



**EFFECTS OF LOGISTICS PLANNING, HUMAN RESOURCE
MANAGEMENT AND COORDINATION MEDIATED BY INDIVIDUAL
PERFORMANCE ON HUMANITARIAN OPERATIONS PERFORMANCE IN
MALAYSIA**

By

ZETI SUZILA BINTI MAT JUSOH

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

October 2021

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DEDICATION

I would like to dedicate my humble effort to my parents Mr. Hj Mat Jusoh Hamat and beloved husband Mr. Abdullah Sholehin Mohd Zainudin and all those who believe in the richness of learning.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

EFFECTS OF LOGISTICS PLANNING, HUMAN RESOURCE MANAGEMENT AND COORDINATION MEDIATED BY INDIVIDUAL PERFORMANCE ON HUMANITARIAN OPERATIONS PERFORMANCE IN MALAYSIA

By

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October 2021

Chairman : Associate Professor Mazlan bin Hassan, PhD
Faculty : School of Business and Economics

One of the worst catastrophic phenomena hit Malaysia in the year 2014 where the country's eastern states experienced severe floods, claiming several lives and destructing properties. This study contributes to supporting relevant parties (government agencies and NGOs) in strengthening their future disaster preparedness when dealing with humanitarian aid operations. Undoubtedly, a good operation performance increases organisations' competitive advantage since inadequate planning, ineffective operations, and lack of coordination between stakeholders are proven to significantly affect operations performance negatively. Existing research on humanitarian operations performance centres mainly on humanitarian organisations, prompting a gap that results in inefficient performance and a lack of professional logisticians in these organisations. The main organisations involved in Malaysian humanitarian operations consist of the government agency, Malaysian Civil Defence Force (MCDF), alongside Non-Governmental Organisations (NGOs) that are registered under NADMA. Generally, the inefficiency in performance and logistical preparation can be reduced by improving the overall performance of the organisations as well as the individual strengths of participating members, thereby strengthening humanitarian aid operations.

In Malaysia, the difficulty in improving operations performance proves to be a key challenge for many humanitarian organisations. This issue is compounded by the difficulty to obtain accurate data, limited information technology, chaotic environment, weak motivation, negative media exposure, human resource management issues, general reluctance, and the conflict between long-term and short-term goals. Major concerns have been raised by those who are directly involved in humanitarian projects about the negative performance of these organisations. Thus, this study investigates the impact of logistics preparedness factors (logistics planning, human resource management, and logistics coordination) on humanitarian operations performance with individual

performance as a mediator in Malaysia. This study also attempts to fill the gap concerning the contribution and efficiency of individual performance in humanitarian operations performance.

This study employs a research framework developed according to the tenets of Resource-Based Theory, Stakeholder Theory, Performance Theory and Goal-Setting Theory. The data was collected from 593 Malaysian respondents who are directly involved in dealing with disasters during humanitarian operations. The data was then analysed using the partial least squares structural equation modelling (PLS-SEM).

The findings of the current study reported that the two proposed factors in logistics preparedness, namely (1) human resource management and (2) logistics coordination, are significant predictors of humanitarian operations performance when individual performance functions as a mediator. The mediating role of individual performance is significant in measuring the smoothness and achievement of an operation. In this case, the individual involved is one who carries out operational work and possesses attributes that can facilitate the completion of the task objectives set during the operation. Results also suggest that individual performance concerning logistics preparedness can be achieved by accounting for human resource management and logistics coordination. Moreover, individual performance is also observed to significantly mediate the relationship between human resource management, logistics coordination, and humanitarian operations performance.

This study confirms the development of different logistics preparedness factors that can develop and enhance humanitarian operation performance. The managerial implications of the study include (i) the improvement of the individual performance in logistics preparedness to satisfy the needs of the victims, which ultimately contributes to the performance of these humanitarian organisations, and (ii) the resolution of issues related to individual performance via logistics planning, upgrading existing logistics preparedness structures, and introducing preparedness practices. These practices will enhance the performance of humanitarian operations for both individuals and organisations, in line with the policies outlined under the Malaysia National Security Council Directive No. 20. The positive implications will also subsequently benefit the field of disaster management.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**KESAN PERANCANGAN LOGISTIK, SUMBER MANUSIA DAN
PENYELARASAN DIANTARAI OLEH PRESTASI INDIVIDU KE ATAS
PRESTASI OPERASI KEMANUSIAAN DI MALAYSIA**

