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ORIGINAL ARTICLE

The Influence of Self-Efficacy towards Self-Motivation in the Land Administration Delivery System

Farah Nabilah MOHAMMAD ANUAR^{1)*}, Noor Azniza ISHAK¹⁾, Nor A'tikah MAT ALI¹⁾

1) University Utara Malaysia College of Arts and Sciences, Malaysia

ABSTRACT

Individual land rights are subject to complex processes and procedures related to land administration. Land administration is viewed as an important focal point for economic growth in Malaysia. The effectiveness and efficiency of public service delivery are predictors of job performance for public servants. This article aims to investigate the influence of self-efficacy on self-motivation among public servants in delivering land services. Mixed-method studies were carried out among 278 participants from public servants linked with numerous district land offices in the north region of peninsular Malaysia (Kedah). Summarily, quantitative data demonstrated that the majority of public servants in land administration have a high level of self-efficacy, which is parallel to a high level of motivation. The obtained qualitative data, on the other hand, were analyzed thematically, yielding two key themes: (1) factors affecting motivation positively and (2) factors affecting motivation negatively.

Keywords: Self-Efficacy, Motivation, Land Administration, Delivery System

* Farah Nabilah MOHAMMAD ANUAR: farahnabilah2106@gmail.com

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1. Introduction

In our society nowadays, the main concern whilst dealing with land administration departments, which include the District Land Office (Pejabat Tanah Daerah), the Office of Land and Mines (Pejabat Pengarah Tanah dan Galian), and the Department of Director General of Lands and Mines (Jabatan Ketua Pengarah Tanah dan Galian), seems to be the standard of service delivery to the public, stakeholders, investors, and other government or private agencies (Mohd Ali et al., 2019)²⁴. Malaysian land administration, however, has been frequently chastised for inefficiency in the public delivery system (Samsudin, 2011)³². The reputation for being 'slow' appears to be synonymous with land offices, particularly at the district level, which is the most accessible to the public. The reputation and perception of public servants are influenced by the quality of the services they provide. This article places emphasis on the idea that providing services involves not only the services themselves but also the people or group of staff members who are in charge of delivering those services. One of the most significant factors affecting the service's quality, according to Hooper et al. (2013)¹⁵, is the employee. Employee conduct and attitude within land administration departments are extremely important because they serve as a direct reflection of the government, among other things. Given that the public sector is a key contributor to the nation's economy, the motivation of public employees is crucial (Kaur & Sharma, 2022)¹⁸. The desire of public employees to advance the common good is, in fact, what drives public services most. In light of this, it stands to reason that public servants who genuinely want to serve the public will be highly motivated to carry out their duties (Jacob and Dermengi, 2022)¹⁶. In order to occasionally increase the efficiency and effectiveness of service delivery quality, this article tries to explore the significance of self-efficacy on employees' motivation in land administration departments.

2. Literature Review

2.1. Self-Efficacy

The concept of self-efficacy refers to an employee's confidence in themselves or an organization in the workplace (Ozyilmaz, Erdogan & Karaeminogullari, 2017)²⁹. Self-efficacy may influence how someone feels, thinks, and behaves at work. Accordingly, self-efficacy has a significant influence on the employee's behavior and actions. As it is one of the factors that influence how people behave, the idea of self-efficacy is crucial in the workplace (Song et al., 2018)³³. In the study of self-efficacy, there are four sources identified: mastery experience, vicarious experience, verbal persuasion, and physiological state (Cox & Simpson, 2016⁶; Ooi et al., 2018²⁸). All the given sources affect the level of self-efficacy among the employees.

First of all, direct learning leads to the emergence of efficacy beliefs and expectations (mastery experience). The execution of similar tasks is referred to as "mastery experience" (Ooi et al., 2018)²⁸. In the public sector, mastery experience includes both the accomplishments of the organization and the experience of top coworkers or officials. Instead of attending land law and policy courses and seminars, new officers are frequently urged to benefit from the mastery experience of senior officials. Vicarious experience, which is the observation of others' achievement or failure, is a second type of self-efficacy (Versland, 2016)³⁶. Vicarious experience might be offered through the phenomenological technique or fieldwork observation. The land officers' successes and failures can be learned about during the qualitative session. When investigating the effects of self-efficacy on self-motivation, land officers with extended service histories in land administration departments can provide valuable insight. Social persuasion is a term used to describe the third source. The phrase "social persuasion" describes verbal and nonverbal cues that reflect one's confidence in one's ability to do tasks.

