

# Influence of Good Governance Principles of Transparency, Accountability and Responsiveness in Enhancing the Performance of Federal Land Management in Malaysia

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## Abstract

**Purpose**—This paper analyses the empirical evidence of good governance principles (transparency, accountability, and responsiveness) influencing the performance of federal land management in the context of land procurement processes, revenue generation, and holding costs for idle lands. Previous studies on land management have concentrated on implementing good governance principles and assessing good governance.

**Design/methodology/approach** – A survey was used to obtain responses from 250 respondents from various management levels of the Federal Lands Commissioner's Office of Malaysia. The data obtained was analysed using SmartPLS software based on path coefficients to support the hypotheses anchored on Land Administration Theory and good governance principles. **Findings**—The findings show significant transparency, accountability, and responsiveness influences through organisational openness, information sharing, and communication projected in the actions, behaviour, and internal auditing mechanisms implored and practised by the Federal Lands Commissioner's office. This organisational culture that permeates through the leadership shapes the ethical responsibilities shown in their obligations in developing policies and procedures in federal land management. From the regulators' perspective, these good governance principles significantly influence the performance of federal land management services. **Originality/value:** The findings provide empirical evidence to support the narrative of good governance principles improving the performance of federal land management by depicting which principle influences significantly. Moreover, these findings further enrich the Land Administration Theory by incorporating good governance principles into its framework.

**Keywords:** Good Governance, Transparency, Accountability, Responsiveness, Performance And Federal Land Management

**Introduction**

Countries around the world are grappling with the challenge of reconciling socioeconomic demands and sustainable development goals (SDGs) (Hinz et al., 2020; Zhou et al., 2022) in the face of a growing scarcity of land resources (Cobbinah et al., 2020; Leffers & Wekerle, 2020). Implementing good governance principles in land management provides governments with a valuable opportunity to effectively and efficiently tackle this challenge (Meyfroidt et al., 2022). Governance in land management can promote the implementation of effective land policies, the establishment of efficient institutions, and the development of systems that foster accountability (Grabs, 2023; Kwestel & Doerfel, 2023), transparent (Hendijani et al., 2023; Karsono, 2023), and responsiveness (da Silva Zonatto et al., 2023; Parianti et al., 2023) land management (Azadi et al., 2023; Burns & Dalrymple, 2007; Dagneu, 2022; Enemark, 2016; Van Der Molen, 2002; Williamson, 2000).

The Federal Lands Commissioner's office manages the federal land in Malaysia for public infrastructures (Ganason, 2012a, 2012c). The perception of the Federal Lands Commissioner's office's lack of transparency in providing information on federal land has provided the trend of the federal government acquiring land that has become less strategic when policies and development plans change. When strategic information has not been communicated adequately among the central agencies, decisions that have been made are seen as less accountable from the perspective of revenue generation from idle federal land and reducing the holding cost of large federal land banks (Ganason, 2012a, 2012c, 2012b; Ismail, 2011; Samsudin, 2020; Samsudin et al., 2013). Less responsive efforts taken by the Federal Lands Commissioner's office through policies and procedures and the shift of some major decision-making processes on federal land to other central agencies are perceived as a lack of good governance, depicted through less responsive performance in federal land management service delivery (Ganason, 2021b; Ganason, 2023b; Ganason & Md. Ali, 2023).

Recent research on land management governance has shown a preference for performance models and implementation frameworks that focus on procedures, legislations, and policies related to sustainable land use. These studies include the works of Amanor (2022), Azadi (2020), Azadi et al. (2023), Dagneu (2022), Daulay et al. (2023), Ibrahim et al. (2022), Kuusaana (2022), Mulatu (2022), Mustaffa et al. (2023), Samsudin (2020) and Showri (2022). Few researchers have examined the correlation between good governance principles, such as accountability, transparency and responsiveness within regulatory institutions of public land that contribute to policy development, procedural delivery, and system-enabled service delivery (Akinluyi et al., 2021; Perez-Montiel & Manera, 2022). This vacuum of knowledge provides the building blocks of this research's problem that needs to be addressed.

**Literature Review***Relationship between Good Governance Principles with Performance*

This research adopts Moullin's (2007) definition of performance, considering that the organisation still has the authority to decide which indicators to incorporate to assess performance. Through this perspective, the research aims to investigate the impact of good governance principles, specifically transparency, accountability, and responsiveness, on the performance of federal land management regulators regarding service delivery. Transparency refers to the organisation's openness in sharing information through communication

mediums to measure performance (Ajibola et al., 2022; Akter, 2023; A. F. Burns et al., 2023; Chekole et al., 2020; Efendi & Utama, 2021). Accountability encompasses decision-making processes and actions taken by individuals within the institution to fulfil their tasks and goals that are continuously audited to determine performance (Gasela, 2021; Gebrihet & Pillay, 2021; Imran et al., 2022; Kiptoo & Jeptoo Sawe, 2022). Responsiveness involves aligning the organisational culture, vision, and mission with corporate goals and public benefits that develop performance through better service delivery (Lamboll et al., 2021; Majam & Jarbandhan, 2022; Mikalef et al., 2023; Norris & Ramdass, 2023).