Oleh

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Salah satu daripada fenomena malapetaka terburuk yang melanda Malaysia adalah pada tahun 2014 di mana negeri-negeri timur negara itu mengalami banjir teruk, yang menyebabkan kehilangan beberapa nyawa serta kemusnahan harta benda. Kajian ini bertujuan bagi menyokong pihak yang berkaitan (agensi kerajaan dan NGO) dalam memperkukuhkan kesiapsiagaan bagi menghadapi bencana pada masa akan datang apabila mereka terlibat dengan operasi bantuan kemanusiaan. Tidak dinafikan bahawa prestasi operasi yang baik meningkatkan kelebihan daya saing organisasi kerana perancangan yang tidak mencukupi, operasi yang tidak berkesan serta kekurangan penyelarasan antara pihak berkepentingan terbukti memberi kesan negatif terhadap prestasi operasi dengan ketara. Penyelidikan sedia ada mengenai prestasi operasi kemanusiaan berpusat terutamanya pada organisasi kemanusiaan, sehingga menyebabkan adanya jurang yang mengakibatkan prestasi tidak cekap dan kekurangan ahli logistik profesional dalam organisasi ini. Organisasi utama yang terlibat dalam operasi kemanusiaan di Malaysia terdiri daripada agensi kerajaan, Angkatan Pertahanan Awam Malaysia (MCDF), bersama-sama Badan Bukan Kerajaan (NGO) yang berdaftar di bawah NADMA. Secara amnya, prestasi serta penyediaan logistik yang tidak efisien boleh dikurangkan dengan menambah baik prestasi keseluruhan organisasi serta kekuatan individu anggota yang mengambil bahagian, sekaligus mengukuhkan operasi bantuan kemanusiaan.

Di Malaysia, kesukaran untuk meningkatkan prestasi operasi terbukti menjadi cabaran utama bagi banyak organisasi kemanusiaan. Isu ini ditambah lagi dengan kesukaran untuk mendapatkan data yang tepat, teknologi maklumat yang terhad, persekitaran yang huru-hara, motivasi yang lemah, penglibatan pihak media yang negatif, isu pengurusan sumber manusia, keraguan pihak umum, dan konflik di antara matlamat jangka panjang dan jangka pendek. Kebimbangan utama telah dibangkitkan oleh mereka yang terlibat secara langsung dalam projek kemanusiaan mengenai prestasi negatif organisasi ini.

Justeru itu, kajian ini menyiasat kesan faktor kesediaan logistik (perancangan logistik, pengurusan sumber manusia, dan penyelarasan logistik) terhadap prestasi operasi kemanusiaan dengan prestasi individu sebagai pengantara di Malaysia. Kajian ini juga bertujuan untuk mengisi jurang yang berkaitan tentang sumbangan dan kecekapan prestasi individu dalam prestasi operasi kemanusiaan.

Kajian ini menggunakan rangka kerja penyelidikan yang direka mengikut prinsip Teori Berasaskan Sumber, Teori Pihak Berkepentingan, Teori Prestasi dan Teori Penetapan Matlamat. Data tersebut dikumpul daripada 593 responden rakyat Malaysia yang terlibat secara langsung dalam menangani bencana semasa operasi kemanusiaan. Data yang diperolehi kemudiannya dianalisis menggunakan pemodelan persamaan struktur kuasa dua terkecil separa (PLS-SEM).

Dapatan kajian semasa melaporkan bahawa dua faktor yang dicadangkan dalam kesediaan logistik, iaitu (1) pengurusan sumber manusia dan (2) penyelarasan logistik, merupakan peramal penting prestasi operasi kemanusiaan apabila prestasi individu berfungsi sebagai pengantara. Peranan pengantara prestasi individu adalah penting dalam mengukur kelancaran dan pencapaian sesuatu operasi. Dalam kes ini, individu yang terlibat merupakan seorang yang menjalankan kerja operasi dan memiliki sifat-sifat yang boleh memudahkan penyediaan objektif tugas yang ditetapkan semasa operasi. Hasil kajian juga membuktikan bahawa prestasi individu yang berkaitan dengan kesediaan logistik boleh dicapai dengan mengambil kira pengurusan sumber manusia dan penyelarasan logistik. Selain itu, prestasi individu juga diperhatikan untuk menjadi pengantara yang ketara dalam perhubungan di antara pengurusan sumber manusia, penyelarasan logistik dan prestasi operasi kemanusiaan.

Kajian ini mengesahkan beberapa faktor pembangunan kesediaan logistik berbeza yang boleh membangunkan dan meningkatkan prestasi operasi kemanusiaan. Implikasi pengurusan kajian termasuk (i) peningkatan prestasi individu dalam kesediaan logistik dalam memenuhi keperluan mangsa, yang akhirnya menyumbang kepada prestasi organisasi kemanusiaan ini, dan (ii) penyelesaian isu yang berkaitan dengan prestasi individu, melalui perancangan logistik, menaik taraf struktur kesediaan logistik sedia ada, serta memperkenalkan amalan-amalan kesediaan. Amalan ini akan meningkatkan prestasi operasi kemanusiaan terhadap pihak individu dan juga organisasi, selaras dengan dasar yang digariskan di bawah Arahan Majlis Keselamatan Negara Malaysia No. 20. Implikasi positif juga seterusnya akan memberi manfaat kepada pihak yang terlibat dalam bidang pengurusan bencana.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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CHAPTER 1

INTRODUCTION

This chapter provides an overview of the entire thesis consisting of 10 sections where Section 1.1 presents the background of the study. Section 1.2 explains the motivation for the study, whilst Section 1.3 consists of a problem statement. Subsequently, the research questions and objectives of the study are set out in Section 1.4 and Section 1.5, respectively. Next, Section 1.6 clarifies the scope of the study, followed by Section 1.7 with the theoretical and practical contribution of the study. The definition of key terms was presented in Section 1.8. Finally, Section 1.9 provides an overall outline of the organisation of the thesis while Section 1.10 summarises the chapter.

