

**THE COST AND BENEFIT STUDY AND PROJECTION OF privatization
EFFECTIVENESS: THE CASE OF METROLOGY CORPORATION MALAYSIA
SDN. BHD. (MCMSB)**

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ABSTRACT

This study focuses on sustainability of legal metrology in Malaysia since its privatization in 2005 to Metrology Corporation Malaysia Sdn Bhd (MCMSB). The internality and externality factors of its sustainability have been identified. It has been concluded that MCMSB should remain as a private body due to fee contribution that makes it sustainable. In order to increase the efficiency of metrological activities, a certain degree of competition should be permitted but not excessive to preserve the stability of the industry, as well as ensuring adherence to Weights and Measures Act 1972.

Keywords: Legal Metrology, Privatization, Effectiveness, Verification

INTRODUCTION

Economic theory suggest privatization rather than state-ownership of enterprises as it leads to greater economic efficiency (Nambiar, 2009). Privatization is one of the alternatives for the government to scale down the liability and operating expenses. In Malaysia, privatization was introduced in 1986 with one of the objectives was to reduce the public spending. Another reason for privatization was due to inefficiency in utilizing resources.

In order to improve the national economy, privatization becomes the master key to reduce the government liability, encourage competitiveness among the same sectors and enhance employment opportunities across the nation. As a result, it could enhance the national economics and successively achieve the goal of being a developed country.

This study is focused on the legal metrology services in Malaysia by examining the financial consistency. It also provides a projection to infer whether it is still relevant to privatize the legal metrology services under the management of MCMSB. The study is limited to Malaysian scope and MCMSB as the single player in verification and re-verification of the weighing instruments. The result of this study can be applied to other settings in assessing the ability of the state-owned enterprise to become a private body.

Background of the Company

Metrology Corporation Malaysia Sdn. Bhd. (MCMSB) is a company licensed under section 26A(1) of the Weights and Measures Act 1972. It was registered on the 26th November 1999 after fulfilling all the terms under Clause 3 of Concession Agreement where companies are required to conduct regular inspection, verification, and post market surveillance under appointment of the Ministry of Domestic Trade and Consumer Affairs. MCMSB was established with the sole objective of providing verification and re-verification services for all weighing and all measuring instruments that are used in trading. Currently, it has 34 branches, 105 verification stations and more than 170 verification centers in Malaysia.

MCMSB aims to continuously provide efficient verification and re-verification services of all weights and measuring tools and meet the expectations of the industrial players, the government and the public. The missions of the company are; (1) to provide the service efficiently and promptly; (2) to continuously promote awareness to the business communities, factories and the general public on the benefits of doing verification and re-verification, towards attaining practically total market coverage; (3) to be committed to introduce new technologies and systems towards improving and enhancing the services to be at par with those in developed countries; and (4) to be committed to having well-trained human resources, excellent in technical skills as well as able to work effectively as a group (MCMSB website).

All weighing and measuring instruments used for trading have to be verified before use and re-verified for every twelve months as stipulated by the Weights and Measures Act 1972. It is an offence to use weighing or measuring instrument without a valid verification or re-verification. The schedule of fee is fixed and detailed out in Schedule 9 of the Weights and Measures Act, 1972.

The main revenue of the company is derived from the fees charged to the clients. MCMSB achieved the target set by the government as it had verified more than 5.73 million

instruments. Apart from the increasing number of weighing and measuring instruments, the company had also improved its level of services. Waiting time was reduced significantly, which benefits the business owners and the repairers. For better understanding of the MCMSB function, the flow chart of metrology system in Malaysia is illustrated as follows:

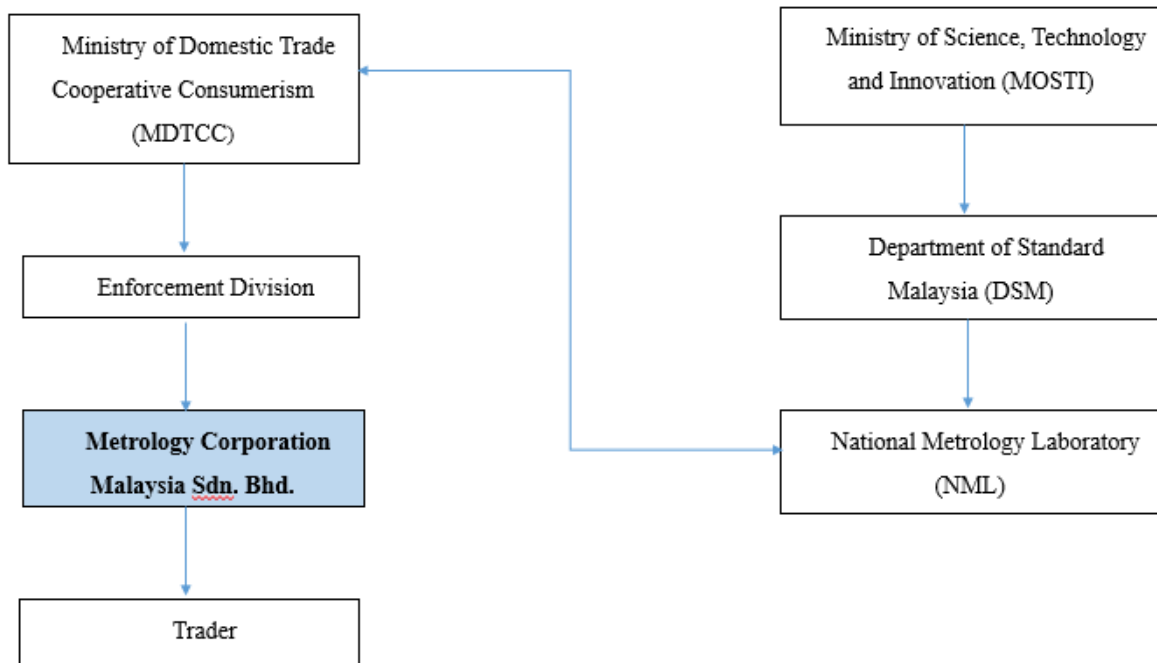


Figure 1: Metrology Inter-relation Flow

Source: KPDNKK web site: <https://www.kpdnhep.gov.my/>

Table 1: Function of the Parties Involved in Metrology

Parties	Function
Ministry of Domestic Trade Cooperative Consumerism (MDTCC)	Policy and development of Weights and Measure Act 1972
Enforcement Division	Enforce the Weights and Measure Act 1972
Metrology Corporation Malaysia Sdn. Bhd.	Verified and re-verified all weighing and measuring used for trade
Ministry of Science, Technology and Innovation (MOSTI)	Controls and supervises a number of institutions that are responsible in providing technical services to the government and the public
Department of Standard Malaysia (DSM)	National Standards Body (NSB)
National Metrology Laboratory (NML)	Custodian for MDTCA on pattern and specification on National Measurement System Act 2007

On the 7th December 2004, MCMSB had signed a 15 years agreement with the Ministry of Domestic Trade and Consumer Affairs, which was formerly known as the Ministry of Entrepreneur and Co-operatives Development (MECD), to verify and re-verify the instruments using metric units. For the record, metric units were first introduced on the 27th October 1990 for the purpose of enhancing domestic trade and consumerism industry.

Prior to the introduction of metric units, there was no standard rule for weight and measurement activities and the imperial system did not provide consistent measure. After the Weights and Measures Act 1972 has been made effective, all industrial practitioners in Malaysia are prohibited to use measuring systems other than the metric units. Hence, they were given 10 years to change their weighing and measuring systems to metric units. Companies that fail to abide by the rule are facing the maximum fine of RM4000 or three years imprisonment under Section 12 of Weights and Measures Act 1972.

