 when the authorizing and business improvement office employees who read the water meter manually at the hawker centres mostly retired and were not replaced. Due to a cost-effective strategy, at present, the employees who work as meter readers are no longer available. There are grievances on the utilization of mass meters from which the sum charged every month is retrieved. A few water meters in the hawkers' centres are not working accurately, leading to challenges in reading the correct water bills. The hawkers need to make a trip to the Headquarters to make a payment, making it more troublesome. Hawkers are troubled because they need to pay the water bill in a similar sum; however, they may have consumed less than others. The other complaint is on service quality. Service quality is the main factor affecting hawker satisfaction (Angelova & Zekiri, 2011). The water meter management also plays a vital role in influencing hawkers' Satisfaction. The main objective of this paper is to look into the hawkers' Satisfaction with Kuala Lumpur City Hall (KLCH) relating to water meter quality, service quality, and water meter reading management.

LITERATURE REVIEW

This research focuses on determining whether meter quality, service quality, and meter management by KLCH have significant

relationships and influence hawkers' Satisfaction with Kuala Lumpur City Hall Meter Reading management. The basis of understanding the consumer's satisfaction or dissatisfaction resides in people's ability to learn from their experience. It is evident that the concept of consumer satisfaction applies in many marketing contexts: purchase (e.g., Botla, Thakur, & Chauhan, 2021) and information considered (e.g., Santoso & Wacana, 2021). It is generally accepted that consumer satisfaction is a post-purchase phenomenon (Tse & Wilton, 1988). Thus, consumer satisfaction must be explicitly defined to delineate the context. In this study, consumer satisfaction pertains to the response of the end-user, in this case, the hawkers who may or may not continue paying for the water usage bill based on meter reading by the Kuala Lumpur City Hall.

Hawker Satisfaction

Hawker satisfaction, a measurement of how products and services meet or exceed hawkers' expectations, directly affects a company's shareholders and cash flow. It is the main factor that must be a concern in the service market. The overall satisfaction level of a business is an accumulation of the satisfaction beliefs of all clients. Researchers first provide each client's satisfaction formula in the following, and then a company's overall hawker satisfaction. Mei, Li, and Li (2017) first implement each hawker's satisfaction formula in the following, and then a company's overall hawker satisfaction.

The level of hawker satisfaction is influenced by the distribution of water quality: clarity of thought, the taste of water, and the smell of water. Second, the availability of water like water supply at certain hours and smooth flowing water. Next, the state of meter readings, meter replacement, and lighting. Finally, the payment location is either close to where you live, easily accessible and handling complaints to management, and getting feedback from responsive service from office management (Hardiyan, 2018).

The value of hawker experience is highlighted by Lipkin (2016), who attests that the interest among service researchers and practitioners in hawker experience has increased exponentially over the past decades. In the public sector, the concepts of service quality, hawker satisfaction, and hawker loyalty have not been a priority mainly because community services have a built-in hawker (Akinboade,

Kinfack, & Mokwena 2012). Steven Van de Walle (2016) postulated that public services tend not to go out of business to abolish further or close down a fair rare public organisation. It goes on to add that as their hawker base shrinks, many government institutions are even profitably, either because of the issue they were established for is solved or because they have been successful in deterring consumers of whom many are involuntary hawkers.

Water Meter Quality

Water meters are different from conventional meters because management monitors water usage and sends data to water suppliers for monitoring and billing without manual reading (Beckert, 2020; Thang et al., 2018). Water quality metres measure different water quality parameters, such as pH, electroconductivity, temperature, etc., and send these parameters to the server via the GPRS network (Thang et al., 2018). Hawker and water suppliers can also track water usage parameters from anywhere through the Internet and also manually. Thang et al. (2018) mention that the manual method wastes time and human labour.

Smart Water metres have historically indicated using the electronic interface to the Water Meter Consumption Register module to collect information such as Consumption, Register Tamper (Tamper-proof Flag Status), Unique Meter ID, etc. Water providers' obligation to guarantee sustainable urban water management has been affected by climate change, water shortage, population growth, and urbanisation (Farah & Shahrour, 2017). In this context, water suppliers have implemented many methods, such as metering, pricing water loss management and management of water demand. They have hawker service link meters to record water usage for billing and track distribution networks for billing purposes.