1.1 Background of the Study

As evident in the past, natural disasters and logistics preparedness failures can occur without warning, resulting in tragic outcomes for unprepared communities. Following Guideline No. 20 of the Malaysian National Security Council (MNSC 20), a similar guide has been issued for the authorities of disaster management where the responsibilities and functions of different various authorities are listed, impacting the overall local disaster management scene. The term ‘disaster’ is defined by the MNSC 20 (2003) as a state of emergency that involve loss of lives, damaged property and affected environment, hindering local, social, and economic activities. Such incidences require effective handling of resources and equipment, alongside extensive manpower from various agencies. Additionally, proper coordination in disaster management is also required over a long period. Climate change is known to cause several types of disasters such as hurricanes, floods, and tornadoes besides exacerbating the exigencies of these situations. Recently, disasters are reported to become increasingly more common, intense, and costly to manage (Kryvasheyev et al. 2016; Mendelsohn et al. 2012). They are also essentially unavoidable and can happen anytime, anywhere (Baharin et al. 2009)

According to Kryvasheyev et al. (2015), disasters are costly as it results in damage to property, political instability, and loss of lives. Leading humanitarian organisations to actively and extensively assist and respond to disaster victims.

Humanitarian organisations actively provide emergency assistance to affected populations in a disaster. It is common for humanitarian organisations to arrive at a disaster site with a limited understanding of what constitutes logistics preparedness and yet are still required to address operation factors that emerge during the emergency and immediate response phase (Caunhye et al. 2012). This lack of understanding of logistics preparedness leads to duplication of effort and inefficiency (Gourlay, 2000; Seipel, 2011; Heaslip and Barber, 2014). In the case of Malaysia, compliance with the procedures laid down by the National Security Council (MKN) in Directive No. 20 under the National

Disaster Management Agency (NADMA) and a national policy on disaster management mechanism and disaster aid need to be implemented (Noraini and Khairul, 2017).

Figure 1.1 shows the worldwide trend of natural disasters from 2001 to 2020 where in 2020, a decrease in the number of disasters was reported from the previous year.

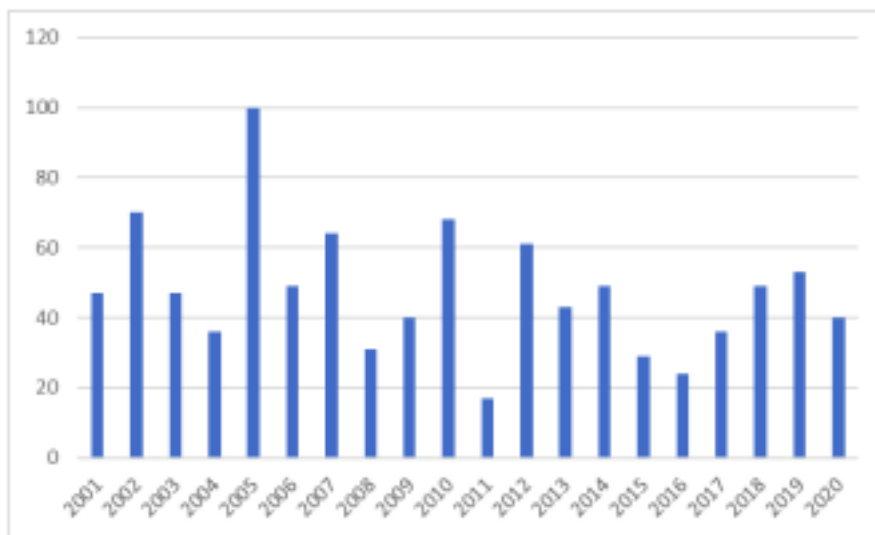


Figure 1.1 : Disaster Occurrence, 2001 to 2020

(Source : EM-DAT: The OFDA/CRED International Disaster Database – www.emdat.be, Université Catholique de Louvain, Brussels (Belgium))

On the other hand, Figure 1.2 presents the natural disasters that affect humans and yet are mainly caused by their activities, particularly physical development (EM-DAT, 2021). Flood appears to be the most common type of disaster worldwide (41%), followed by storms (27%), and extreme temperature (23%) (EM-DAT, 2021).