Versland (2016)³⁶⁾ asserts that positive feedback on work performance may increase employees' self-confidence in their capacity to perform well. In this study, we examine the impact of public criticisms and complaints aimed at the delivery system for land administration as a source of social persuasion. Both verbal and nonverbal criticism can have positive or negative effects. Negative effects include depression and a lack of motivation, for instance. On the other side, a positive effect refers to an improvement in self-motivation to enhance job performance. The last source, namely psychological state, may be used to further explore the actions and attitudes of land officials in reaction to complaints and criticism. Another aspect that affects how employees see their work is their physical state, which includes tension and anxiety brought on by the workplace (Ooi et al., 2018)²⁸⁾. Public employees, especially those who work as "front-liners," may suffer from stress and anxiety brought on by the workplace environment, which could affect their motivation and performance on the job. The public is more likely to see front-line personnel than other categories of government workers.

2.2. Motivation

Self-beliefs of efficacy play a key role in the self-regulation of motivation (Bandura, 1994). They determine the goals people set for themselves, how much effort they expend, how long they persevere in the face of difficulties, and their resilience to failures. Bandura (1994)²⁾ shows the connection between self-efficacy and motivation in people. With high self-belief in efficacy, employees are more prone to stressful events, especially in the workplace environment. Dealing with the public is not an easy task and requires high-resilience employees. According to MacDonald et al (2014)²²⁾, motivation depends on a person's desire to accomplish a particular goal. Employees who are motivated will have a certain amount of drive and commitment to a job. All of these definitions emphasize the significance of motivation for everyone, notably at work, as it may boost one's motivation to achieve goals. In essence, there are two different types of motivational sources: internal motivation (intrinsic motivation) and external drive (extrinsic motivation). The core of intrinsic motivation is achieving desired employee outcomes like performance and commitment. Contrarily, extrinsic motivation refers to rewards for work efforts that are intangible or immaterial (such as money or bonuses) (such as social status and prestige) (Ritz, Neumann & Vandenabeele, 2016)³⁰⁾. In this study, these two types of motivation describe the sources of motivation that employees may have to complete the assigned task at work. Motivation may derive from a person's internal motivation and also from their environment at work. In addition to the different types of motivation sources, the motivation-hygiene theory offers an in-depth understanding of motivation in the public sector. The Herzberg theory was first presented by Frederick Herzberg (Dudovskiy, 2011)⁹⁾. The Herzberg theory of motivation is the best fit for analyzing the findings of this study. According to Herzberg, motivation can be divided into two categories: hygiene factors and motivators, which include demanding jobs, responsibility, and achievement (such as salary, status, relations to managers and colleagues, and security). On the second point of contention, Dudovskiy (2011)⁹⁾ asserts that the motivator factors produced high levels of employee motivation, loyalty, and contentment. Meanwhile, hygiene factors contributed to overall happiness and avoided dissatisfaction. According to Herzberg's motivation-hygiene theory, it is crucial for public employees to meet all hygienic requirements in addition to the motivators so they can advance their careers in terms of their service to the public, overall job satisfaction, and professional development. At this point, the quality of service delivery to the public highly depends on the motivation of public employees. The attitudes of each person working in the public sector reflect the quality of the services provided. Indeed, public employees are the most connected to society.