There are many ways in which it is possible to complete the meter reading. Direct reading, remote reading, touch reading, and automatic meter reading are the most common (Mwangi, Mwangi, & Karimi, 2016). Plain reading is where an individual directly reads the meter register. This way is entered manually in a logbook. Second, remote reading meter through an electronic signal, usually with a wire to a separate station where the individual could either direct read or touch read. The third way is contact read or plug-in where a device uses.

The unit selects the electronic signal from the remote station's plug-in or touch. It converts it into the number of cubic meters consumed (Mwangi, Mwangi, & Karimi, 2016). It is also possible for the control station to be on top of the meter pit lid. The result is stored before the meter reader returns to the office and enter data into a computer system. Based on this argument, the researchers formulated the following hypothesis:

H_1: Water Meter Quality significantly affects Hawkers' Satisfaction.

Service Quality

Satisfaction evaluates a product or service by hawkers about whether their desires and needs are met concerning such goods or services (Maria Stock, Jong, & Zacharias, 2017). Hawker needs which standard of services is the expected level of excellence and control over the height of excellence. Consumers who consume and enjoy services companies should determine the quality of services provided. If the services rendered by the hawkers meet or are in line with standards, it claimed that the benefit given by the service provider was satisfactory, and vice versa (Ali, Hadibrata, & Buchori, 2016).

The benefit of the quality of services is another factor that encourages organisations to provide quality service. Through which hawkers can compare services offered by various organisations. This service quality dimension includes sensitivity and awareness of the hawker's requests, questions, and complaints (Gholami, Kavosi & Khojastefar, 2016). This dimension of service quality is essential in services that have higher risks. Service quality is considered a significant determinant of the hawker relationship and hawker experience (Lemon et al., 2016).

In such a scenario, hawkers deal with their service providers with a specific goal to conclude the transaction and communicate with others (Roy, Shekhar, Lassar & Chen, 2018). They may not emphasise the process and interaction given the low contact nature of these services. There is a greater prevalence of KLCH's, as evident from the results, regardless of the perception of fairness for high degrees of perceived service convenience. If the direct interaction between service firms and hawkers is limited, service comfort is likely to mitigate equity (Roy et al., 2018). When hawker perceives lower service quality

levels, the impact of service fairness on KLCH's is evident. Therefore, the researchers designed the following hypothesis:

H_2: Service Quality significantly affects Hawkers' Satisfaction.

Water Meter Management by KLCH

For the effective execution of an ambitious project, scientists propose developing incentive mechanisms, management styles and control systems. Unlike conventional business processes, the argument is that innovation practices rely to a greater degree on the level of trust, collaboration, and mutual assistance. Only proven management styles, types of incentives, and control processes enable the company's innovation activities to be supported and improved (Bibarsov et al., 2017).

Another point is that management determines control of acceptance as one of the functions that executives need in hand and a factor for implementing the innovation process stage, redistribution of resources, and motivational rules on the other side (Akhmetshin et al., 2018). The coordination of the use of scarce and specific economic resources in innovation processes contributes primarily to regulation. In this respect, scientists note that innovation is remarkable by high costs, private investment limitations, and the need for public financing (Qu et al., 2017). Accordingly, management must investigate the specifics of control in private and state structures supporting the innovative activity.

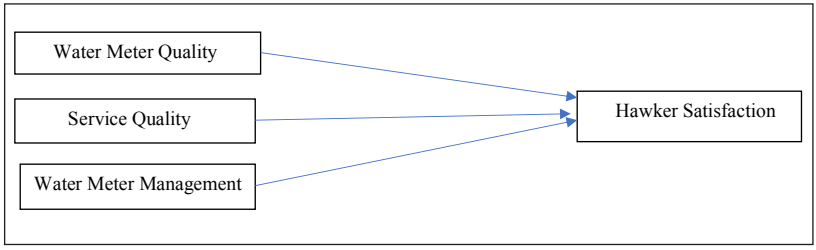
Management must not play a passive role in reform attempts, particularly in a system where tradition has defined isolated priorities and objectives. First, management prefer to focus on the hawker one hawker at a time to build a long-lasting relationship that supports each other (Akter & Wamba, 2016). Orenga-Roglá and Chalmeta (2016) reiterate that public or private companies see big data promise and use it for great benefit. Many organisations have made considerable investments in collecting, incorporating, analysing data, and running business operations. Extensive data have been seen as the latest evolution of data analytics in a decision supported by Watson et al. (2013). Based on the above scenario, therefore, the researchers articulated the following hypothesis:

H_3: Water Meter Management significantly affects Hawkers' Satisfaction.