Organisations with well-defined boundaries can implement strategies with effectiveness and efficiency, resulting in improved service delivery. Based on the earlier studies, it is evident that understanding the actors within the institution plays a crucial role in determining performance. Investigating the Federal Lands Commissioner's office corporate, business and operational levels is crucial for this research (Cho et al., 2023; Efendi & Utama, 2021; Lamboll et al., 2021). The performance of the Federal Lands Commissioner's office will be gauged by policies and procedures that determine the number of procedures, the duration of processing, the cost of processing, and the accuracy of land information regarding procurement, revenue generation and holding cost of land (Asghar et al., 2012; Chakravorti et al., 2019; "WORLD BANK: Doing Business 2020," 2019; World Bank, 2020).

To promote the adoption of good governance principles in land administration across more jurisdictions, it is necessary to build more specific features that can address the unique local demands, customs, institutional structure, and legislation. The notion of a universal approach does not offer a precise assessment of the land management's performance if the standards for effective governance do not prioritise local requirements and frameworks (Candel, 2022; Dagneu, 2022; Kanashiro, 2020; Kuusaana, 2022; Montalván-Burbano et al., 2021; Oladehinde et al., 2023). Transparency, accountability and responsiveness have become underpinning principles in the context of land management governance from the research carried out by (Aborujilah et al., 2021; Alam et al., 2022; Ameyaw & de Vries, 2023; Gupta et al., 2021; Mikalef et al., 2023; Mikalef & Gupta, 2021). When public institutions fail to uphold these attributes, it is a clear sign of weak governance and a shortfall in meeting the public's needs. Therefore, this research must focus on transparency, accountability, and responsiveness, as these are key to determining the Federal Lands Commissioner's office performance in good governance of federal land management.

#### *Underpinning theories and hypotheses development*

This research is anchored on the converging of governance principles and the Land Administration System based on the Land Administration Theory (Bennett et al., 2012; Carneiro & Miranda, 2020; Chigbu et al., 2021; Enemark, 2009a, 2010; Lengoiboni et al., 2021; Samsudin et al., 2011; Van Der Molen, 2002; Williamson, 2010). The fundamentals of Land Administration Theory are pinned towards land tenure, land value, land use and land development and are closely related to the research problem of this research, which looks at the management of federal land in the context of land procurement, generating land revenue and holding of land assets. Incorporating the good governance principles of transparency, accountability, and responsiveness as discussed by Abagelan and Abagojam (2021), Dagneu (2022), Karunia et al. (2023), Majam & Jarbandhan (2022), Mulatu (2022) and Saka-Olokungboye et al. (2023) to the policies and procedures in federal land management

provides the conceptual framework of this research (Jahani Chehrehbargh et al., 2024; Kregel et al., 2022; Nezhevelo, 2023; Stefanovic et al., 2022).

This research has identified good governance principles as the independent variables, while performance (efficiency and effectiveness) is the dependent variable. The first hypothesis provides the relationship between transparency and accountability (Ajibola et al., 2022; Benveniste & Mizrahi, 2023; Gebrihet & Pillay, 2021; Grabs, 2023; Imran et al., 2022; Nunes et al., 2023; Rahayu et al., 2023; Witvliet et al., 2023). Studies by Haniff et al. (2023), Majam and Jarbandhan (2022), Norris and Ramdass (2023), and Rohman et al. (2023) suggest that transparency is considered a fundamental attribute of good governance in a public organisation that could independently exist and influence other governance principles such as accountability or responsiveness. Hence, this creates a relationship between transparency and accountability, as shown by the first hypothesis (H1). The relationship between transparency and responsiveness is supported by the works of Ball (2009), da Silva Zonatto et al. (2023), Feng and Ali (2023), and Karsono (2023), which provides the second relationship to support the second hypothesis (H2). The third hypothesis (H3) shows the relationship between accountability and responsiveness is supported by the research of (Cho et al., 2023; Clark, 2020; De Blok & van der Brug, 2022; Eriksson et al., 2020; Heeringa et al., 2020).

The relationships shown by H1, H2 and H3 suggest that the governance principles could influence each other. This assumption is supported by Abagelan and Abagojam (2021), Dagneu (2022), Karunia et al. (2023), Majam & Jarbandhan (2022), Mulatu (2022) and Saka-Olokungboye et al. (2023). The literature reviewed shows that responsiveness does not influence the relationship between transparency and accountability and does not support the narrative that accountability or responsiveness is a mediating or moderating capacity between these governance principles. (Chams & García-Blandón, 2019; Doni et al., 2021; Kariuki et al., 2018; Leffers & Wekerle, 2020; Lemmen et al., 2015; Obianuju et al., 2022; Zulkifli & Rahman, 2013). Determining these relationships will achieve the first objective of this research, which is to examine if each relationship of good governance principles in federal land management affects the other.