2.3. Land Administration Delivery System

Services related to land administration include ensuring tenure security, promoting sustainable land use, reducing land disputes, and providing a foundation for property value and taxation (quit rent) (Van Oosterom & Lemmen, 2015)³⁵). This article primarily focuses on the land administration system in Peninsular Malaysia, which adheres to the National Land Code of 1965 (NLCC) to ensure uniformity and reliability of the land administration delivery system. Over the years, the majority of academics have primarily concentrated on the effectiveness of the system used in the land administration department and on land development in the land administration research area (Marzuki et al, 2012)²³). The phrase "delivery system" offers a more expansive definition, first and foremost. Delivery units, according to McKinsey, are "a small team of committed people focused solely on generating impact and enhancing outcomes for the proposed research" (Narasimhan & Pillai, 2018)²⁶). As a result, the delivery system for land administration encompasses numerous groups of people that are only interested in making an impact and improving outcomes. All government employees who work in land administration departments are also included in the land administration delivery system. Delivery services are thought to be crucial for long-term growth (Narasimhan & Pillai; 2018)²⁶). Maintaining the public's confidence in government services depends on sustainable development in the delivery of land administration services. Other than that, public employees must work effectively and efficiently to meet the requirements of the public. To improve its delivery system and make it more effective and efficient, the public sector must (Ali & Buang, 2016¹). In fact, the effectiveness and efficiency of service delivery establish the credibility of public employees as community-serving government representatives. On the other hand, this study places more emphasis on human resources than the system used in land administration departments. In the study carried out by (Halid & Ahmad Kamal, 2019)¹⁴), the effectiveness of the human resources division within the land administration departments is one of the areas audited for the Land Administration Star Rating System (LASRS), also known as Sistem Star Rating (SSR) Pentadbiran Tanah, to examine the effectiveness and quality of land administration. Prior studies, however, did not investigate the long-debated need for a social policy and human resources unit in land administration departments. The previous study by Isahak (2005)¹⁷) cites one of four requirements for Malaysian land administration agencies to advance to World Class as Human Resources (HR). The government must therefore strengthen the existing social policy and human resource departments in the land offices, which place a priority on the attitudes and behaviors of public employees, if Malaysia is to be known for its world-class land administration delivery system.

3. Research Methodology

This study used a mixed-methods research design to increase the richness of data collection, acquire a deeper understanding of the specific topic, and explore the participants' life experiences from both social and psychological studies. Creswell and Plano Clark (2011)⁸) stated in a social science study that "mixed methodology is the cornerstone of research that is experienced in everyday life."

3.1. Participant

The purpose of this article is to analyze the influence of self-efficacy on self-motivation in the land administration delivery system. According to Krejcie and Morgan (1970)²⁰), when the population size (N) is approximately 700 participants, the minimum sample size (S) required is 248 participants. In the meantime, a qualitative research methodology was utilized to investigate the impact of individual self-efficacy on the self-motivation of public servants working in land

administration departments. In-depth interviews were conducted with thirty (30) respondents. All respondents are drawn from the district level. This article then presented all of the conclusions from the thematic analysis of interview data using grounded theory. Purposive sampling was used to select participants, who were recruited from public servants who are knowledgeable and acquainted with the land administration delivery system at land offices (Creswell, 2014⁷; Etikan, Musa & Alkassim, 2015)¹⁰. The table below describes the inclusion criteria for this mixed-methods study:

Table 1. Participants from the District Land Offices in Kedah

No	Inclusion Criteria	Description
1	Gender	Male and female
2	Age	20 to 60 years old
3	Land Department	District (PTD)
4	Educational Qualification	SPM, Diploma, Degree, Master and PhD
5	Duration of Service	Less than 1 year to more than 5 years of service

3.2. Procedure

The "invitation to participate" in the research was sent by official government email to each land administration office's Head of Department, and the participation was voluntary. The number of participants was determined based on their responses to the informed consent form, and they were then contacted by phone. Front-line employees were given priority to become part of the qualitative study because they had more exposure to deal with customers at the counters. The survey session was conducted online and answered through the Google Form link. On the other hand, the semi-structured interviews were performed face-to-face for 20-30 minutes at the participant's work. Given that this study included only Malays as subjects, the questionnaires were translated for both survey and interview questionnaires. The questionnaires were evaluated by eight (8) experts from various universities (all of them are lecturers or senior lecturers in psychology and social science) before the interview was carried out face-to-face.