The establishment of the requirement for every industrial player to apply metric units led to the appointment of MCMSB. The stakeholders are the traders who are the recipients of the services provided by MCMSB as appeared in the legal metrology framework, while the Ministry of Domestic trade, NMIM (National Measurement Institute Malaysia) and other departments are the law enforcers responsible in making sure the effective implementation of the Weights and Measures Act 1972. Currently, MCMSB has hired 104 Authority Officers from the ministry operating at 34 branches all over Malaysia.

MCMSB Performances

The internal assessment of performance is measured based on the total amount of fees collected. The bar/line chart displayed in Figure 2 indicates the trends of instruments verified and fees collected between 2005 and 2017.

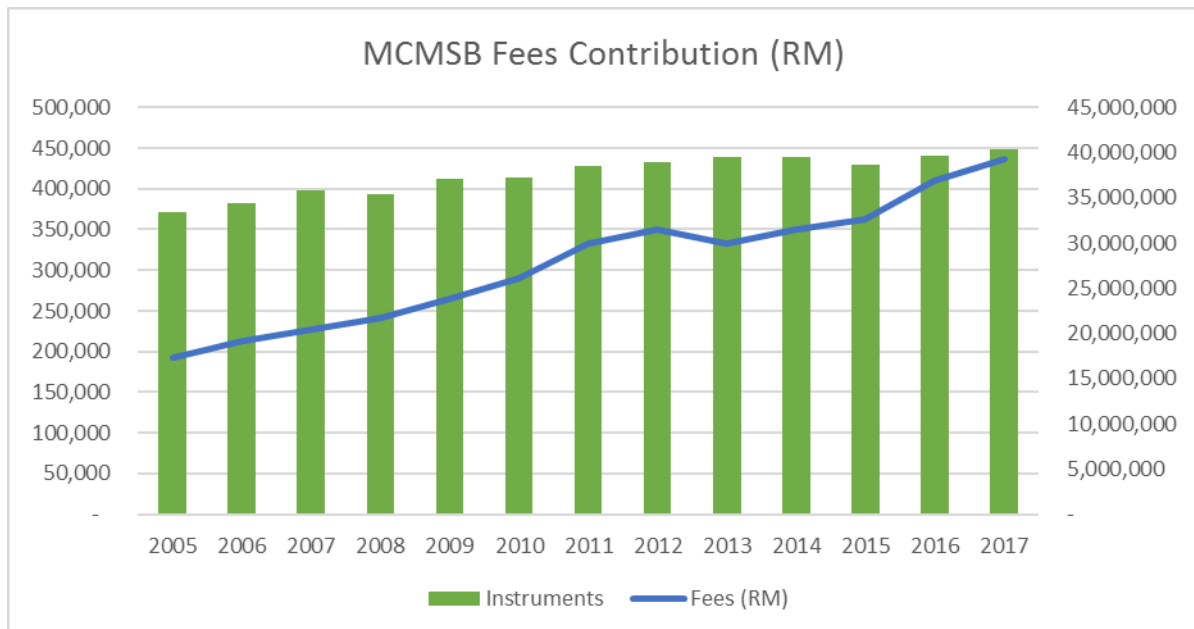


Figure 2: MCMSB Fees Contribution

Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

The trend in the bar/line chart shows a steady growth in fee contribution from 2005 until 2017. However, there was a slow phase of growth between 2013 and 2015 due to economic downturn as represented in the GDP per capita diagram in Figure 3.

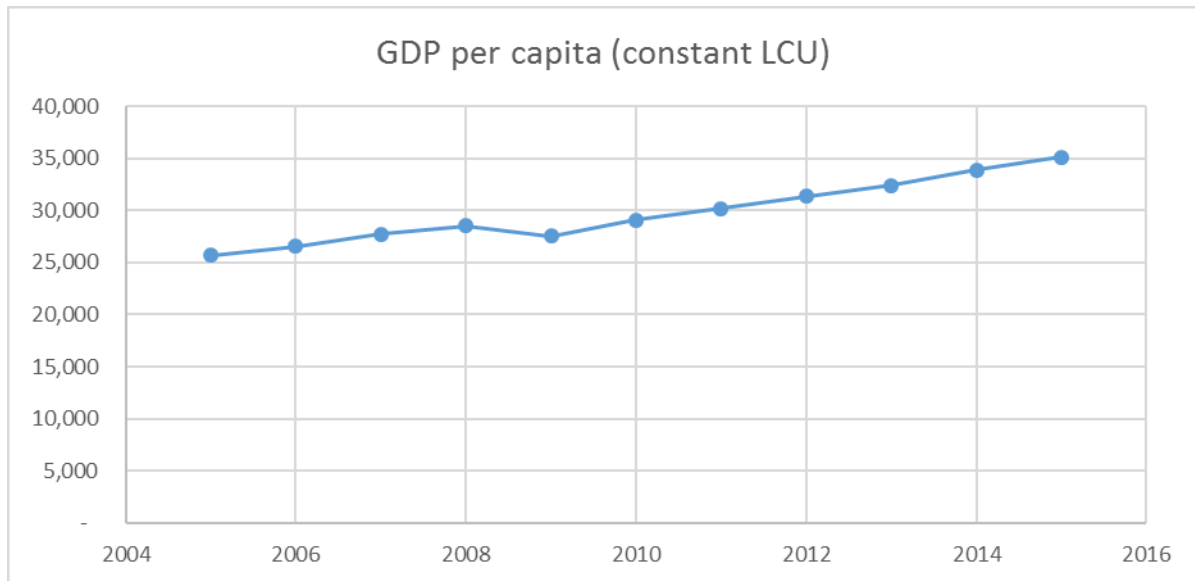


Figure 3: Malaysia GDP per Capita
Source: Department of Statistic Malaysia

GDP per capita is a measure of a country's economic output that accounts for its number of citizens. It divides the country's gross domestic product by its total population, and the values are attributed to each citizen to signify whether there has been a growth or loss in the country's economy that year. Based on the data from the Department of Statistics Malaysia, the GDP per Capita in 2008 and 2009 dropped before making a consistent growth between 2010 and 2015. The fees collection by MCMSB had shown similar trend to Malaysia GDP per capita, which inferred that business performance and fees collection by MCMSB are directly affected by the Malaysia economic condition.

Figure 4 shows the breakdown of fees collection by MCMSB in 2017 from different branches, while Figure 5 displays the percentage of participation rate by each branch across the nation.