The relationship between the independent and dependent variables is shown in 3 different relationships. The first relationship between transparency and performance through hypothesis 4 (H4) was supported by the works of Barry (2022), Bui and Krajcsák (2023), Bwachele et al. (2023), Cifuentes-Faura (2023), Nikolakis and Innes (2020), Putri et al. (2023) and Wu (2023). The second relationship between accountability and performance justifies the fifth hypothesis (H5) (Olwol et al., 2022; Hepworth et al., 2022; Källström et al., 2021; Kharisma & Rahma, 2023; Sofyan, 2023). The final relationship is between responsibility and performance (H6) contributed through the works of Abakose and Abagojam (2021), Akyuz and Gursoy (2020), Azadi (2020), Bayuma and Abebe (2023), Connell et al. (2019), Mahmood et al. (2017) and Wahyu et al. (2023). These three relationships provide the connection between the governance principle and the Land Administration Theory, which examines the performance of a land management institution in the context of land procurement, revenue generation, and land holding costs. Understanding these relationships will answer the second objective, which is to study the effect of good governance principles on the performance of federal land management.

### **Research Methodology**

This research adopted the positivist approach, drawing on previous research on land management governance (Udessa, 2021; Kariuki et al., 2018; Karunia et al., 2023; Manaf et al., 2023). This approach can be seen as a methodological improvement to the various research conducted in land management that has focused on the composite influence of governance towards performance or the need to establish governance attributes to have better land administration in place (Asaaga, 2021; Burns & Dalrymple, 2007; Gupta et al., 2021; Jahani Chehrehbargh et al., 2024; McLain et al., 2021; Prayogo, 2022; Reid et al., 2021; Yudastio & Azriya, 2022). This research has provided a gap to address the empirical influence of each attribute towards performance.

The population of staff of the Federal Lands Commissioner's Office, which dealt with Federal land management, obtained from the office's official website was identified as 708. The Cochran sampling model, used by previous researchers such as Asadnezhad et al. (2021) and Nikmah and Rosia (2023), the sample size was 250 respondents. The master list of the population was arranged into groups of each division in smaller corporate, business and operational levels, starting from the professional and management level staff of Grades JUSA,54 and 52, then Grades 48, 44 and 41, support staff level I and finally, support staff level II. Using the lottery draw mechanism, the respondents were selected for every three intervals (Dasmadi & Handayani, 2023; Garcia & Koyama, 2021; Kumar & Yadav, 2020; Mardalena, 2020). Once the respondent list had been selected, an email was sent to the respondents to seek consent to participate in this research. If the respondents consent, a subsequent email will be sent with the questionnaire for them to answer in 2 weeks (Gobena, 2020; Mulatu, 2022). If the respondents do not consent, another lottery draw from the division and level will be conducted to identify the replacement respondent.

The researcher adapted the questionnaire from previous research as the measurement instrument to collect the data from the respondents (Imam & Astini, 2022; Karunia et al., 2022; Budiaji et al., 2023; Karunia et al., 2023; Mang'ana et al., 2023; Supriadi et al., 2021; Tiep et al., 2020). The questionnaire obtains self-recording answers to the information needed to be collected to address the research question. A questionnaire was used to provide easy penetration into the different levels of staff involved in federal land management practices (Kulin & Johansson Sevä, 2020; Mbee & Joseph, 2023; Syahri et al., 2019). The researcher used the partial least squares (PLS) SEM approach in the SmartPLS software instead of the covariance-based (CB) SEM approach to analyse the data obtained from the survey. This decision to employ this method is based on the characteristics of the study, which is exploratory in the relationship, including small sample size, non-normal data, categorical and ordinal data, and the need to address relationships within the theoretical model. The CB-SEM approach is more suitable for theory testing, which is not the focus of this study (Astrachan et al., 2014; Hair et al., 2014; Hair Jr. et al., 2017). The analysis of each relationship was tested separately to obtain the results. This approach of analysis is based on previous works by of Ali and Saputra (2023), Handayani et al. (2023), Karsono (2023), Budiaji, et al. (2023), Putu Ratna Sintha Wati and Putu Ery Setiawan (2023), Sánchez González (2014), Sulila (2022).

## Data Analysis

### *Respondents' Profile and Descriptive Analysis*

The responses received were from more female (142) than male staff (108), which reflected the distribution of the total population of the Federal Lands Commissioner's Office according to gender based on the office's personnel warrant (JPA,2016). This distribution shows that the random selection process was not biased towards gender, supporting the analysis's validity. Based on the data shows most respondents were between ages 41-50 years old with a percentage of 53.2%. Most respondents, with a frequency of 44.4%, have dealt with federal land management for more than 10 years. This could be seen as a specialisation of duties by the civil service because the nature of land management is unique and needs experienced staff to understand the procedures and the complex land administration (Halid & Hassim, 2021; JKPTG, 2012; Samsudin, 2020). The most significant number of respondents are from the Support Management Level I group, with 47.2%. The profile shows that the Professional and Management Level (Grade JUSA-52) was only 8%, but almost 90% of the corporate level management in the Federal Lands Commissioner's Office. The Professional and Management Level (Grade 41-48) had more frequency of respondents (28.4%) compared to the Support Management Level II (16.4%). This trend suggests that more business-level staff wanted to participate in the questionnaire than operational-level staff because policy development and procedure development generally involve business-level staff in the Federal Lands Commissioner's Office.