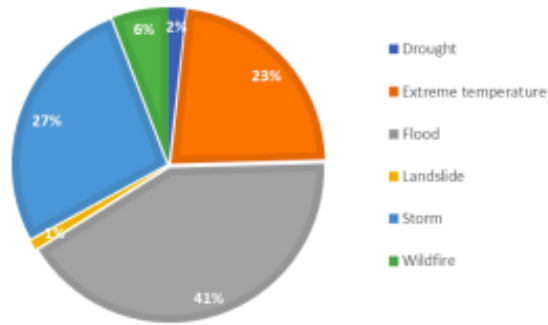


Figure 1.2 : Disaster Type Worldwide, 2001 to 2020

(Source : EM-DAT: The OFDA/CRED International Disaster Database – www.emdat.be, Université Catholique de Louvain, Brussels (Belgium))

Table 1.1 demonstrates the relative frequency of disasters occurring in Malaysia where flooding is a common natural disaster since the 1880s in terms of duration, frequency, and area. The effect of flooding on the population and the socio-economic structure of the country is presented in Table 1.2.

Table 1.1 : Relative Frequency of Disasters which Occur in Malaysia

High	Medium	Low
<ul style="list-style-type: none"> Flood 	<ul style="list-style-type: none"> Forest Fire Landslide 	<ul style="list-style-type: none"> Earthquake Tsunami Drought Storm Haze

(Source : Malaysia Disaster Management Reference Handbook, 2019)

The official flood loss estimates for selected flood events in Malaysia from 2000 to 2014 (Gasim et al. 2014; Sulaiman, 2009) is also presented in Table 1.3. In Malaysia, the states of Pahang, Terengganu, and Kelantan in the East Coast of Malaysia are severely prone to be affected by floods between mid-October and the end of March almost every year (Dunant, 2014; Aisha et al. 2015).

Table 1.2 : Official Flood Loss Estimate for Selected Flood Events in Malaysia from the Year 2000 to the Year 2014

Year	Place	Damage (RM Million)	Number of Deaths	People Evacuated
January 2000	Terengganu, Kelantan	7.1	NA	NA
2001	Pahang, Johor	NA	15	13,195
2002	Kuala Lumpur	NA	NA	NA
2003	Kuala Lumpur, Pulau Pinang, Kedah	NA	5	31,046
2004	Kelantan, Terengganu, Pahang	NA	17	17,080
2005	Kedah, Perlis, Kelantan, Terengganu	240.1	14	99,405
2006	Johor, Negeri Sembilan, Melaka	NA	15	107,000
2007	Pahang, Kelantan, Johor, Kedah	316.1	22	36,143
2007	Kuala Lumpur	NA	NA	NA
2006 & January 2007	Floods in Johor State	489	18	NA
2008	Floods in Johor State	21.19	28	NA
2010	Floods in Kedah and Perlis	8.48	4	NA
January 2011	Floods in Johor State	NA	5	NA
Year	Place	Damage (RM Million)	Number of Deaths	People Evacuated
December 2014	Floods in Terengganu, Kelantan and Pahang State	2.851 Billion	21	Almost a quarter of a million people evacuated

(Source : Syed et al. 2017; Disaster Management Reference Handbook, 2019)

Logistics activities play a key role in disaster response linking disaster risk reduction and disaster risk response. Moreover, these activities are critical to the effectiveness and responsiveness of key humanitarian programmes in terms of health, food, shelter, water and sanitation (Da Costa et al. 2012; Thomas, 2003). Therefore, the logistics activity for humanitarian operations must be able to fully support humanitarian organisations in performing response operations. This support largely depends on efforts in improving humanitarian performance, eliminating redundancies, and maximising usage of resources (Pan American Health Organization, 2001). Additionally, humanitarian operations need to draw knowledge from the modern logistics supply chain in dealing with unexpected problems and uncertainties (Christopher, 2011).

Accordingly, the focus on enhancing logistics preparedness to improve the performance of humanitarian organisations during operations through tactical planning as well as longer-term strategic planning is vital (Maon et al. 2009). Logistics preparedness is important in ensuring the quality and speed of operations (World Disasters Report, 2016).

Jahre et al. (2016) and Kovács and Spens (2007) provided an overall framework of logistics preparedness that distinguishes between preparation, immediate response, and reconstruction phase, where disaster prevention, risk management, strategic planning, coordination, and collaboration are linked to the preparation phase. According to Jahre et al. (2016) and De Leeuw et al. (2012), a framework for logistics preparedness should

centre on logistics decision aspects (see Table 1.3). Jahre et al. (2016) mentioned that logistics preparedness included demand management (forecasting needs and logistics accessibility), supply management (outsourcing, contracting, procurement, coordination), inventory management (items to stock, target levels, locations), and resource management (planning distribution, training disaster preparation, cooperation)

Table 1.3 : Aspects of Logistics Decision in the Logistics Preparedness Framework