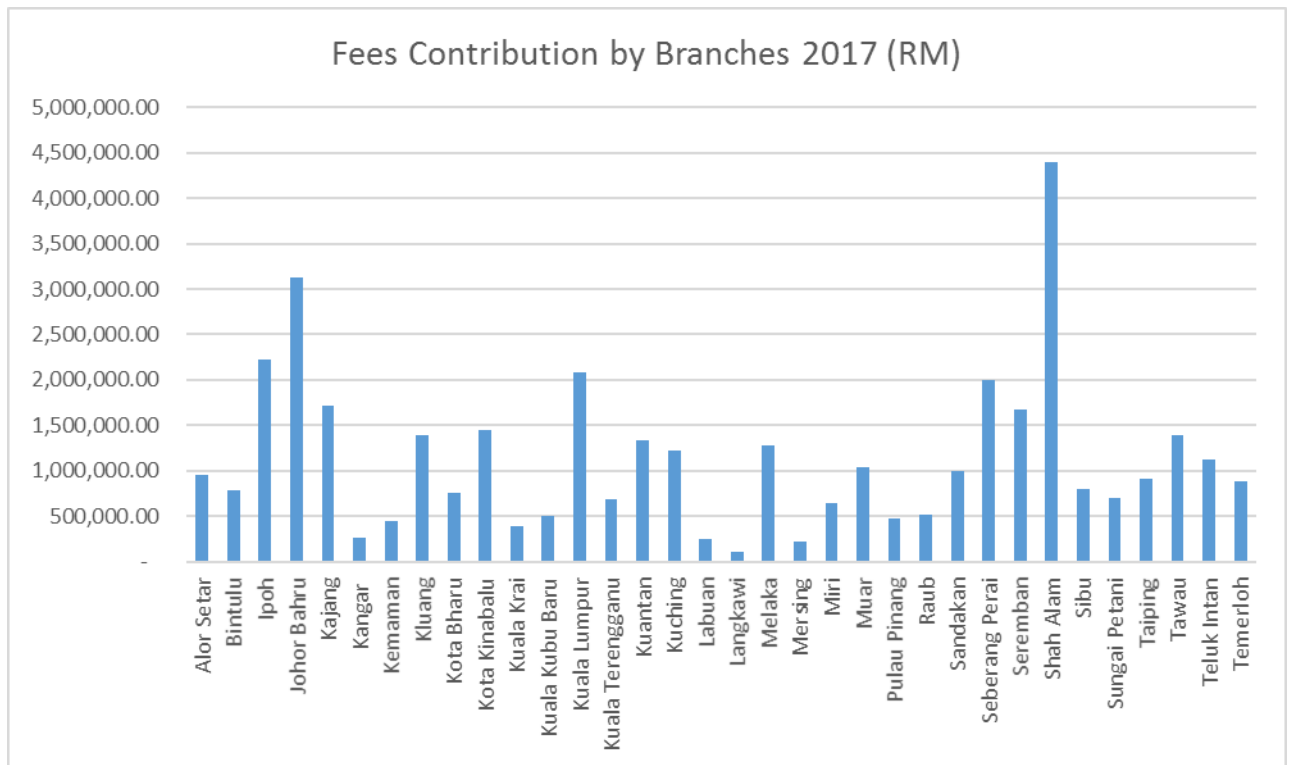


Figure 4: Fees Contribution by Branches in 2017
Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

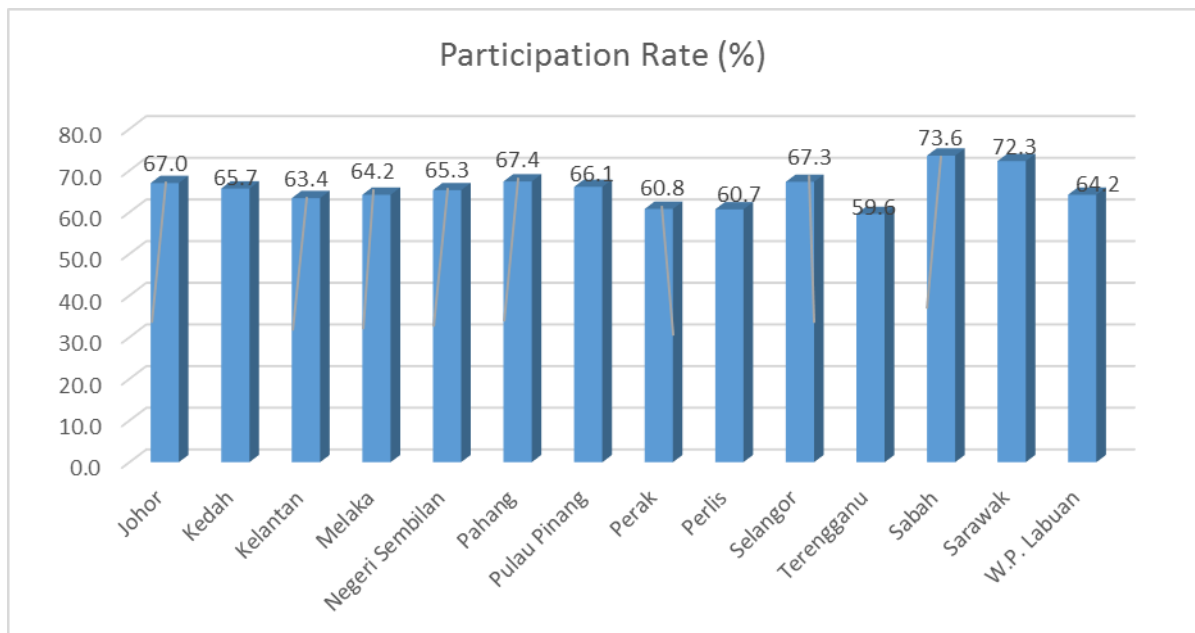


Figure 5: Participation Rate by MCMSB in 2017
Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

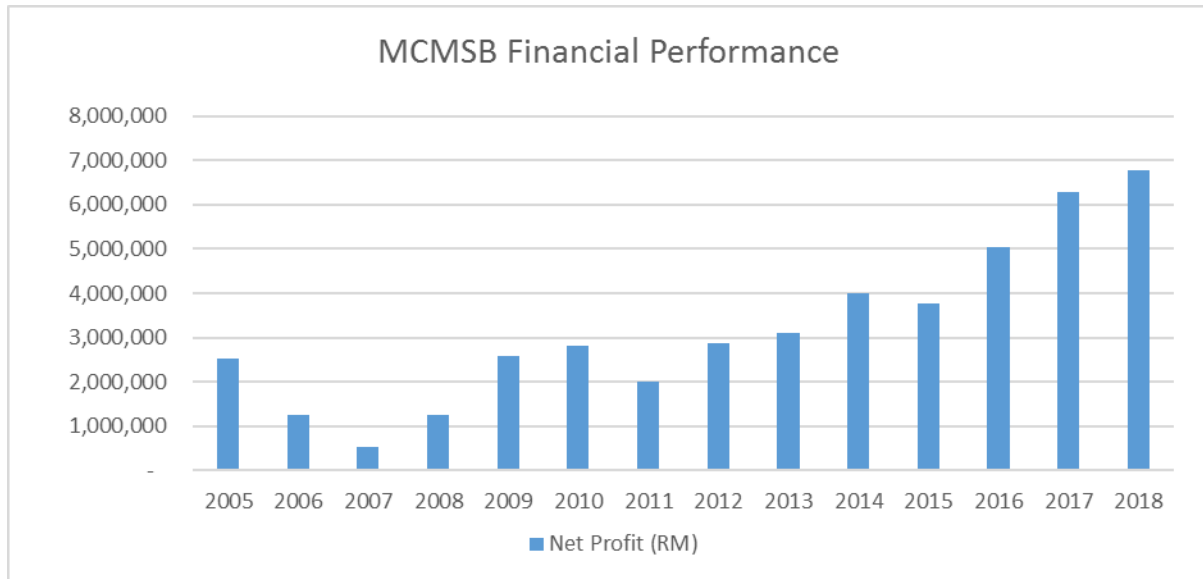


Figure 6: Net Profit by MCMSB from 2005-2018

Source: Metrology Corporation Malaysia Sdn Bhd

Figure 6 exhibits the net profit by MCMSB recorded from 2005 until 2018. Although there were fluctuations in the net profits at different periods there is evidence of steady growth between 2015 and 2018.