3.2.1. Instrumentation and Analysis of Quantitative Data

The survey questionnaire is designed to assess employees' current levels of self-efficacy using a 5-likert scale, locus of control using a 6-likert scale, motivation using a 6-likert scale, and job performance using a 6-likert scale. A Likert scale's points are frequently labeled as (1-Strongly Disagree to 5-Strongly Agree) (Creswell, 2014)⁷. Then, in motivation questionnaires, there will be 15 options for answers, with participants required to select only three (3) of them. In this study, the Statistical Package for the Social Sciences (SPSS) is used for data management and analysis. The results of the

questionnaire were entered into the SPSS program for further analysis. Descriptive statistics such as mean, median, and standard deviation are used to generate a broad summary of the survey data (Creswell, 2014)⁷.

3.2.2. Instrumentation and Analysis of Qualitative Data

In-depth semi-structured interviews were used in this qualitative study Creswell (2014)⁷. The questionnaires included open-ended questions as well as some semi-structured questions, and there were three (3) sections. The motivation questionnaires were adapted from a previous study conducted by Nguyen (2017)²⁷. The questionnaires comprised seven (7) questions, and participants were encouraged to provide responses based on their own experiences. Following the interviews with the participants, the data was analyzed using template analysis. Template analysis is a method for organizing and evaluating qualitative data thematically (Brooks & King, 2012)³. This form of analysis is utilized in research to find the underlying reasons for human behavior and specific human events. Aside from that, the use of template analysis is shown in the form of codes, as well as the emergence of themes and sub-themes throughout the study. The pattern of repeated codes during the interview was then analyzed and classified as a sub-theme or theme. The NVivo 12 Plus software was used in order to precisely transcribe and analyze all of the recorded interviews.

4. Result

4.1. Quantitative Data Finding

This study employed two data collection and analysis methods. This part addressed all of the investigation's findings and data elaboration. The descriptive statistics on self-efficacy and motivation level among land administration departments are shown in Tables 2 and 3.

Table 2. Descriptive Statistic of Self-Efficacy' Level

Level		Frequency (N)	Per Cent (%)	Mean	Standard Deviation
Overall participants	High	235	94.8 %	3.28	0.50
	Low	13	5.2 %		

Table 2 demonstrates the level of self-efficacy among the employees in land administration departments. The table indicates frequency (N), percentage (%), mean, and standard deviation. Levels were categorized as low (scores of 1.00 to 2.50) and high (scores of 2.51 to 4.00). In accordance with the overall descriptive analysis, the majority of participants demonstrated a high level of self-efficacy since the frequency of participants was recorded as the highest in "high" (N = 235, 94.8%) with an overall mean of 3.28 (range = 2.51 to 4.00). From the findings, there is a major gap where 94.8% of participants in the survey indicate a high level of self-efficacy and only 5.2% indicate a low level of self-efficacy.

Table 3. Descriptive Statistic of Motivation' Level

Level		Frequency (N)	Per Cent (%)	Mean	Standard Deviation
Overall participants	High	219	88.3%	4.51	0.90
	Low	29	11.7%		

Table 3 demonstrates the level of motivation among the employees in land administration departments. The table indicates frequency (N), percentage (%), mean, and standard deviation. Levels were categorized as low (scores of 1.00 to 3.50) and high (scores of 3.51 to 6.00). In accordance with the overall descriptive analysis, the majority of participants demonstrated a high level of motivation since the frequency of participants was recorded as the highest in "high" (N = 219, 88.3%) with an overall mean of 4.51 (range = 3.51 to 6.00). Likewise, it shows that the majority of participants have a high level of motivation (88.3%), and only 11.7% demonstrate a low level of motivation.

4.2. Qualitative Data Finding

The first step in analyzing the qualitative data is transcribing all the interview results. Then, the data were analyzed using the Nvivo 12 Plus to obtain the pattern or code that emerged during the interviews.