Categories	Aspects of Decision
Demand Management	<ul style="list-style-type: none"> ▪ Projecting the current conditions of disaster (e.g., weather, water level) and affected location(s) ▪ Forecasting local situation (e.g., accessibility) ▪ Forecasting and identifying the logistics needs of those affected
Supply Management	<ul style="list-style-type: none"> ▪ Deciding on whether to outsource/ manage activities and selecting suppliers ▪ Effective contracting and procurement of materials and resources ▪ Coordinating between agencies in terms of contracting and procurement
Inventory Management	<ul style="list-style-type: none"> ▪ Selecting products to keep in stock ▪ Deciding on target inventory levels during disaster preparation for selected individual products ▪ Selecting storage locations
Resource Management	<ul style="list-style-type: none"> ▪ Planning the distribution of resources ▪ Selecting and training of manpower ▪ Planning of resources for disaster preparation ▪ Cooperating with other agencies and organisations during disaster response preparation.

(Source : Jahre et al. (2016) and De Leeuw et al. 2012)

This study centres on the resource management deals as well as timely operational availability of required resources such as people or equipment. Since good resource management includes recruitment, organisations will need to select people with adequate training (Jahre et al. 2016; Van Wassenhove, 2006) to improve their performance during the humanitarian operations (Jahre et al. 2016). Resource management is important to humanitarian organisations in assisting disaster victims and planning activities to alleviate the repercussions of the disaster (Espíndola et al. 2017).

The ability of humanitarian organisations to function during disaster response operations depends on the extent of their ability to identify, cultivate, and exploit their core capabilities, especially during economic austerity when organisations make the best out of scarce resources (Aruna et al. 2016). According to Balcik and Beamon (2008), effective operations performance assist relief chain practitioners in decision-making. Furthermore, it also helps improve the efficiency and performance of humanitarian operations, thereby, increasing the transparency and accountability of disaster response.

1.2 Motivation of the Study

This study aims to improve humanitarian operations performance in Malaysia. Anjomshoae et al. (2017) found that operations performance in humanitarian organisations is lacking. While Blecken's (2010) evaluation reported that only 20% of humanitarian organisations measure their performance. The possible reasons for this lack of operations performance have been long-standing in the field of humanitarian operations (Davidson, 2006).

Most data on logistics are relevant to developed economies, where practices specifically required in developing economies remain ignored. Thus, this study seeks to empirically test the usefulness of logistics planning, human resource management, logistics coordination and their impact on humanitarian operations through individual performance in Malaysian organisations. Furthermore, this study investigates relevant constructs to establish logistics preparedness in improving performance.

1.3 Statement of Problem

In Malaysia, humanitarian operations when disasters strike often implies dealing with uncertainty alongside large impact and consequences (Halizahari et al. 2021; Shafiai and Khalid, 2016). Several logistics shortcomings in the humanitarian operations support can be due to unavoidable circumstances, implying underlying risks and disruptions (Halizahari et al. 2021). The increasing number of disasters each year motivates this study to contribute to the improvement of humanitarian operations performance in Malaysia especially in overcoming poorly implemented humanitarian operations (Shafiai and Khalid, 2016; Mohammed et al. 2018; Halizahari et al. 2021). Schulz and Blecken (2010) found that 80% of humanitarian organisations fail to monitor and report improved performance as a consistent practice. This lack of operations performance reporting can result in issues such as incurring high costs, prompting the need to focus on performance in humanitarian operations (Shafiai and Khalid, 2016; Mohammed et al. 2018; Halizahari et al. 2021; Roh et al. 2012).

From a local perspective, these performance issues interfere with Malaysian humanitarian operations by exacerbating cases involving food redundancy, uneven food supply distribution, as well as volunteer redundancy (Hussain and Ismail, 2011; Mohd et al. 2018). These cases highlight the gap in the respective organisational operation management systems (Mohd et al. 2018). Thus, Mohd et al. (2018) suggest that government agencies alongside non-governmental organizations (NGOs) efficiently manage humanitarian operations to resolve these problems.

When analysing the frequency and impact of disasters, Thiruchelvam et al. (2018) reveal that humanitarian organisations are under continuous pressure to improve the performance of their operations, especially in severe flood-prone states such as Pahang, Terengganu, and Kelantan. Furthermore, Shafiai and Khalid (2016) mentioned that the

attitude of flood victims during flooding events are impacted by the disaster, where under duress, most victims tend to be selfish. This observation is supported by Roosli and O'Brien (2011) who denote that the negative attitude of flood victims complicates the disaster situation by having unrealistic expectations for humanitarian organisations to provide immediate relief regardless of the severity of the disaster and limited manpower.