Operating Cost for MCMSB

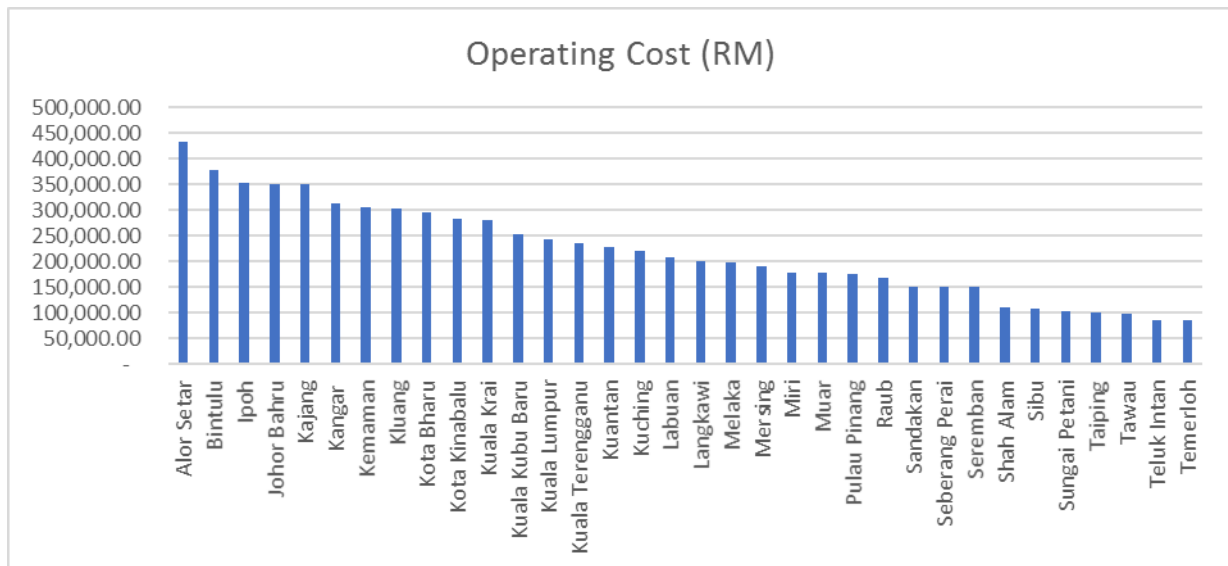


Figure 7: Fees Contribution by Branches in 2017

Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

The chart in Figure 7 configures distinctions in the operating cost for each MCMSB branch in 2017. Alor Setar branch was recorded to incur the highest operating cost, while the lowest operating cost is at Temerloh branch. Besides the variation in the operating cost at each

branch, it is also depicted that the amount of fees collection also differs depending on the type of instruments and business activities surrounded the area.

LITERATURE REVIEW

Cost and Benefit Analysis (CBA)

There are few definitions on Cost and Benefit Analysis (CBA) based on the previous studies. According to Buncle, Daigneault, Holland, Fink, Hook, and Manley (2013) CBA is a systematic process in identifying, valuing and comparing costs and benefits of a project. CBA is a decision-making tool that is one of the most widely accepted and applied methods for project appraisal for large-scale infrastructure investments in the public sector (Nickel, Ross & Rhodes, 2009). Further definition by the World Bank (2004) and Ninan (2008) explained that CBA is a formal process for evaluating a project that evolved from the economic constructs of consumer surplus and externality. It then moved into a formal regulated process based upon the work by economists and government agencies and required by many entities for project approval, seeking the efficient allocation of resources. Pearce (1983) states CBA is a procedure by which the streams of gains and losses of a proposed project (or policy or programme) are identified and measured in monetary terms to allow for direct comparison. These are aggregated across individuals in a defined society to establish its net social gain or loss.

The purpose of CBA is to identify whether the proposed project is a good decision or investment, and to compare the alternatives for the preferred options. CBA is important as it leads to the final decision of to proceed or not to proceed based on the available options. It ensures that the net aggregate benefits to society outweigh the net aggregate costs (Nickel et al., 2009). However, Harberger (1978) argued that the assessment of CBA could lead to the acceptance of projects that would otherwise deem to be inefficient.

Metrology

Metrology is well-known to be conducting weighing and measuring verification and it is a crucial aspect in daily life. Accurate and correct weighing and measuring instruments are among the basic tenets of trade in order to be fair to the buyer as well as the seller. In this account, verification of each instrument is important in order to protect consumers and to promote fair trade.

Application of metric units is crucial to the society as well as the business community and the country. That is the main reason why legal metrology is considered as an important service which the government must have a proper body to supervise the verification and re-verification service. Therefore, establishing MCMSB is the best solution to provide the legal metrology services which will benefit many interested parties. Those interested parties are called as stakeholder. Freeman (1984) and Pearce (1982) stated that the stakeholders refer to groups of constituents who have a legitimate claim on the firm that can both affect the business and be affected.

The field of metrology is divided into three main areas; scientific metrology, industrial metrology, and legal metrology. Metrology requires necessary trust and confidence in measurement by mandatory standards. Furthermore, a state needs measurement to provide information necessary to organize, plan, defend and to tax with efficiency. Besides, the accounting also depends on uniform measurement in the field of farming, manufacturing, and

work organization. Developed countries such as the USA, the UK and Canada also have established metrology institutions and they are:

- i. National Bureau Standard (USA)
- ii. Measurement Canada
- iii. Department of Trade and Industry (UK)
- iv. N.I.S.T (USA)
- v. K.P.M.G Study of I.N.M.S (Canada)
- vi. K.P.M.G. Study for CIPM
- vii. European Measurement Project

Legal Metrology

According to the Ministry of Domestic Trade, Co-operatives and Consumerism's website, legal metrology refers to the metrology that supervises measurement and its measuring method based on the legal guideline that is aimed to protect consumers because studies have shown that there are traders who tend to manipulate and cheat in measuring and weighing products. Mechanical methods were used to manipulate the readings of measuring and weighing instruments to gain additional profit. However, numerous cases have been reported in Malaysia saying that software has become the most vulnerable element to manipulate in measuring instruments. Legal metrology comprises:

- i. Regulated measurement conducted by private individuals, or
- ii. Controlled by state authority, either for environmental or traffic control.

Privatization

Privatization is a global phenomenon, which has special relevance and characteristics in the former command economies of Central and Eastern Europe and Asia (Martin,1995). A privatized company is usually financially stronger as compared to the state-owned enterprises. It is due to the ability in hiring great management level and the technical team. Besides, privatization provides more freedom in decision making as it is not directly bound with political issues and legislation. Once a company is privatized, there will be no longer bureaucratic constraints. Besides, a company can group the human resources according to their expertise which will make the operations more specialized.

Privatization contributes to a few positive impacts to both organization and industry. Based on the information gathered, among the benefits of privatization are in terms of compliance, the industrial coverage or referring to the market penetration, the public sector allocation, conflict of interest and consumer protection. These assumptions are proven by the empirical analysis presented in this study. The primary rationale for privatization is based on the argument that privatization increases efficiency. However, according to Nambiar (2009), the privatization record in Malaysia shows that the government has certain degree on involvement in the business although it is more indirectly. The study further explained that if the government had come out with strategies to be more careful in driving an institutional framework that emphasized on efficiency, transparency and good governance, it is possible that cronyism can be reduced.

Government economic planners believe that corporatization and privatization of public services would lead to gain in efficiency, induces corporation to expand through greater utilization of growth opportunities, relieve the administrative and financial burden of the Malaysian Government, and increase Bumiputera participation in the corporate sector (Phua, 2001). In Malaysia's scope of legal metrology, the main objective for the government to privatize the verification and re-verification works is to expand its facilities as well as to deliver faster and effective services.

i. *Political Factor*

Malaysia politics consists of a framework of federal institutional monarchy. The *Yang di-Pertuan Agong* is the Head of State of Malaysia, and the Prime Minister of Malaysia is the Head of Government. The federal government and the 13-state governments possess an executive power. There is also federal legislative power authorized by the federal parliament and the 13 state assemblies. The executive maintains the power and influence only in the appointment of judges to the courts while the judiciary is independent of the executive and the legislature. The Constitution of Malaysia is codified, and the system of government is based on the Westminster system.

Management could remain on existing structure for a government entity to qualify for privatization. The specific objectives of the formalised policy as stipulated in the privatization Masterplan 1991 are as follows:

- a. To relieve the financial and administrative burden of the government
- b. To improve efficiency and productivity of economic activities
- c. To facilitate economic growth
- d. To reduce the size and the presence of the public sector in the economy
- e. To help meet the National Economic Policy targets

As part of the government privatization plan, MCMSB is one of the privatized bodies that contributes to the implementation of the strategy. The basic source of MCMSB's operation comes from the people. As in 2017, MCMSB had employed 3,900 workforce.

ii. *Economics Factor*

In 1970, *Bumiputera* controlled merely 4% of the corporate assets while the Chinese owned most of the 34% of assets held by non-*Bumiputera* Malaysian (Adam and Cavendish, 1995). In line with the New Development Policy (NDP), the Government stipulated that *Bumiputera* should hold a minimum of 30 percent equity in all privatized projects.