Based on this analysis, independent variables (IV) and dependent variables (DV) become components of the defined variable's theoretical structure.

Figure 1

Research Framework



METHODOLOGY

Data collection took place from 14/10/2020 until 16/12/2020. The target population for this study was hawkers in Kuala Lumpur. The total number of hawkers under the supervision of the City Hall of Kuala Lumpur was 7,650 (Work Scope, City Hall of Kuala Lumpur, 2020). By using G*Power (results are attached), the minimum sample size needed is 114. Somehow, the researchers managed to have 176 respondents. This study used purposive samplings methods to provide the researchers with a generalized sample (Sharma, 2017). This study is intended only for hawkers from Kuala Lumpur who consume the water meter readers who could respond to this questionnaire. This study adopted a self-administered survey approach and developed the questionnaire through a review of the literature. Questionnaires were distributed and administered personally by the researchers. The questionnaire survey consisted of five sections (A to E). The first Section (A) is on respondents' demographic information, including eight items on Ethnic, Gender, Age, Marital, Status, Current Monthly Income (RM), Parliament, Type of Hawker, and Monthly Payment Bill Water (RM). The second Section (B) asked respondents to rate their satisfaction. The third Section (C) measured Water Meter Quality, the fourth Section (D) is on Service Quality, and the last Section (E) is on Water Meter Management by KLCH. This study's respondents were requested to indicate their level of perception, which was presented by using a 7-point Likert scale of frequency, ranging from '1' (Strongly Disagree) to '7' (Strongly Agree).

The researchers use the demographic information to summarises respondents' demographic profiles of the respondents. The descriptive analysis of Hawker Satisfaction and Meter Reading variables are also presented for a detailed description of the items. The reliability test is to interpret the reliability between independent variables and dependent variables. A correlation analysis is conducted to study the strength of the relationship between variables. Finally, multiple regression is used to decide which variables among hawkers in Kuala Lumpur have the most control on hawker satisfaction on KLCH water meter reading.

FINDINGS & DISCUSSIONS

Demographic Analysis

Table 1 shows that the respondents ethnicity comprises of Malay,54.5%, total respondents of Chinese is 36.4% and the remaining. 9.1% were Indians. Next, there are more females (66.5) than males (33.5%). Also, age with the majority (46%) comes belong to the age group 40 to 49, followed by (39.2%) from 50-59. The percent lower than 10% came from age 30-39 and 20-29 with 9.1% also 5.7%. The marital status shows the highest is married respondents (82.4%), followed by divorced (9.1%), single (5.1%), and widowed (3.4%). The current monthly income (RM) of the respondents is from 1000-3000 is 72.7%, second higher data was 3001-5000 with 22.2%, total respondents' income 5001-7000 is 4.5% and the lowest 0.6% was income 7001-9000. The respondents representing the highest percentage were from Bandar Tun Razak with 29.5% for the Parliament data. The second highest was Titiwangsa with 14.8% and followed by Kepong with 14.2%. Bukit Bintang state with 13.6% and followed by 10.2% was Batu. 9.7 per cent declared by Wangsa Maju and Setiawangsa state 4.0%. Less than 5% are Seputeh, WPKL, and Cheras that each of them stated with 1.1%, 2.3% also 0.6%. Finally, the type of hawkers, the lowest class is from the locked stall (*Gerai Berkunci*), was 5.7%. The second-lowest was 17.0% from the food court (*Medan selera*). The higher percentage was from the stand-up market (*Pasar berbangun*) with 48.3%, and the majority, 29.0%, came from the wholesale market (*Pasar borong*). Last in demographic data was monthly payment bill water (RM) show payment started with 0RM-RM20 was 67.0%. The second data was from RM21-RM40 was 13.6%, total respondents of RM41- RM60 is 11.4% also the remaining 8.0% was RM 61-RM80.