In this sense, logistics preparedness is considered a strong key factor in enhancing operations performance (Haddow et al. 2010) to ensure the success of humanitarian operations (Frennsson et al. 2021). The term 'logistics preparedness' is defined as the "activities performed before disasters which are aimed at enhancing safety and reducing the impact on both people and infrastructure" (Holguin-Veras et al. 2012, p. 496). Thus, logistics preparedness plays an important role in ensuring effective humanitarian operations (Frennsson et al. 2021).

Another prominent issue to consider is the establishment and implementation of policies. In this case, The National Security Council (MKN) Directive No. 20 outlines the "Policy and Mechanism on National Disaster Relief and Management" (Omar et al. 2020). The objective of the Directive No. 20 is to provide a policy guideline on disaster management and rescue according to the disaster level. Furthermore, this directive also serves as a mechanism in managing the roles and responsibilities of different agencies that are involved in disaster prevention (Khairul and Ismail, 2018). Shafiai and Khalid (2016) and Roosli (2010) found that such policies in Malaysia can prove to be problematic when it comes to proper implementation, where misunderstandings can easily occur and result in ineffective disaster management. The National Security Council (MKN) Directive No. 20 is rarely established properly, often requiring time-consuming restoration projects. Despite the implementation of different policies for every stage of disaster management, these policies remain ineffective in terms of assisting disaster victims (Chan, 2012; Mohd Zulhafiz et al. 2013; Zaiton et al. 2013).

Additionally, poorly maintained evacuation centres is yet another major issue when it comes to humanitarian operations. According to Mohd Zulhafiz et al. (2013), maintenance is often impossible due to the lack of rescue equipment and the lack of appropriate infrastructure in these centres. For example, the underperforming evacuation centre in the district of Padang Terap, Kedah, lacked adequate food supply, coping skills among victims, and infrastructure besides being overcrowded.

On the other hand, human resource management issues in logistics are usually due to the lack of expertise and training (Ding et al. 2014; Engelman et al. 2013; Hong and Liu, 2007; Zhou et al. 2008). Training is a critical component in human resource management as it affects employee performance. Mahmud et al. (2006) and Nik Nadian Nisa et al. (2014) outlined several issues when it comes to the implementation of training such as inadequate funding, support and awareness in the Malaysian community. At the most basic level, a sufficient amount of funding is required to ensure the smooth distribution of training materials. The Malaysian context requires ensuring appropriate types of

training at the organisational, operational, and individual levels as well as identifying relevant prospective trainees (Nik Nadian Nisa et al. 2014).

There are also issues concerning logistics coordination of humanitarian operations, such as the lack of coordination among humanitarian organisations (Martin et al. 2016; Nagurney et al. 2016). Mohd Rodzi et al. (2016) denote that disaster management is often ineffective due to the lack of coordination and knowledge-sharing between government agencies and NGOs. This situation consequently leads to fragmented systems, demanding the empirical testings of these systems.

Since individual performance can affect the overall performance of humanitarian operations, the lack of information concerning individual performance can lead to the inefficiency of operations. Van Emmerik (2008) emphasise the importance of effectively managing individual performance since this can enhance members' understanding of their role in achieving operational objectives especially when performances at the individual level is directly associated with humanitarian operations performance (O'Boyle, 2013). Humanitarian practitioners (individuals who are involved in disaster) can increase the performance of operations since organisational changes stem from the involvement of individual behaviours (Rajakaruna et al. 2017).

The interdependent relationship between individual and organisational performance potentially lead to model developments in the attempt to improve overall organisational performance. Therefore, the current study proposes a model for humanitarian organisations, enhancing both individual and organisational performance by accounting for logistics preparedness constructs such as humanitarian operations performance, logistics planning, human resource, logistics coordination, and individual performance.

1.4 Research Questions

The current study attempts to analyse and understand the impact of logistics preparedness namely, logistics planning, human resource management, and logistics coordination on humanitarian operations performance through individual performance in Malaysia. Therefore, the following research questions were developed:

- RQ1** What is the impact of logistics planning on individual performance in humanitarian operations in Malaysia?
- RQ2** What is the influence of human resource management on individual performance in humanitarian operations in Malaysia?
- RQ3** What is the effect of logistics coordination on the individual performance in humanitarian operations in Malaysia?
- RQ4** What is the effect of individual performance on humanitarian operations performance in Malaysia?

- RQ5** What is the impact of logistics planning on humanitarian operations performance in Malaysia?
- RQ6** What is the effect of human resource management on humanitarian operations performance in Malaysia?
- RQ7** What is the influence of logistics coordination on humanitarian operations performance in Malaysia?
- RQ8** What is the influence of logistics planning, human resource management, and logistics coordination on humanitarian operations performance in Malaysia with individual performance as a mediator?