Table 4 indicates two main themes: "Factors affecting motivation positively" and "Factors affecting motivation negatively." In addition to the main theme, the findings were broken down into two sub-themes, "motivate" and "demotivate," and ultimately, a few codes—common expressions used frequently throughout the interview session—emerged. The order of the codes is determined by how frequently the terms are used; the higher the code, the more frequently the term is used. The information gleaned from the interview was first and foremost transcribed. Then, applying "thematic analysis" techniques, themes were identified based on the most frequent code (Brooks & King, 2012)⁴. The sub-theme and theme were established by grouping and categorizing the codes. The most frequent comments, both positive and negative, addressing the subject of participant motivation were noted throughout the interview session. The "motivate" sub-theme developed from positive feedback. Conversely, feedback was labelled "demotivate" when the participant expressed negative feedback. During the session, each participant's point of view was different. Since this was their first time participating in an interview pertaining to how they felt about the workplace environment and service delivery qualities, the majority of participants were enthusiastic about answering all of the questionnaires, as evidenced by their facial expressions and body language during the session. Before the interview, respondents were given the option to ask questions about any terminology or concepts that they were unfamiliar with or found difficult to comprehend. Participants who did not feel comfortable answering were given the option to withdraw and not complete the questions. The questionnaires were first revised by experts from numerous Malaysian universities before the session. The expert's reviews were taken into

account, and the questions were modified in response to the comments in order to improve the validity and reliability of the questionnaires. The reviews revealed that the experts agreed with the questionnaires developed by the author, and the surveys encouraged participants to submit responses or feedback in tandem with the research objectives.

Table 4. The Analysis of Qualitative Data

<i>Theme</i>	<i>Sub-theme</i>	<i>Codes</i>
Factors affecting motivation positively	Motivative	<ul style="list-style-type: none"> a) Leaders b) Knowledge c) Co-workers d) Family e) Work quality f) Responsibility g) Workplace environment h) Salary i) Trust j) Confidence k) Optimism l) Enthusiasm
Factors affecting motivation negatively	Demotivate	<ul style="list-style-type: none"> a) Leaders b) Customers c) Difficulty d) Seniority e) Workload f) Misconduct g) Procedure

5. Discussion

5.1. Extrinsic and Intrinsic Motivation

First and foremost, the findings were divided into two categories: extrinsic and intrinsic motivation. Extrinsic motivation in Table 4 is defined as "leaders, colleagues, family, workplace environment, salary." In contrast, intrinsic motivation refers to "knowledge, responsibility, trust, confidence, optimism, enthusiasm". Similar to the data gathered from the respondents, (Ritz, Neumann & Vandenabeele, 2016)³⁰⁾ stated that the core of intrinsic motivation is desirable employee outcomes like performance and commitment. Contrarily, extrinsic motivation refers to rewards for work efforts that are intangible or immaterial (such as money or bonuses) or social status and prestige. This study shows that extrinsic rewards are provided to employees to boost motivation and performance. Extrinsic motivation can come from positive public feedback or from department heads, as well as positive social support from work colleagues, family, and friends. Extrinsic motivation, meanwhile, also describes the monthly pay received by public employees, along with the annual bonuses given out during the festive season and yearly raises. Intrinsic motivation, on the other hand, may refer to knowledge, responsibility, trust among work colleagues, confidence, optimism, and enthusiasm to provide efficient and effective service delivery. Each person's motivation has a unique focus or orientation, regardless of the source of motivation (extrinsic or intrinsic motivation) (Van der Kolk, Van Veen-Dirks & TerBogt, 2018)³⁴⁾. By recognizing the sources of motivation, studies considered how employees social backgrounds affect those sources.

5.2. Motivator and Hygiene Factors

In addition to these two types of motivation, extrinsic and intrinsic, the codes in Table 4 also identified Herzberg's hygiene-motivation factors. To begin, the Motivator factors are "knowledge, responsibility, trust, confidence, optimism, enthusiasm". Meanwhile, the Hygiene factors are as follows; "leaders, colleagues, family, workplace environment, salary, customers, seniority." Additionally, Herzberg believed that once all hygiene standards were met, employers should focus on celebrating the accomplishments of their employees and providing them with opportunities to advance their careers (Ganta ,2014)¹³⁾. The government must therefore concentrate on employee hygiene issues in order to support their professional growth and contribution to overall happiness. Motivator factors are important, but hygiene factors contribute to job satisfaction and achieve maximum job performance among public servants. Hygiene factors can contribute to creating a healthy workplace environment. According to the categorization of the findings, hygiene refers to extrinsic motivation, which derives from an external drive for motivation. On the contrary, the motivators were mostly derived from intrinsic motivation or internal motivation. According to a previous study by Kaur and Sharma (2022)¹⁸⁾, several public sector organizations are progressively using Herzberg's theory to increase possibilities for personal growth, improvement, and appreciation among employees. Furthermore, everyone has distinct motivators, and this study sheds new light on those of public employees who work in land administration offices. Additional motivators are required in the land administration system for land officers to perform more effectively and efficiently in order to deliver services to the general public and other stakeholders. The recurring codes that surfaced throughout the interview session show a substantial correlation between the internal and external sources of motivation and the ability to increase individual motivation among the staff in land administration departments. Interestingly, the overall findings prove that all the respondents have different ways or reasons to be motivated and demotivated. According to the statement verified by Chai et al (2017)⁵⁾, employees may have varying sources of motivation, and the motivational elements may have different effects on different people.