The overall mean score for the variable transparency is 4.1192 ( $SD = 0.58278$ ). This value shows positive openness among the staff, and the organisation discloses information about its services to its stakeholders (mean value 4.24,  $SD = 0.653$ ). The variable accountability showed an overall mean score of 4.0304 with  $SD = 0.68586$ . These values also prove that the staff projects a positive attitude towards accountability. The Federal Lands Commissioner's office suggests that each stakeholder's duties and responsibilities are clear and aligned with the mission, vision, and strategies. The variable responsiveness indicated that the staff had a positive inclination towards the principle with mean scores of 4.1848 ( $SD = 0.52097$ ). Despite this, the data showed that The Federal Lands Commissioner's office must improve organisational obligations to incorporate ethical responsibilities in stakeholders' perceptions and feedback with a mean value of 4.07 ( $SD=0.757$ ). The Federal Lands Commissioner's office staff suggests a positive perception towards performance with a mean score of this variable of 4.138 ( $SD = 0.68545$ ). It portrays a positive perception towards measurable tools for performance with a mean of 4.20 ( $SD = 0.721$ ).

### *Hypotheses Testing*

Six hypotheses were developed to achieve the two objectives of this research. These hypotheses were tested using path coefficients through the SmartPLS software using three graphical relationships, as shown in Figures 1, 2, and 3 below. Establishing a  $t$ -statistic value above 1.96 to accept the hypothesis and a  $p$ -value below 0.05 for the hypothesis to be significant (Hair Jr. et al., 2017; Sarstedt et al., 2020). Table 1 shows the results of the hypotheses testing.

- H1:** Transparency positively affects accountability in federal land management.
- H2:** Transparency positively influences responsiveness in federal land management.
- H3:** Accountability positively influences responsiveness in federal land management.

- H4:** Transparency positively influences the performance of the services provided in federal land management.
- H5:** Accountability positively influences the performance of the services provided in federal land management.
- H6:** Responsiveness positively affects the performance of the services provided in Federal land management.

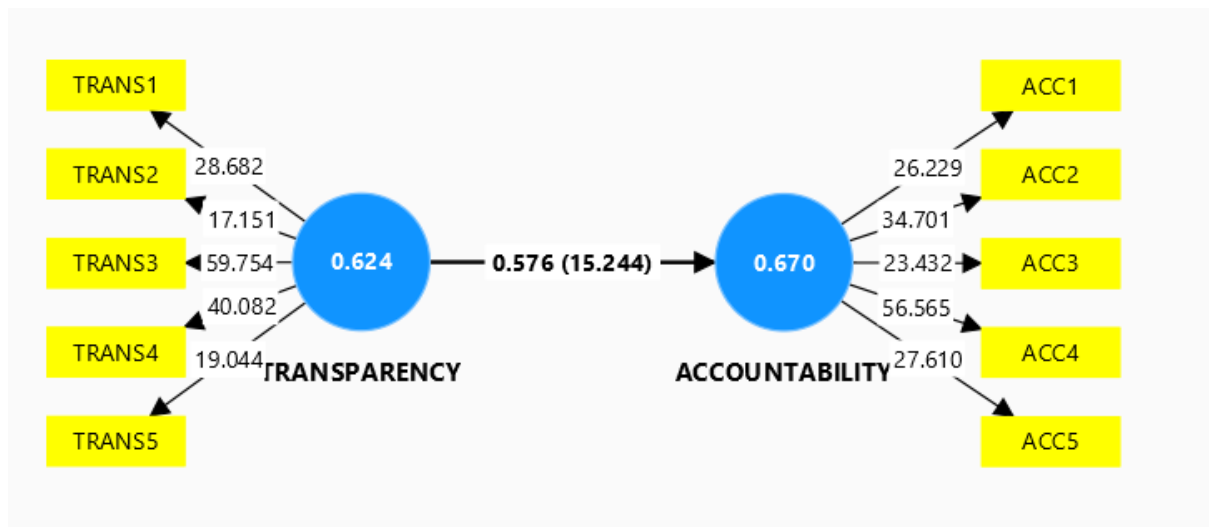


Figure 1. Path Coefficient Output for Graphical Relationship 1 (H1)