Table 1

Demographic Characteristics of Respondents (N=176)

Item		Frequency	Percentage (%)
Ethnic			
	Malay	90	54.5
	Chinese	64	36.4
	Indian	16	9.1
Gender			
	Male	59	33.5
	Female	117	66.5
Age			
	20-29	10	5.7
	30-39	16	9.1
	40-49	81	46.0
	50-59	69	39.2
Marital Status			
	Single	9	5.1
	Married	145	82.4
	Divorced	16	9.1
	Widowed	6	3.4
Current Monthly Income (RM)			
	1000-3000	128	72.7
	3001-5000	39	22.2
	5001-7000	8	4.5
	7001-9000	1	0.6
Parliament			
	Batu	18	10.2
	Seputeh	2	1.1
	Titiwangsa	26	14.8
	Wangsa Maju	17	9.7
	Cheras	1	0.6
	Bandar Tun Razak	52	29.5
	Kepong	25	14.2
	Bukit Bintang	24	13.6

(continued)

Item		Frequency	Percentage (%)
	Setiawangsa	7	4.0
Type of Hawker			
	Wholesale Market	51	29.0
	Stand up Market	85	48.3
	Food Court	30	17.0
	Locked stall	10	5.7
Monthly Payment Bill Water (RM)			
	0-20	118	67.0
	21-40	24	13.6
	41-60	20	11.4
	61-80	14	8.0

Reliability Test

Cronbach's alpha's reliability coefficient is acceptable if the value is higher than 0.7 (Ajay, 2017). Based on Table 2, the Cronbach's alpha for Hawker Satisfaction (DV) is 0.701, 0.748 for Meter Quality (IV1), 0.703 for Services Quality (IV2), and 0.786 for Meter Management by KLCH (IV3). Therefore, the reliability that has been analysed shows that Cronbach's alpha of variables in the study is all above 0.700, confirming the items are all reliable.

Table 2

Reliability Test

Item	No of item	No of the deleted item	Cronbach's alpha
Hawker satisfaction	5	2	0.701
Meter Quality	5	2	0.748
Services Quality	5	2	0.703
Meter Management by KLCH	5	2	0.786

Descriptive Analysis of the Constructs

A descriptive analysis measures the mean values and standard deviation to find the items' lowest and the highest rank. The mean

values were interpreted based on the advice by Sekaran, (2006) as presented in Table 3. The mean values that are within the range of 1.00 to 2.20 are considered very low level, followed by 2.21 to 3.41 considered as low level, 3.42 to 4.62 as medium level, 4.63 to 5.83 as high level, 5.84 to 7.00 as very high level. The interval scale was interpretation applied to interpret the descriptive analysis of this study.

Table 3

Interval Scale Interpretation

Evaluation Criteria	Evaluation Interval
Very high	5.84 – 7.00
High	4.63 – 5.83
Medium	3.42 – 4.62
Low	2.21 – 3.41
Very Low	1.00 – 2.20

The hawker's satisfaction construct has three items with mean values within the range from 3.57 to 3.84. Table 4 shows, item of HS3 is ranked first with the highest mean score (mean=3.84, std=1.763), which "*Meter readings are conducted according to the set payment rate*". Followed by the item of HS1 (mean=3.67, std=1.408) "*Meter reading is done according to the specified time".* In addition the item of HS2 has low mean values (mean=3.57, std=1.445) which implies that the respondents thought that water bill calculation is done fairly. Overal, the total mean of hawkers satisfaction was 3.69 and standard deviation was 1.538 and explained that the respondent have a medium level of hawkers satisfaction on water meter reading management. From the items below, hawker satisfaction analysis, it is important to ensure that local authorities carry out their duties effectively in line with local authority quality policy of providing and improving efficient, friendly and transparent services, in line with staff progress and development (Dewan Bandaraya Kuala Lumpur Report, JPP/14-18/1 2020 July).

Table 4

Descriptive Analysis for Hawkers Satisfaction

		N	Mean	Std. Deviation
HS1	Meter reading is done according to the specified time.	176	3.67	1.408
HS2	Water bills calculation is done fairly.	176	3.57	1.445
HS3	Meter readings are conducted according to the set payment rate.	176	3.84	1.763
	Total		3.69	1.538

Table 5 shows the descriptive analysis questions on water meter management of by KLCH based on the 7-point Likert scale. The mean values within the range from 2.96 to 3.60. The highest mean values was item WMM1 "*KLCH meter management is always making improvements"*. (mean=3.60, std=1.546), followed by item WMM3 "The meter reader officer comes to the hawker's centre ethically (mean=3.02, std=1.677). and item WMM2 "*The problem is manageable at each centre hawkers by KLCH representatives"*. In addition, the result indicates the item overall of the discussion, the mean values for water meter management was 3.19 and standard deviation was 1.641 which explained that water meter management according to respondents in this study was in a low level.