Over a period of time between 1983 and 1995, 204 projects were privatized with 56.4% were from the federal government projects, while 43.6% from the state government. Between the year 1996 to 2000, 98 projects had been privatized. The sectors involved with privatization were construction, electricity, gas and water sector, and highways. For better efficiency on privatization plan, the selection of sectors to be privatized were first identified before the execution which was made by batch from 1983 to 2005 as summarized in Table 2.

Table 2: Malaysian privatization Project Including Methods 1983-2005

Method	1983-1990	1991-1995	1996-2000	2001-2005	Total
Sale of Equity	4	94	11	1	110
Sale of Assets	3	33	32	1	69
Buid-Operate-Transfer	9	21	15	6	51
Build-Operate-Own	1	18	13	5	37
Corporatization	1	13	9	10	33
Management Contract	5	9	11	6	31
Leases of Assets	2	6	3	1	12
Management Buy Out	2	5	7	0	14
Build-Transfer	0	5	0	2	7
Sale of Assets and Leasing	2	0	0	1	3
Public Listing	7	0	0	3	10
TOTAL	36	204	101	36	377

Source: The Development of Public Sector (Hisyam, 2009)

iii. Social Factor

The development of the civilization requires consistency in measurement that applies in daily life. Obviously, metrology knowledge is required in time and calendar, distance and area and in weight and measurement. It shows that metrology is crucial in daily life as a basic knowledge which impact the whole society.

Privatization policy also occurs due to social aspects of the society. Increase of population is one of the factors that contributes to privatization. Malaysia has a population of various ethnic groups, which consists of *Bumiputera* (Malay and indigenous people) with 69.1%, Chinese with 23.0%, Indian with 6.9% and others, 1.0% from an overall of 29.06 million citizens (Mahidin, 2018). Figure 8 shows the data from the World Bank validating an increasing trend of the Malaysian populations since 1960, from 8.156 million to 31.528 million in 2018, while the subsequent diagram indicates the number of employees hired by MCMSB.

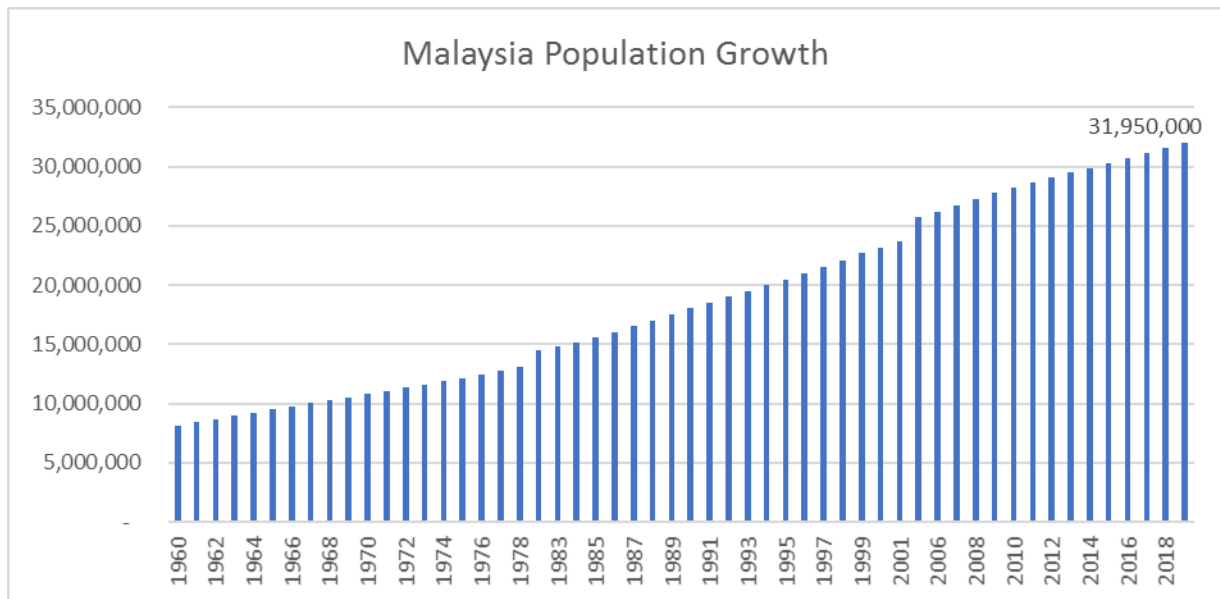


Figure 8: Malaysia Population Growth from year 1960 to 2018

Source: Department of Statistic Malaysia, Last Updated: 09/19/2019

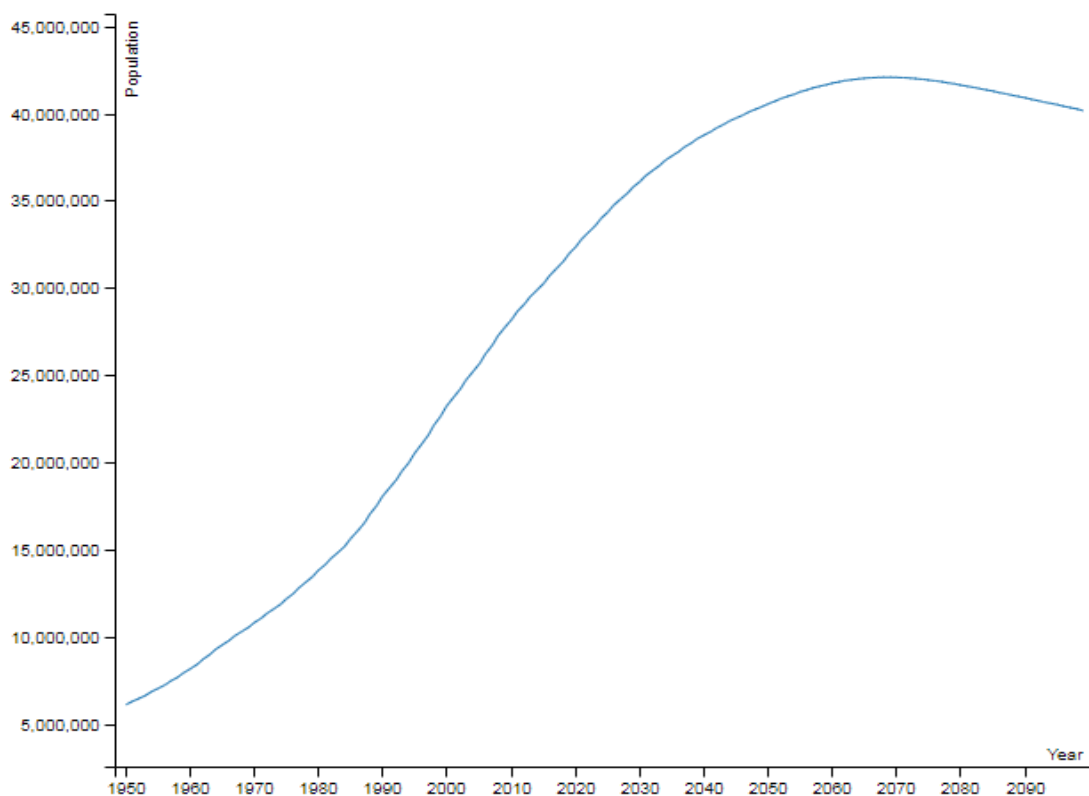


Figure 9: Prediction of Malaysia Population

Source: World Population Prospects (2019 Revision)

Projection for Malaysia future populations by the World Population Prospects as shown in Figure 9 indicates a steep line from the year 2010 with 28.6 million to 41.5 million in the year 2040, but with slower growth from 1.8% in 2010 to 0.8% in 2040. The average of population growth is expected to reduce by 0.05 each year. It is observed that each household especially in urban area has one to two kids. Thus, the real growth will probably be slower than the prediction.