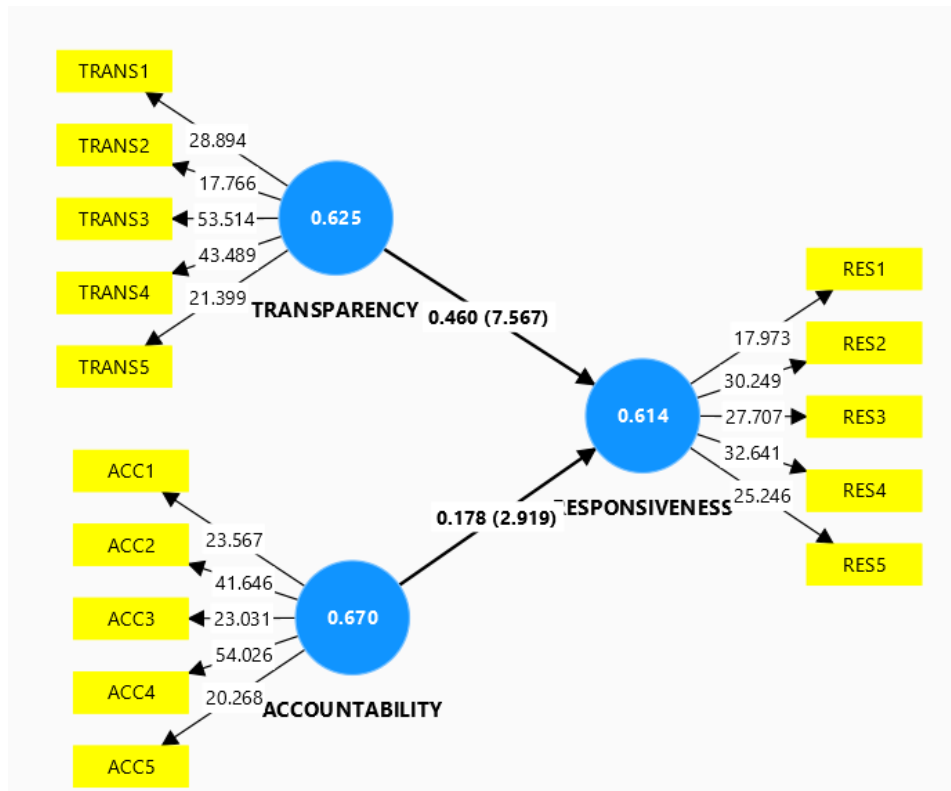


Figure 2. Path Coefficient Output for Graphical Relationship 2 (H2 and H3).