Table 5

Descriptive Analysis for Water Meter Management by KLCH

		N	Mean	Std. Deviation
WMM1	KLCH meter management is always making improvements.	176	3.60	1.546
WMM2	The problem is manageable at each centre hawkers by KLCH representatives.	176	2.96	1.702
WMM3	The meter reader officer comes to the hawker's centre ethically.	176	3.02	1.677
	Total		3.19	1.641

Correlations

A Pearson correlation coefficient test was performed to describe the strength and direction of the linear relationship between the Water Meter Quality, Services Quality, Water Meter Management by KLCH and the Hawkers Satisfaction on Kuala Lumpur City Hall meter reading management. A rule of thumb by Schober et al. (2018) was used as a guideline to interpret the strength of these relationships, as presented in Table 6.

Table 6

Pearson Correlation Coefficient Rule of Thumb

Observed Correlation Coefficient	Interpretation
0.00–0.10	Negligible correlation
0.10–0.39	Weak correlation
0.40–0.69	Moderate correlation
0.70–0.89	Strong correlation
0.90–1.00	Very strong correlation

Source: Schober et al. (2018)

Tables 7 shows the results of this correlation test in terms of Water meter quality, Service quality, and water meter management. The results show that Water Meter Quality and Service Quality have no significant relationship with Hawkers' Satisfaction. Only Water Meter Management has a significant positive relationship with Hawkers' Satisfaction. R's values are 0.675, 0.236, and 0.000, respectively, and significant at the 0.01 level (2 tailed). Thus, the strength ($r=0.275$, $p < 0.01$) for the significant relationship is weak (Chan, 2003).

Table 7

Pearson Correlation Results of Hawkers' Satisfaction

Predictors	Correlation	*P*-value
Water Meter Quality (WMQ)	0.032	0.657
Service Quality (SQ)	0.090	0.236
Water Meter Management (WMM)	0.275	0.000**

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

Multiple Regression

A standard multiple regression was performed in the final analysis between Meter Quality, Services Quality, Meter Management, and Hawkers' Satisfaction as the dependent variable. Table 8 explained the regression analysis of correlations between the variables. The standardized Regression (β), R2, and adjusted R2 were discussed. According to the results, the overall model is supported significantly with an F value of 9.633 (p <. 000). The R square (.144) explains that this value in terms of variation indicates that the three variables substantially explain the variance in the hawker satisfaction. Only 14.4 percent of the variance comes from these variables. The other variance (85.4 percent) comes from other variables that are not within the scope of this study. The standardized coefficient indicates statistically not significant between Hawkers' Satisfaction and Water Meter quality (β= -.008, p>.000) (H1 is not supported). Also, there was a statistically not significant relationship between Service quality (β= 0.070, p>0.000) and Hawkers' Satisfaction (H2 is not supported). Next, there was a statistically significant relationship between Water Meter Management (β= 0.390, p<0.000) and Hawkers' Satisfaction (H3 is supported). Thus, only one variable, Water Meter Management, significantly affected Hawkers' Satisfaction.

a. Predictors: (Constant), Water Meter Quality, Services Quality, and Water Meter Management
b. Dependent Variable: Hawker Satisfaction

Table 8

Coefficients in the Regression Analysis

Model	Unstandardised Coefficients B `	Std. Error	Standardised Coefficients Beta	t	Sig
(Constant)	1.982	.692		2.865	.005
Water Meter Quality	-.0100	.097	-.008	-.105	.917
Services Quality	0.078	.090	.070	.871	.385
Water Meter Management	0.350	.066	.390	5.314	.000

(continued)

Model	Unstandardised Coefficients B `	Std. Error	Standardised Coefficients Beta	t	Sig
R		0.379a			
R2		0.144			
Adjusted R2		0.129			
F		9.633			

DISCUSSION AND CONCLUSION

Based on this study, only one significant variable, meter management by KLCH, affects Hawkers' Satisfaction. The first question handled by KLCH meter management is always making improvements. Kaizen's theory means 'change for the good' and is a school of thought focussed on continual improvement (Sporer et al., 2012). Ma, Lin, and Chi Keung Lau (2017) view Kaizen as an improvement method that is process-oriented and that Kaizen's goal is improvements. The improvement involves internal organisation and needs to focus on external organisation because it will determine the satisfaction of the hawkers. Improving quality is a concept and must be done at all enterprise levels (Galli & Kaviani, 2018). Successful and effective implementation of Kaizen, for example, brings economic benefits to the mechanism and human capital (Topuz & Arasan, 2013).