As part of the government social responsibility, privatization creates job of which the employment is one of the initiatives to empower society. Since its operation on the 4th April 2005, MCMSB has hired 146 officers, which 104 of them are from the enforcement team of KPDNHEP, 39 Executive level and 7 crane drivers.

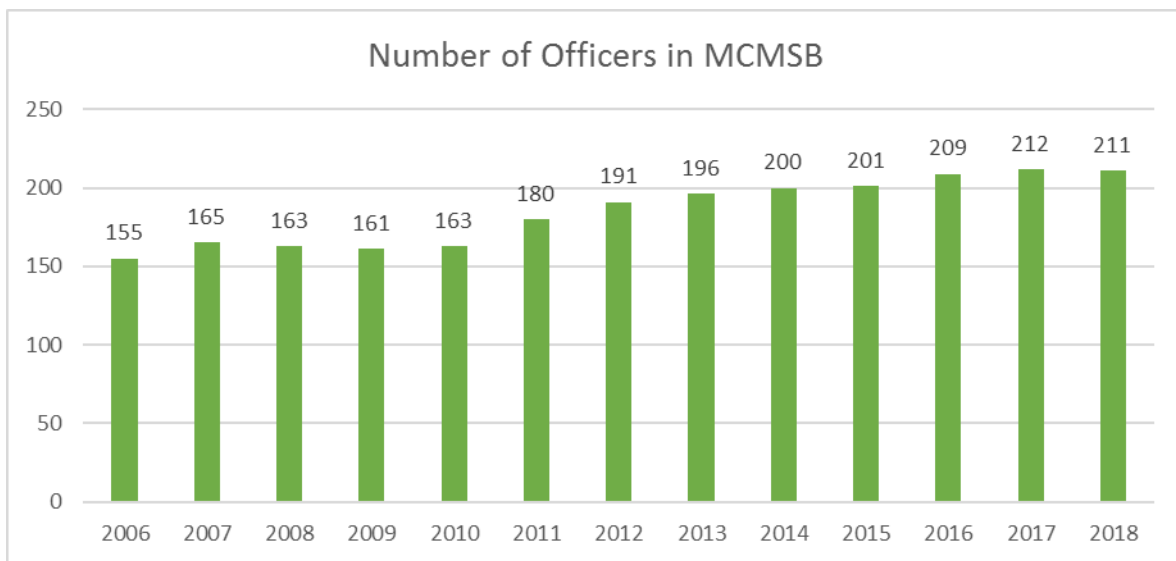


Figure 10: Number of Officers in MCMSB

Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

Based on the chart presented in Figure 11, 9% of the officers hold a bachelor's degree while 90% of them have certificate in the related skills, and more than 80% of them hold academic qualification in technical field. The employees' academic qualifications show a remarkable difference in 2019 compared to 2005 as depicted in Figure 11 where 22% and 26% of them are bachelor's degree and diploma holders compared to 7% and 9% in 2005, making on 49% of them having other certificates compared to 82% in 2005.

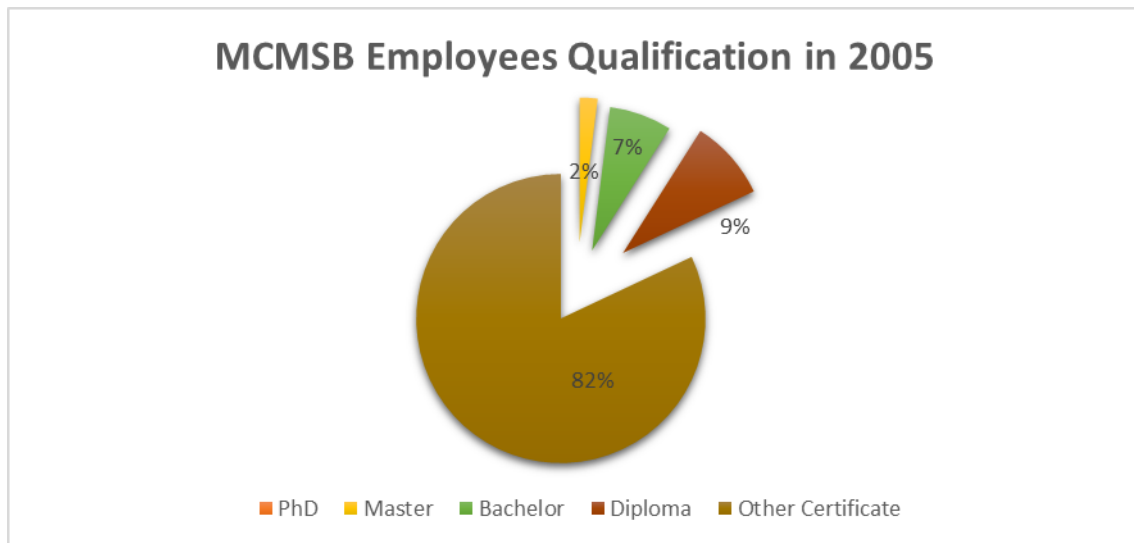


Figure 11: MCMSB Employee's Qualification in 2005
Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

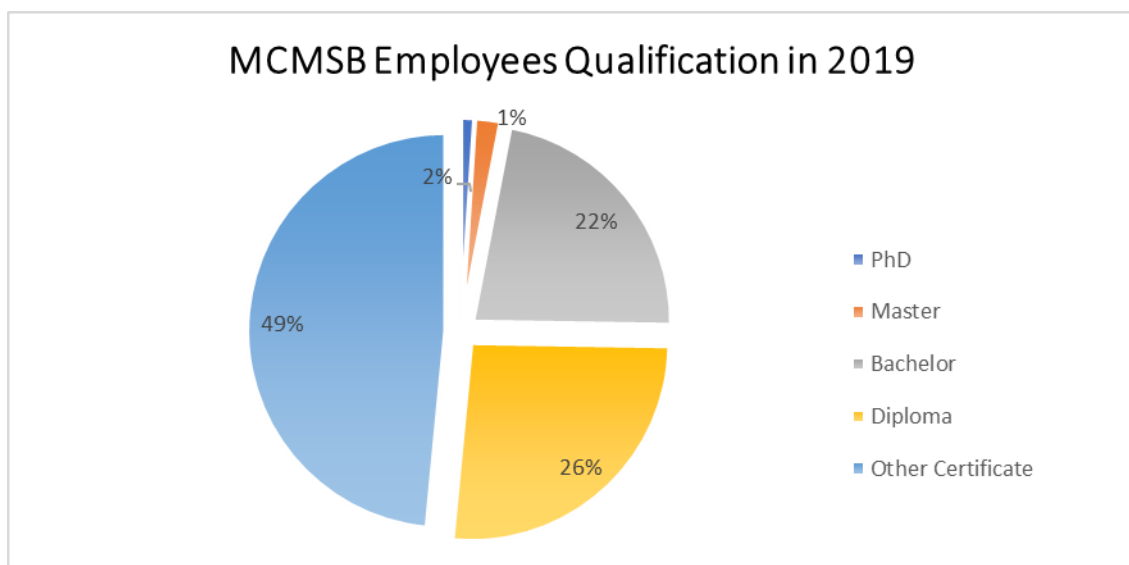


Figure 12: MCMSB Employee's Qualification in 2019
Source: Metrology Corporation Malaysia Sdn Bhd (MCMSB)

Other positive impact for regulatory metrology in terms of social aspects are:

- a. Increase in compliance
- b. Sound factual basis for measurement
- c. Benefit/cost of metrology regulation can be greater than other policy options
- d. International Recommendations provide level playing field for sale of appropriate measuring instruments
- e. International Recommendations support global regulatory agreements

Legal metrology is needed by the society in order to create confidence in measurement besides encouraging integrity in commerce. The government has clearly made a wise

decision by privatizing the verification service to MCMSB based on the aforementioned advantages.

iv. Technological Factor

Rapid innovation and technology will increase the output. In Malaysia, science policy is regulated under the Ministry of Science, Technology and Innovation. However, other ministries such as Ministry of Agriculture and the Ministry of Health also have their own science departments. The training on scientific study was highly encouraged in 1970s to 1980s. Starting 1987 to 1997, 0.24% of GNP being utilized for research and development. In 1998, 54% of Malaysia's manufactured exports were based on high-tech exports in response to the evolving technology. Correspondingly, legal metrology plays a very important role to ensure the measurement of every device is correctly and accurately measured. Besides, having a legal metrology service will provide confidence due to reliability of the verification and inspection.

v. Environmental Factor

Having an authorized body for legal metrology helps society to preserve the environment. The accurate reading on digital tools could control the gas emission and reduce the rate of death and injuries which might happen from the accidents. For example, inaccurate weight and measurement of the concrete mixture could cause a building collision due to less solid build up which could lead to other accidents.