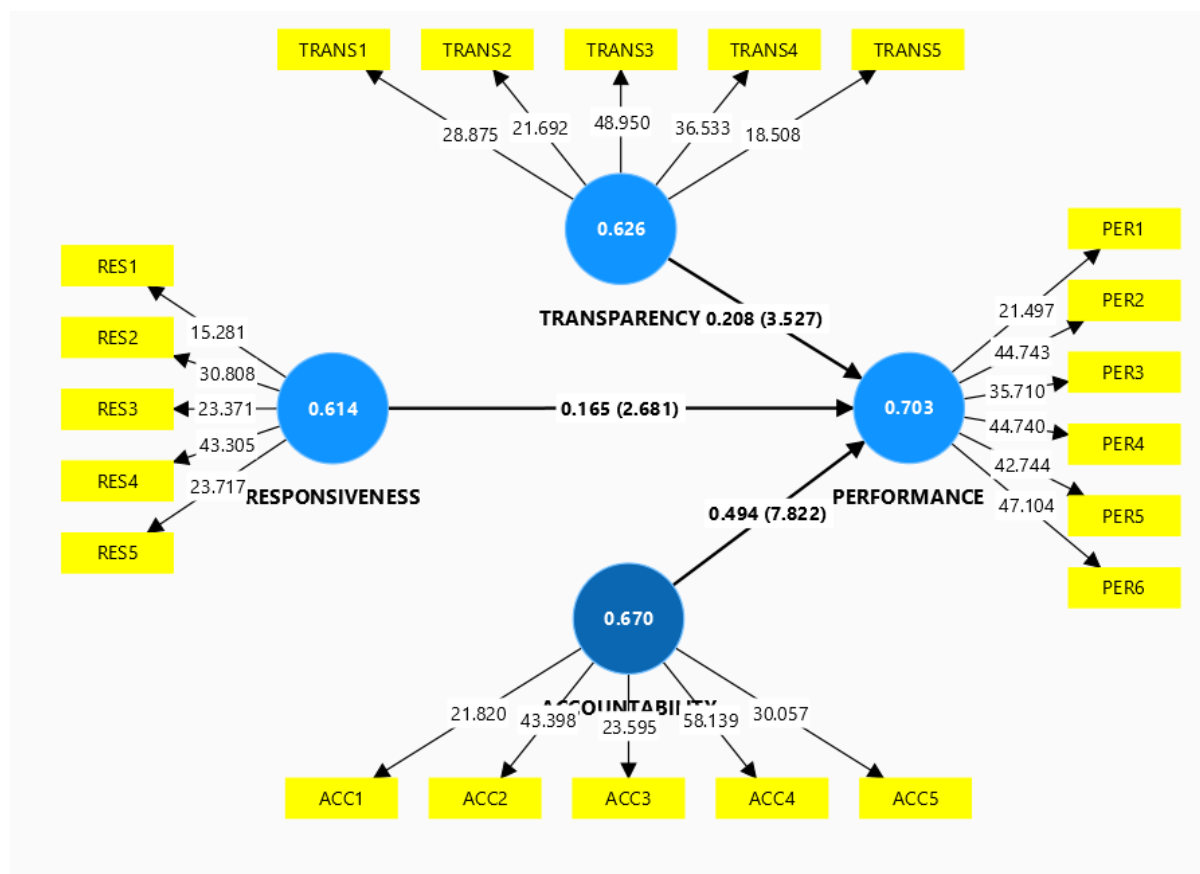


Figure 3. Path Coefficient Output for Graphical Relationship 3 (H4,H5,H6)

Table 1

Summary of the Hypotheses

Hypothesis	Relationship	Original sample (O)	T statistics ( O/STDEV )	P values	Results
H1	TRANS > ACC	0.576	15.244	0.000	Supported
H2	TRANS > RES	0.460	7.567	0.000	Supported
H3	ACC > RES	0.178	2.919	0.004	Supported
H4	TRANS > PER	0.208	3.527	0.000	Supported
H5	ACC > PER	0.494	7.822	0.000	Supported
H6	RES > PER	0.165	2.681	0.007	Supported

Note: The researcher used a 90% confidence interval with a bootstrapping of 5000

Findings and Discussion

Relationship between The Good Governance Principles

From the research findings, there are significant and positive relationships between transparency and accountability ( $\beta = 0.576, t = 15.244, p = 0.000$ ), transparency and responsiveness ( $\beta = 0.460, t = 7.567, p = 0.000$ ) and accountability and responsiveness ( $\beta = 0.178, t = 2.919, p = 0.004$ ). Among these three relationships, it can be suggested that in federal land management, the influence of transparency over accountability is more significant than responsiveness. With transparent policies, procedures and information, the culture of the decision-making process in the Federal Lands' Commissioner's office becomes more accountable for the actions and implementation of the decisions. This can be seen by reducing bureaucracy, improving human capital, untangling complicated legislation, and



offering more attractive rates for customers to engage with the organisation. The introduction of better internal improvement mechanisms, self-audit criteria and handling of the Auditor General's report with improved and constructive feedback are signs that the organisation is more transparent and accountable, supported by studies on land information. (Aborujilah et al., 2021; Gupta et al., 2021; Samsudin et al., 2012, 2014; Zakariah et al., 2020).

The influence of transparency on responsiveness is seen to have a lower influence than the influence on accountability. The element of responsiveness from the previous studies has been linked to the culture and beliefs of the locality (Daneshmandnia, 2019; Mohamed Adnan et al., 2018; Sari et al., 2018; Velayutham & Perera, 2004). Self-conciseness and a sense of responsibility within local society show that transparency has less influence on improving responsiveness than on improving accountability. This study's result proves this, with the path coefficient being  $\beta = 0.460$  compared to  $\beta = 0.576$ . Both these effects are relatively high on the effects. However, with the external pressure of work procedures and regulations, which still significantly influence the colonial essence, accountability surpasses the responsiveness principle. Accountability can be identified as an internal element of the organisation that looks at actions and tasks. At the same time, responsibility can be seen as the effect of the actions and tasks on the external elements. Hence, the Eastern culture appreciates the holistic nature of internal actions and their effects, which are external aspects (Hussain, 2010).

The least effect between the principles from this research can be identified as the relationship between accountability and responsiveness. The path coefficient is  $\beta = 0.176$ , which is very low compared to the other relationships. As explained earlier, the context of accountability and responsiveness is a fragile line that could be interchangeable when the staff is making a decision and the effect of that decision on the customers. Both these elements develop through their culture and experience from working or assimilating with other interactions. These elements cannot be separated because one cannot be responsive if they are not accountable. This context has been advocated by research done by Thuy et al. (2022), Bui and Krajcsák (2023), Herghilgiu et al. (2023) and Kregel et al. (2022).

This research suggests that good governance principles in federal land management coexist, and it is not sequential because these three principles reflect on the process of policymaking and development of procedures of federal land management, which requires all three principles. The relationships shown in this research depart from the relationships among these variables in different environments studied by Indriasih et al. (2022) on financial institutions, Karunia et al. (2022) on transportation services, Parianti et al. (2023) on local administration and Sulila (2022) on higher education sectors. The significant relationship established between these good governance principles provides a platform to suggest that there needs to be some addition towards the Land Administration Theory that was driving this research. The importance of transparency and accountability in a land management organisation influences information infrastructure development on land management. This research provided empirical evidence. Good governance principles such as transparency and accountability must be embraced to improve the quality of land information and the mechanism of communicating this information on the services delivered by land management organisations. These principles highlight the need for the organisation to be open to information sharing and having the right communication medium. Besides that, the

transparency of reliable information sharing needs to be accountable through the organisation's actions based on the information rendered and how the internal employees adopt their behaviour towards funneling information that is transmitted and received to improve their actions continuously. With the proper information infrastructure coupled with accountable actions from the organisation, the responsiveness of the functions and services of federal land management will be anchored by internal leadership that permeates ethical obligations through policies and procedures that depict the services rendered to be effective and efficient. These will culminate in sustainable federal land use through better procurement, increased revenue, and lower holding costs for idle land. The findings that answer the second objective of this research solidify the infusion of these good governance principles in the Land Administration Theory.