The study found that the meter quality and service quality have no significant relationships and have no effect on hawkers' satisfaction. They probably realised that there is not much they can do about it, as the meter is already installed. They might be afraid, and they might pay even more if they ask for a better meter and service quality. Looking at their background, these respondents are primarily from the income of below M40 category. The majority of hawkers (72.7%) only earned less than RM3000 a month.

Furthermore, the problem is manageable at each centre hawkers by KLCH representative. The company representatives announced the intention to improve the contact between the company and the centre for hawkers. The holding of daily meetings, the possibility of networking, and the simple knowledge kit' at the start of the cooperation tend to be obligatory measures (Hilpert, 2019). It consists of interactions within the business network between the company representative and stakeholders. Any contact between a business representative and a stakeholder affects the corporate brand's development (Halmeenmäki,

2019). It shows that the function of the representative of KLCH is too manageable to encourage business networking between hawker centres. KLCH representatives measure each representative's ability in the hawker centre to meet the network possibilities, such as sending the idea that the need to make improvements.

Last but not least, the water meter officer comes to the hawker's centre ethically. Responsibility has been seen as an ethical behaviour associated with environmental pollution, unemployment, inflation. Increasing poverty among some social minorities and social responsibility in business organisations fail to perform their duties (Fassin, Van Rossem, & Buelens, 2011). Meter officers who come to hawker's centre need to be ethical because they bring the organisation's image to influence the meter officer's belief. The manner is represented toward the hawker's centre shows that there is a responsibility performed well while they are on duty.

RECOMMENDATION

Skills are an asset that is also very lucrative for any company. A government authority such as Kuala Lumpur City Hall, which generates income in terms of knowledge and strategic locations need skillful staff. This issue needs to be taken seriously so that meter reading skills still have possible backups and focus on the senior employees who specialise in meter reading skills. Furthermore, KLCH should plan to provide meter reading training for young employees to benefit the future. This idea will gain income, especially in this department, if everyone considers it a severe problem that needs to be solved.

The problem of water bills is a common problem affecting hawkers. As KLCH provides the hawker centre, this issue needs to be considered a crucial issue. One of the current issues can be solved by giving every hawker a printed water bill. The hawker will indirectly consider in more detail the usage of water supplies for each month. This highlights the systemic KLCH in the management of inventory issues. Water bills are also among the contributors to the monthly profits of KLCH. If this matter is also taken into account, hawker satisfaction can, of course, be achieved at the maximum level by providing printed water bills; there is no longer any problem among hawkers about KLCH's management.

The centre of the payment water bill is also one factor where hawkers also do not want to make payments. A measure to encourage hawkers to make payments is to set up payment counters in each hawker centre. This idea will make it easier for hawkers to pay the water bill. This action will reduce the water bill deficit rate in the licensing and business development division. Besides, KLCH needs to allocate a specific time for hawkers to make payments to know when is the right time to make payments with KLCH representatives' presence.

To ensure the smooth operation of activities at the hawker centre, KLCH representatives at each hawker centre are central. The complaints against KLCH staff inconsistent in each hawker centre's offices make it difficult to complain about water meters and water bills. As an improvement, KLCH needs to provide a systematic schedule for each KLCH representative responsible at each hawker centre. Besides, the top management should continuously monitor the staff in each hawker centre so that staff discipline problems are manageable at the hawker centre. Also, this action can maintain the credibility of KLCH.

Improvements to the water meter service are often made to the issue that needs to be a concern to achieve hawker satisfaction. To improve the water meter pressure quality, KLCH needs to replace the water meter every 20 years. This is because most of their hawker water meter centres have never been well maintained. Some of the water meters are unable to provide precise readings causing hawkers to be disappointed. KLCH must always be sensitive and plan for good maintenance at hawker centres to fix such problems.

In conclusion, KLCH should do its best to improve meter management. The problem can be solved at every central hawker by KLCH representatives and meter reader officers who ethically come to the hawker centre. The officer's presence makes them satisfied. Satisfaction is one thing, and attitude is another whether they are delighted and pay to the local authority depending on the hawkers. Whether they are grateful for whatever they have and started paying to KLCH, no one can force them. Somehow, as a licensing and business development department, they will do their best to ensure the necessary items that needs attention in other to make hawkers happy and satisfied.

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