Legal metrology is also crucial in pharmaceutical and health industry. Accurate weigh and measurement could assist resources efficiency since the chemical resources are expensive and limited. Verification of the measurement tools by the MCMSB has indirectly affected the health industry by having not only a standardized measurement and testing, but also accurate dosage of medicine.

vi. Legal Factor

Before metrology industry was privatized, the legal rules and issues had not been properly addressed. Technically, by privatizing the industry, the government had also reduced their risk aspects and shared the responsibility with the delegated company.

Another legal factor that leads to privatization of legal metrology is due to the increase in technical and practical compliance. Without these compliance, the accuracy of the measurement could be compromised and each party that is involved in business dealing would not trust each other. Hence, legal metrology industry has indirectly affected the civil society. Legal factor is important as a sound and factual basis for the measurement. The benefit and the cost of metrology regulation can be greater than other policy options.

RESEARCH METHODOLOGY

This study is a conceptual research wherein observations of previous data from various secondary sources were carried out and gathered for analysis. Factors leading to the privatization of the legal metrology in Malaysia in terms of political, economic, social, technology, environment and legal were highlighted in the literature review of this study.

The researcher also conducted an interview with one of the operational staff in MCMSB. An interview allows researcher to concentrate on existing financial information until the information is exhaustive and saturated. The information is identified as saturated once it is repeatedly explained by the informant.

The financial projection is then analyzed by using empirical analysis. Financial data received from MCMSB became an input and resulted in an output in time series from 2005 to 2018. From the available data, the study is able to forecast the net profit for five years ahead and to predict the total fees contributed to the government.

RESULT AND DISCUSSION

Better Enforcement

Prior to privatization, the enforcement unit was within the same department known as Metric Unit. However, the enforcement and the legal verification team were separated into two different units after privatization because it is hard to monitor the industry with the dual functions. Hence, having different entity for verification and enforcement will help the decision making become more independent and any enforcement can be implemented strictly.