#### *Relationship between the Good Governance Principles and Performance*

The results of this research have shown that the relationship between all the principles and performance has been significant and positive. The relationship between transparency and performance is shown as ( $\beta = 0.208$ ,  $t = 3.527$ ,  $p = 0.000$ ), the relationship between accountability and performance is shown as ( $\beta = 0.494$ ,  $t = 7.822$ ,  $p = 0.000$ ), and the relationship between responsiveness and performance is shown as ( $\beta = 0.165$ ,  $t = 2.681$ ,  $p = 0.007$ ). Despite their significant and positive relationship, accountability has a larger effect on performance than transparency or responsiveness.

The relationship between accountability and performance has proved to be the most significant. The structure of federal land management is very procedural and heavily dependent on the various land legislations, regulations, guidelines, and circulars that govern the policies and procedures. The data suggest that the internal stakeholders (regulators) perceive that the organisation's actions, employees' behaviour, and internal auditing mechanisms support this complex land management environment. The reflection of this high perception towards accountability influences performance from the perspective of improving internal processes to facilitate the services provided, including cost, time, and number of procedures. Constant improvement has become the organisational culture of federal land management organisations to shed the inefficiency and ineffective stigma of land management. These elements provide the perception of the internal stakeholders that to improve performance, accountability needs to be improved in the Federal Lands Commissioner's office.

The relationship between transparency and performance is significant but slightly lower than the relationship between accountability and performance. The Torrens registration system is subscribed to by Malaysia (where the government guarantees land rights to the registered proprietors or interested persons) in land management might explain why this relationship is lower. The development of the MyLand, SPTB and e-Tanah land systems that facilitate land information sharing has reduced the elements of fraud and forgery, giving the confidence and trust of the public towards federal land management (Ganason, 2021; Mohd Hanafi & Hassan, 2019; Zakariah et al., 2020; Zulkifli et al., 2017). Even though there are all these safety mechanisms, transparency concerns do linger in the minds of the stakeholders. Thus, there is still a need for the Federal Lands Commissioner's office to improve organisational openness in sharing information and advocating proper communication tools, which justifies the significant relationship with performance even

though the effect is lesser than accountability, which dwells heavily on decision-making and staff behaviour.

The justification for the low effect of responsiveness on performance can be suggested by the normality of the elements of responsibility in the society of Malaysia, which considers ethical responsibility or obligations as an everyday practice in everyone's psyche, reflected in public organisations' responses. Malaysia's society and culture are sensitive to the responses of public institutions to any actions towards society in general (Abdul Wahab, 2021; Hassan et al., 2022; Zain, 2021). The understanding that the government takes responsibility for caring for the well-being of society is still prevalent despite the growing demand for accountability and transparency. These growing concerns from stakeholders in providing better services have adapted the Federal Lands Commissioner's office to prioritise ethical responsibility through the development of procedures and policies that practice numerous public engagements and the involvement of top management in public engagements to provide the leadership elements and to create trust and good perception among the staffs to performance better. Hence, the effect is low based on the respondents' responses, who felt that the organisation had considered all the aspects that reflect its responsibilities in the responsiveness of services offered (Halid & Hassim, 2021; Mustafa et al., 2023; Samsudin et al., 2011).

This research provides empirical evidence that good governance principles significantly influence the performance of federal land management. The Land Administration Theory could incorporate these principles into its framework to provide efficient and effective land management services to achieve sustainable land use (Figure 1). The three principles of good governance, transparency, accountability, and responsiveness can be projected in the policies and procedures that influence land procurement, revenue generation, and the reduction of the holding cost of idle federal land. These services contribute towards sustainable land development, which improves society, the economy and the environment. Despite land management institutions having adequate regulations or systems, if these management aspects do not inculcate transparency, accountability and responsiveness in their framework, then society will not receive value-added land management services.