5.3 The Influence of Self-Efficacy on Motivation

According to the overall quantitative results, the majority of participants had a high level of self-efficacy and motivation. The relationship between the two concepts is that employee self-motivation increases in direct proportion to self-efficacy levels. Employee self-motivation is related to one's level of self-efficacy. Similarly, Flammer (2004)¹²⁾ discovered that employees with high levels of self-efficacy have higher levels of self-esteem. Self-esteem is another term for motivation. Employees with high self-esteem are more motivated to execute their tasks successfully. In the meantime, employees with high self-efficacy are quick to master new skills and persevere in the face of failures, setbacks, and impediments. Employees with high levels of self-efficacy are more likely to tolerate stressful situations and perform well under pressure. These excellent traits are essential in the public sector since they represent the image of the government, and the quality of services is a predictor of job performance. Low self-efficacy, on the other hand, is characterized by a tendency to feel helpless, become depressed, passive, and anxious, avoid uphill battles, give up easily when faced with difficulties, set fewer goals, and demonstrate a lack of commitment, according to Kesumawatie, Sumaryono, and Herdijanto (2021)¹⁹⁾. These unfavorable characteristics of employees jeopardize the public sector's reputation and service quality. According to the data analysis, the survey results revealed general findings about self-efficacy and motivation level. The next section goes deeper into the motivating explanations through the utilization of qualitative data.

5.4. The Influence of Self-Efficacy and Motivation on 'Leadership'

According to the qualitative data, most respondents believe they are more motivated at work than they actually are, and very few report feeling demotivated. Interestingly, one code appears twice, indicating the top level or head of departments in the government sector. Given that leaders have an impact on employee motivation, the outcome emphasizes the vital role of leadership in land administration departments. A previous study by Said, Alam and Aziz (2015)³¹⁾ indicated that leaders in all public sectors are required to embrace the following characteristics: "conforming morals and values, highly ethical, honoring integrity, honest and trustworthy, visionary, full of respect, passionate, committed, compassionate, fair, kind, forgiving, courageous, loving, deep listening, inspired and inspiring, authentic, multidimensional, and amendable to change (p10). Leaders set an excellent example for employees when they demonstrate good qualities of leadership skills; otherwise, the emergence of leaders who lack leadership skills would demotivate and stress employees. Organizations can promote self-efficacy in the meantime by providing professional development and coaching, goal-setting, supportive leadership, and rewards for performance (Lunenburg 2011)²¹⁾. According Lunenburg (2011)²¹⁾ statement, supportive leadership is extremely meaningful and vital in increasing employee self-efficacy in land administration departments. The influence of leaders on improving self-efficacy among public servants can be explained by focusing on mastery experiences as the primary source of self-efficacy. Mastery experience is essential, especially when learning from leaders or senior colleagues with extensive land administration delivery system knowledge. Bearing this in mind, leaders can act as good role models for some people as they grow in their careers. Leaders may, in the interim, present a poor example for employees due to the stress placed on them and the problems with leadership. In land offices, mastery experience encompasses both the organization's accomplishments and the experience of senior colleagues or land officers. As a result, the influence of leadership on self-efficacy and motivation is significant, especially when supportive leadership is used to promote self-efficacy. In the public sector, being a supportive leader is critical for ensuring the efficacy and efficiency of service delivery. Another way to explain leadership through self-efficacy is through one of the self-efficacy sources, verbal

persuasion. The best way for a leader to use verbal persuasion is through the Pygmalion effect (Lunenburg, 2011)²¹). The Pygmalion effect is a type of self-fulfilling prophecy in which believing something is true causes it to become true. The Pygmalion effect has also been applied in the workplace. According to studies, when leaders feel confident in their employees' ability to complete a task successfully, their employees perform better. After all, the Pygmalion effect exemplifies supportive leadership. Leaders who have confidence in their staff members will boost their employees' self-efficacy to perform at a high level. However, if leaders place too much workload and stress on employees, they may experience low self-efficacy and motivation to perform well at work.