Projection of Sustainability

i. Net Profit Analysis

a. Projection Based on Five Latest Years of Operations

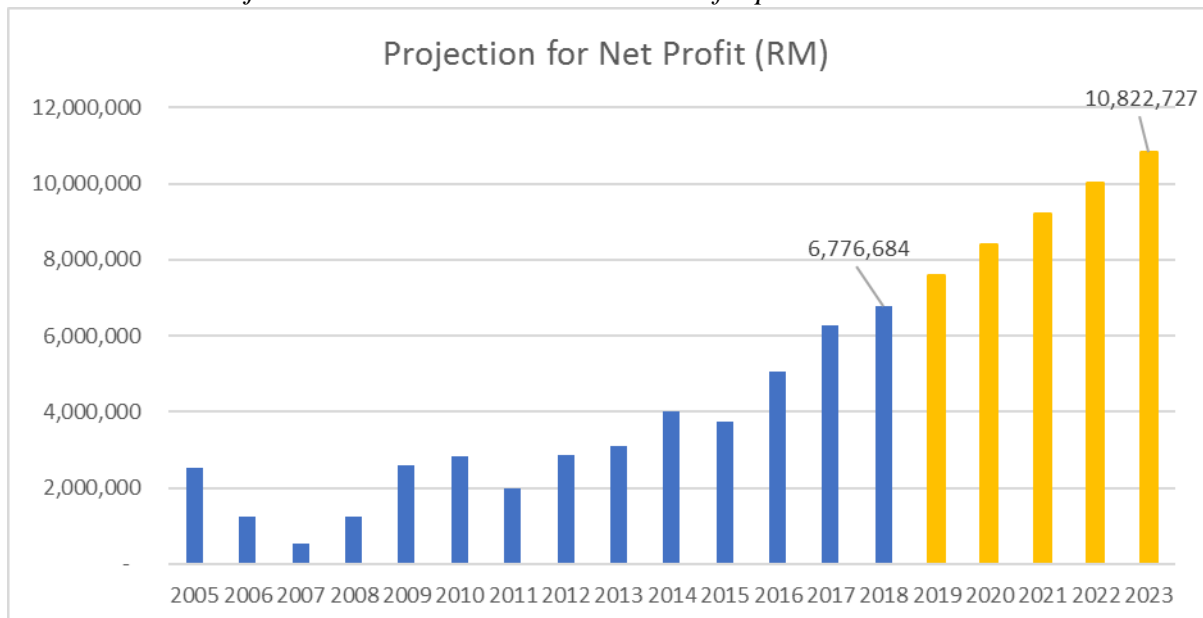


Figure 13: Projection Based on Five Latest Years of Operations

b. Projection Based on Ten Latest Years of Operations

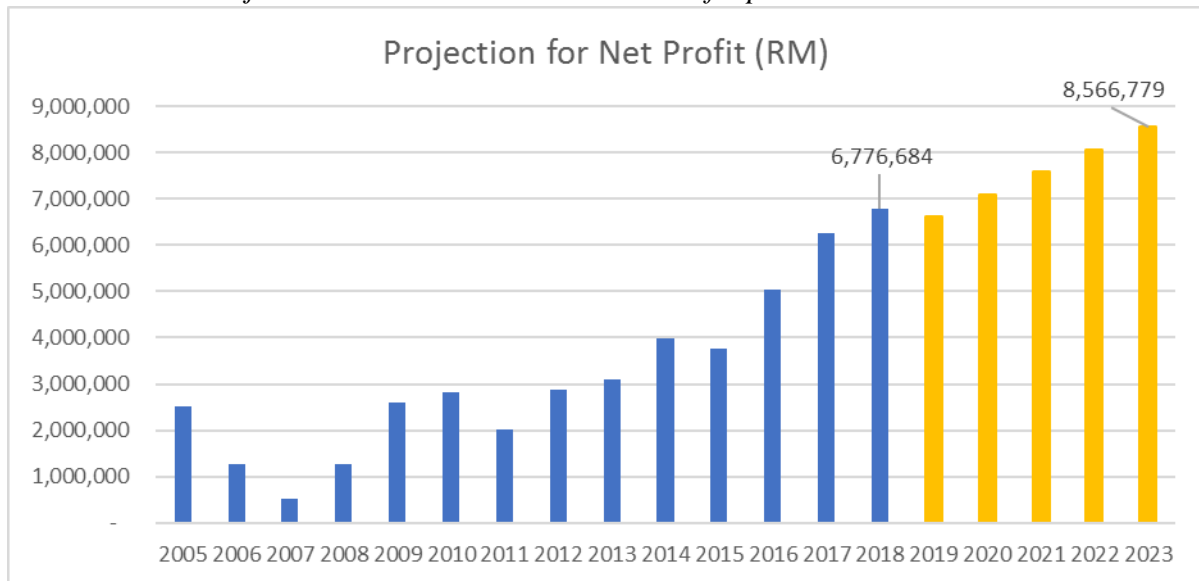


Figure 14: Projection Based on Ten Latest Years of Operations

c. Profit Projection Based on Data Since Establishment

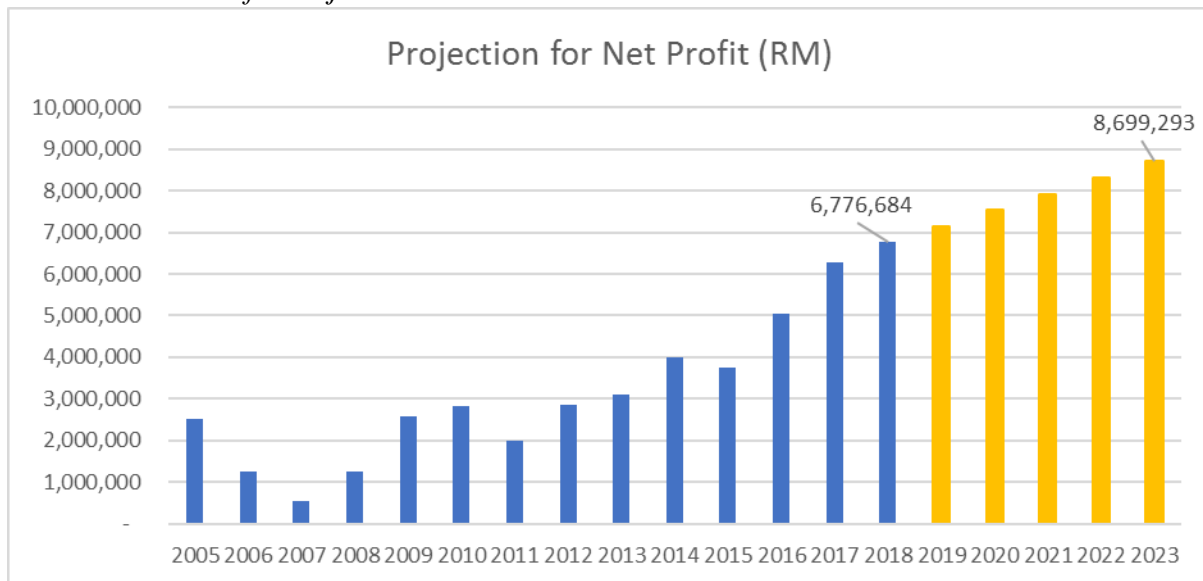


Figure 15: Profit Projection Based on Data since Establishment

Based on the latest five years net profit that observed from 2013 to 2018, the five years forecast shows the net profit of MCMSB will increase from RM6.77 million in year 2018 to RM10.82 million in year 2023.

The forecast is also made based on the latest ten years of MCMSB's operations, from 2008 to 2018 which has also indicated an increase in net profit to RM8.56 million in year 2023. However, the predicted growth rate in the last five years of the forecast period is lower compared to the previous reported years.

If the forecast is made based on the early year of operations which was since 2005, the forecast net profit is RM8.69 million. Overall, it can be concluded that the net profit for

MCMSB in five years between 2019 and 2023 could increase in the range of RM8.56 million to RM10.82 million.

ii. *Fees Collection Analysis*

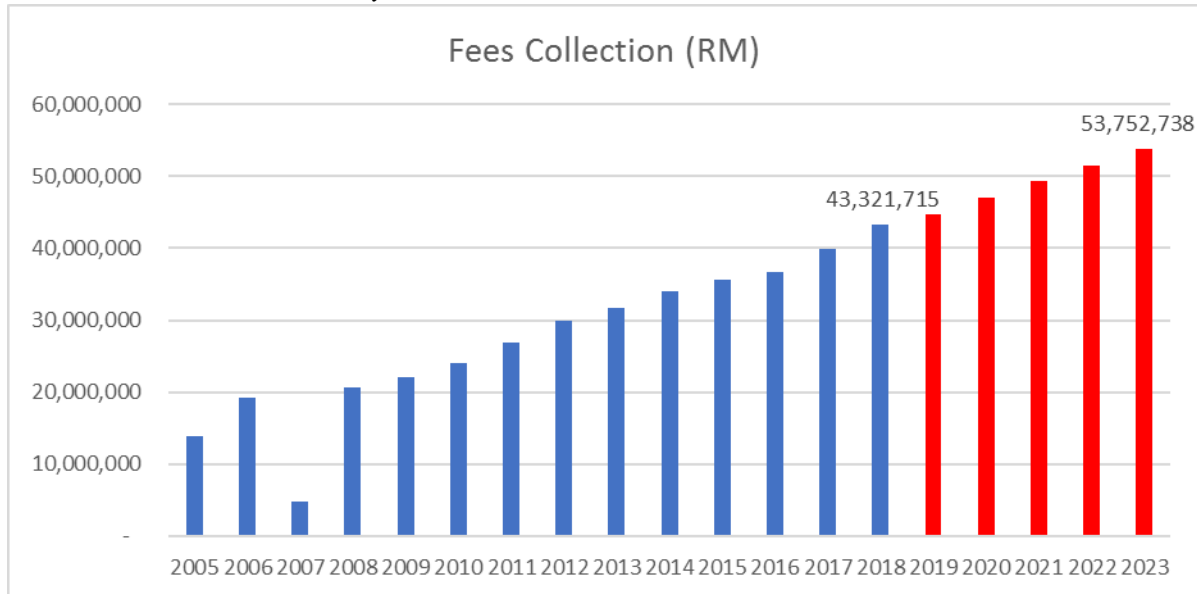


Figure 16: Fees Collection Projection Based on the Latest 10 Years Operations

Based on the fees collection, the forecast shows that the collection for five upcoming years will be in positive trends. The significant reduction in year 2007 is due to change of parking meter to the coupon system. Besides, the local authority also used the inaccurate time recording device for their parking which contributes to low fees collection. However, the forecast fees of RM53.75 million portray good reason to continue the concessionaire. As a result, the total yearly royalty payment made by MCMSB is showing encouraging trend as depicted in Table 3.

Table 3: Total Yearly Royalty Payment

Year	Royalty RM)	Tax (RM)	Zakat (RM)
2005	-	98,900	90,000
2006	1,762,612	1,145,430	30,000
2007	580,498	196,429	-
2008	2,477,990	795,134	-
2009	2,677,039	1,016,543	60,000
2010	2,872,533	1,223,262	90,000
2011	3,223,743	1,090,387	100,000
2012	3,592,555	1,337,974	120,000
2013	3,817,462	1,597,204	130,000
2014	4,082,995	1,714,775	149,405
2015	4,283,192	1,894,131	160,000
2016	4,392,881	1,967,070	180,000
2017	4,790,973	2,464,659	225,000
2018	5,198,606	2,797,172	270,000
Total	43,753,079	19,339,070	1,604,405

CONCLUSION AND RECOMMENDATIONS

Privatization in Malaysia occurs due internal and external factors from the perspective of politics, economics, social, technology, environment and legal. As part of privatization initiatives, legal metrology was also affected which resulted in the existence of MCMSB.

Based on the net profit historical data, MCMSB is a proof of efficient and effective privatization in Malaysia. It is proven whereby based on the data from its 15 years of operation, the financial performance shows positive trends. Since its operation from 2005 to 2018, there were a total of 450,897 instruments verified by MCMSB. The accumulated fees collection by MCMSB from 2005 to 2018 were RM 382.66 million, and the royalty of RM43.75 million to the government was significant as part of the country's income. By privatizing the legal metrology service to MCMSB, it had reduced the burden since the government could outsource the operation and other related costs.

MCMSB plays a significant role to monitor the quality of instruments for dealers and traders in Malaysia that could lead to effective verification. To conclude, this study suggests that MCMSB continued to be given the authority as a private entity to hold the concessionaire. Assessment and analysis presented in this study has provided answers to the research questions, which is the main purpose of having this study

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