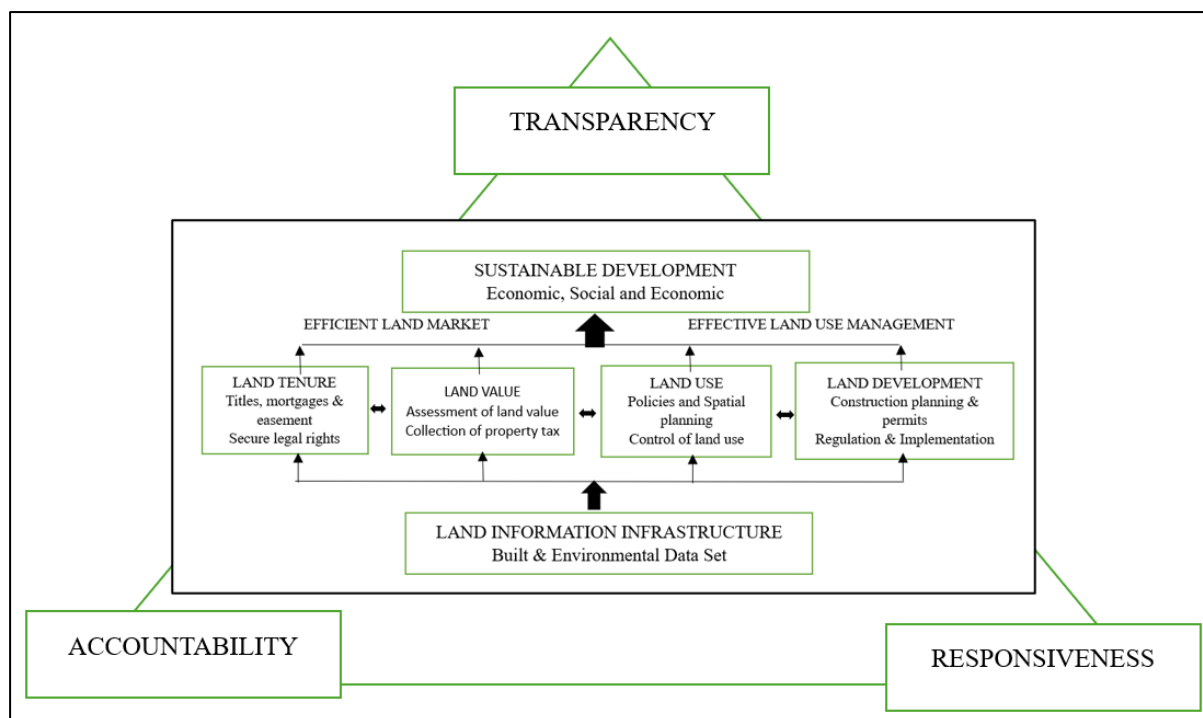


Figure 1: Proposed Improvement to Land Administration Theory Based on this Research's Findings.

### Limitation And Recommendations

This research does not shy away from its limitations. The respondents of this research were the Federal Lands Commissioner's office staff to obtain the perception of good governance influencing the performance of federal land management. This sample provides the perspective of the regulators who carry out the duties of federal land management, which was the scope of this research. The cross-sectional approach of the Federal Lands Commissioner's office staff does not negate a causal correlation due to the changes in attitude and behaviour of these staff over time. To overcome this limitation, a longitudinal study is needed to provide much more complete research on the influence of the principles of good governance on performance. Due to the cost and time limitations, the respondents have been limited to the federal land management regulators. However, to enrich the research findings, a complete perspective of good governance in federal land management performance could be obtained if the sample had included various stakeholders, such as agencies, private sectors, and the public. The discussion of the influence of good governance principles on performance could be fascinating to understand from various groups of respondents to deduce the level of influence of each principle based on each group.

The researcher suggests future studies should include various other governance principles such as the rule of law, trust, participation or inclusivity and equity as principles of this research. Including these principles will allow researchers to understand the involvement of internal and external stakeholders in the relationship between good governance and performance. In land management, the principles of rule or law, trusts, participation, and equity are the fundamental principles of every land legislation and organisation in Malaysia. Understanding the perspective of various stakeholders in developing these new principles could provide a much more fascinating understanding of performance in land management. This research examined performance from developing procedures, revenue generation and

property holding cost. Future research could understand performance from the time the organisation takes for approvals and transaction volume in a specific time. These indicators could better understand how good governance principles can influence performance.

### Significance of Study

This research hopes to provide additional knowledge on good governance in land management. Exploring federal land management through a regulator's perspective provides novelty to the body of knowledge concerning good governance. This research makes a theoretical contribution by introducing the principles of good governance (Deininger et al., 2012; Hay, 2016; Zakout et al., 2006) into the Land Administration Theory by Van Der Molen (2002), Williamson (2010) and Williamson et al. (2008) to improve the performance of land management services. The empirical evidence obtained through this research will theoretically support the enhanced role of good governance principles in land management. This research could encourage future research on land management focusing on good governance principles and the performance of land management organisations in areas such as land registration systems, fraud and forgery in land management, managing Malay Reserve Land, state land reserves, and Waqf land in Malaysia. Comparative studies can be conducted to assess the degree of governance in Malaysia's federal or public land administration, compared to other Southeast Asian jurisdictions, based on similar characteristics or compared to other government agencies regarding service delivery.

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