1.5 Research Objectives

The main objective of this study is to analyse and understand the impact of logistics preparedness namely, logistics planning, human resource management, and logistics coordination on humanitarian operations performance through individual performance in Malaysia. The objectives of this study are achieved by examining the consequences of antecedents that ultimately lead to the humanitarian operations performance. In line with the questions outlined above, the following objectives of this study were developed:

- RO1** To study the relationship between logistics planning and individual performance in Malaysian humanitarian operations.
- RO2** To investigate the influence of human resource management on individual performance in Malaysian humanitarian operations.
- RO3** To examine the effect of logistics coordination on individual performance in Malaysian humanitarian operations.
- RO4** To analyse the relationship between individual performance and humanitarian operations performance in Malaysia.
- RO5** To examine the impact of logistics planning on humanitarian operations performance in Malaysia.
- RO6** To analyse the effect of human resource management on humanitarian operations performance in Malaysia.
- RO7** To investigate the influence of logistics coordination on humanitarian operations performance in Malaysia.
- RO8** To investigate the influence of logistics planning, human resource management, and logistics coordination on humanitarian operations performance in Malaysia with individual performance as a mediator

1.6 Scope of the Study

The current study is a quantitative study that treats individuals involved in humanitarian operations as a unit of analysis of the study since they play a prominent role in advocating changes of existing logistics processes in humanitarian organisations. In this sense, an individual refers to a member of a group involved in humanitarian operations based on the assumption that individuals or members with the right skills and training can improve the performance of humanitarian operations in organisations. The sample size of the current study is selected from the government agency, Malaysian Civil Defense Force (MCDF), and disaster management non-governmental organisations (NGOs) including Mercy Malaysia, Islamic Relief Malaysia (IRM), Humanitarian Care Malaysia (MyCare) alongside other NGOs registered under the National Disaster Management Agency (NADMA).

Humanitarian operations performance, individual performance, logistics planning, human resource management, and logistics coordination, are employed as logistics preparedness level constructs for humanitarian organisations. Accordingly, preparedness refers to disaster preparations that encompass proper response in facilitating the process of reverting to a normal state as quickly as possible for all involved parties (Jahre et al. 2016). By adopting this concept, this study extends the application of these constructs to humanitarian organisations since they potentially reflect logistics planning (Halizaharia et al. 2021), human resource management (Idris and Che Soh, 2014), and logistics coordination (Mohd Rodzi et al. 2016; Martin et al., 2016). These three constructs are treated as causal variables or antecedents in the analysis of determining the outcome of this study.

In terms of individual performance, this notion is measured using the widely accepted criteria of task performance, contextual performance, and adaptive performance. Additionally, individual performance is also treated as a mediating variable between the independent variables (logistics planning, human resource management, and logistics coordination) and the dependent variable (humanitarian operations performance) in the current study.

In contrast, the notion of humanitarian operations performance is viewed as the effect of causal variables and is measured using various dimensions including speed, flexibility, service quality and efficiency. Hence, humanitarian operations are deemed significant in reducing the impact of disasters on human livelihoods by providing humanitarian assistance in the form of food, water, medicine, shelter and other supplies. In Malaysia, frequent floods exert high pressure on humanitarian organisations to improve the performance of humanitarian operations (Thiruchelvam et al. 2018).

Hence, this study aims to understand the impact of logistics preparedness namely, logistics planning, human resource management, logistics coordination, individual performance and humanitarian operations performance in Malaysia. Furthermore, this study provides insight into the Malaysian humanitarian organisation scenario when it

comes to the relationship between government agencies and NGOs in achieving their best performance. NGOs play an important role in reducing the burden of government agencies in managing the humanitarian operations process (Omar et al, 2020). While the discipline of logistics preparedness is deemed well-established in developed countries, it is a comparatively new and rapidly expanding field in developing nations.

1.7 Contribution of the Study

This study is especially useful to both academic researchers and professional practitioners in the field of logistics preparedness and humanitarian operations performance. The following are some of the study's contributions to the theory and practices in the field.

1.7.1 Theoretical Contribution of the Study

The current study extends the current literature through theoretical contributions such as:

- This study enhances the understanding of humanitarian operations performance by examining the different dimensions in measuring the constructs of logistics preparedness namely, logistics planning, human resource management, logistics coordination, individual performance on humanitarian operations performance.
- This study employs different theories from various fields namely, the Resource-Based Theory (Wernerfelt, 1984), the Stakeholder Theory (Freeman, 1984), the Performance Theory (Richard Schechner, 1977), and the Goal-Setting Theory (Locke and Latham, 1984) to explain the relationship between logistics planning, human resource management, logistics coordination, individual performance, and humanitarian operations performance. While the Resource-Based Theory explains the relationship between human resource management and humanitarian operations performance (Jackson et al. 2014; Showkat et al. 2019), the Stakeholder Theory expounds on the relationship between logistics planning and logistics coordination on humanitarian operations (Tatham and Spens, 2016; Maghfiroh and Hanaoka; 2018). Additionally, the Performance Theory explicates the effect of logistics planning, human resource management and logistics coordination on individual performance (Olumuyiwa et al. 2012; Ali and Jadoon, 2012; Saleem and Khurshid, 2014). Finally, the Goal-Setting Theory is employed in the framework to elucidate the relationship between individual performance and humanitarian operations performance (Maheshwari and Vohra, 2018).
- This study employs the Performance Theory (Richard Schechner, 1977) in the field of logistics planning, human resource management and logistics coordination on individual performance.