5.5 The Influence of Self-Efficacy and Motivation on 'Customers'

Another noteworthy conclusion is that the vast majority of the participants feel demotivated by "customers," with the majority mentioning the word "problematic customers" while being labelled with the term "customers." Customers in land administration departments refer to many groups of society, such as customers from the general public, stakeholders, investors, lawyers, and other agencies. The customer's response is determined by their satisfaction with the services provided as well as the service quality. According to (Mohamad Zabri et al., 2016)²⁵) customer satisfaction literature, numerous definitions of service quality center on accomplishing customer requirements. In terms of self-efficacy, public employees will be able to perform well and increase public trust in the government if they have confidence in every task, regardless of the challenges or barriers. This is similar to Lunenburg's (2011)²¹) remark, in which self-efficacy is considered a type of self-confidence or a task-specific version of self-esteem. Aside from that, the physiological state of the employee is one of the sources of improving self-efficacy and further exploring the actions and attitudes of land officers (Bandura 1994)²). Based on the outcomes of the interviews, the majority of participants, specifically those who work as "front-liners," indicated feelings of stress triggered by customers, which may hinder their motivation and performance on the job. Thus, public servants who have a high sense of self-efficacy are more capable of dealing with stressful events and challenges when dealing with customers. In the opinion of Fanggidae (2017)¹¹) also stated that highly motivated employees are more likely to perform their responsibilities successfully and effectively. The primary driving force behind public services is government employees' desire to improve the common good. In land administration departments, public servants engage with the public at large on a daily basis. The staff of the government will be extremely motivated to carry out their duties when they are interested in serving the public (Iacob and Dermengi, 2022)¹⁶). According to Bande et al. (2016)³), defining responsibilities and offering social support can help enhance employee self-efficacy. Social support appears to play a crucial role. The social support of a family member or colleague, for example, could become a source of positive motivation. Without the social support of colleagues, family, and friends, employees in government might find it difficult to remain motivated at work and to deliver services. In terms of self-efficacy, social roles such as family, friends, and colleagues all play important roles in enhancing self-efficacy through vicarious experience. As previously said, it is critical for employees to have strong self-efficacy in order to be motivated at work and perform successfully.

6. Conclusion

In a nutshell, the outcomes of this study would be among the most important findings in the areas of psychosocial and land administration research. Employees' voices or viewpoints are critical in this article. The qualitative data is crucial for providing more information about the motivating elements. This is due to the fact that, even if a person has a high degree

of knowledge, if they lack drive and self-efficacy, they will not be able to perform successfully. After all, according to the conclusions of this study, the majority of public employees exhibit high self-efficacy and motivation. Land administrators with an advanced understanding of land law and policy are expected to function well, particularly in decision-making. The level of self-efficacy and motivation to succeed among land administrators increases with knowledge level. Job performance is crucial for ensuring organizational efficiency and effectiveness. Additionally, by identifying motivational factors using qualitative approaches, the head of department may arrange appropriate training and courses to improve self-efficacy and motivation among public employees. Furthermore, employee well-being is an important issue. Public servants are the backbone of the government. Public servants have a significant responsibility to provide quality services to the public. Department heads or, more explicitly, the government ought to offer additional motivators in order to increase public employees' motivation to strengthen their drive for their professions and strive to the best of their abilities. Meanwhile, understanding public servants through the four sources of self-efficacy (*mastery experience, vicarious experience, social persuasion, and psychological state*) offers new insight for the land administration research area to understand public servants' experiences in the land administration delivery system. In the future, this study could be expanded to include more psychological factors and cover more Malaysian land administration departments.

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