- This study examines how human resource management influences humanitarian operations in different organisations. This relationship is from the lens of the Resource-Based Theory that assumes human resource management potentially affects the ability of humanitarian organisations in preventing, preparing and responding to events of disaster (Fiorini et al. 2021).
- This study identifies the theoretical gaps in logistics planning, human resource management, and logistics coordination. This assist academicians and practitioners to make valuable improvements to the existing systems where theoretical gaps can guide future research.

1.7.2 Practical Contributions

- This study provides practitioners with insights on the importance of logistics planning, human resource management, and logistics coordination. By using these three antecedents, an engaged individual who is directly involved in humanitarian operations can achieve set individual performance.
- This study demonstrates how vital individual performance is in establishing the outcome (i.e. humanitarian operations performance).
- Humanitarian organisations presented with evidence of their logistics planning, human resource management, and logistics coordination should collectively be improved to achieve individual performance, leading to improved humanitarian operations performance.

1.8 Definition of Key Terms

- **Humanitarian Operations**

“Humanitarian operations are defined as operations conducted to relieve human suffering, especially in circumstances where responsible authorities in the area are unable or unwilling to provide adequate support service to civilian populations” (UN Office for the Coordination of Humanitarian Affairs, 2003, p. 32)

- **Logistics**

“Logistics is the planning, implementing, and controlling the physical flow of material and finished goods from point of origin to point of use to meet customer’s need at a profit” (Ravi and Ajay, 2018, p. 3812).

- **Logistics Management**

“Logistics management concerns the planning, implementing and controlling of logistics as well as the efficiency, effectiveness, forward, and reverse flow and

storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer's requirements. It involves the integration of information, transportation, inventory, warehousing, material handling and packaging, and occasionally security” (Ravi and Ajay, 2018, p. 3812).

- **Logistics Preparedness**

“Logistics preparedness is defined as the knowledge and capabilities developed by governments, professional response and recovery organisations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent, or current hazard events or conditions” (The United Nations International Strategy for Disaster Reduction, UNISDR, 2019, p. 86).

- **Individual Performance**

“Individual performance is defined as a set of individual behaviours or actions that are relevant to the organisation’s goals” (Semedo et al. 2016, p. 7).

- **Logistics Planning**

“Logistics planning is defined as a unified, comprehensive, and integrated planning process to achieve competitive advantage through increased value and customer service, which results in superior customer satisfaction (where we want to be), by anticipating future demands for logistics services and managing the resources for the entire supply chain (how to get there)” (Cooper et al. 1992, p. 4-5).

- **Human Resource Management**

“Human resource management is defined as a strategic, integrated and distinctive perspective on the employment, development and well-being of an employee in an organisation” (Armstrong and Taylor, 2014, p.5).

- **Logistics Coordination**

“Logistics coordination is defined as the relationship and interaction between different actors operating within the relief environment” (Balcik et al. 2010, p.23).

1.9 Organisation of the Thesis

This thesis is divided into seven chapters. Chapter One presents the introduction of the thesis, providing the background and the scope of this research, highlighting the

contribution of the research to both academicians and practitioners. The research questions and the research objectives of the study are also outlined in this chapter.

Chapter Two contains the review of the literature, detailing the aspects related to humanitarian operations performance, individual performance, and logistics preparedness, including logistics planning, human resource management, and logistics coordination. This chapter further presents a discussion on the constructs of the study.

Chapter Three explains how the research framework is formulated, summarising the theories that were used to study the different relationships in this study. This chapter also addresses the theoretical and practical gaps by hypothesising relationships between variables.

Chapter Four outlines the research design and methodology, where the quantitative procedures used in data collection are presented. Procedures involved in the research design (e.g. sampling procedure, identification of target population, sample size, procedures for the development of measurement items, etc.) alongside the data analysis techniques are also proposed in this chapter.

Chapter Five reports the analysis and results of the study where the results of the measurement model (reliability and validity of the instrument) are discussed in this chapter. Furthermore, the overall structural model related to the hypotheses developed in Chapter Three is also presented in this chapter.

Finally, Chapter Six summarises and compares the results of the present study against previous studies, while Chapter Seven concludes the study. Chapter Seven also discusses the limitations as well as the direction for future studies.

1.10 Chapter Summary

This chapter presents the research problem, research questions, and research objectives, explaining the motivation and challenges for the researcher in undertaking this study. Subsequently, the next chapter presents a review of relevant literature to the current research besides highlighting the research gaps, briefly reviewing the concepts of humanitarian operations performance, individual performance, logistics planning, human resource management, and logistics coordination.

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