

# Enhancing Service Delivery Performance of Humanitarian organizations in Jordan: The Influence of Organizational Resources

Mohammad Matleb Abdel Rahman Alawamreh, Nor Hasliza  
Binti Md Saad  
USM / Universiti Sains Malaysia

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## Abstract

This study focuses on examining the service delivery performance (SDP) within humanitarian organizations working in Jordan, with a specific focus on the role of organizational resources. Specifically, the study examines how technological, internal, and financial resources contribute to organizational performance. The proposed conceptual framework is covered by the Resource-Based View (RBV) theory, which indicates that differences in organizational outcomes can be attributed by the effective use of strategic resources. Within this framework, technological, internal, and financial resources are suggested to jointly affect the ability of humanitarian organizations to provide services efficiently and effectively. The study highlights the importance of understanding the relationships among these resources and their collective impact on service delivery outcomes. By focusing on internal organizational resources, the research emphasizes that humanitarian organizations' performance is shaped by the extent to which organizations possess and mobilize key resources. Relying on RBV theory, the study indicates that a lack of performance occurs when organizations differ in their access to valuable, rare, difficult-to-imitate, and non-substitutable resources. By merging different types of organizational resources into a single analytical framework, this study provides a theoretical discussion on humanitarian performance and resource management. The findings are expected to provide useful insights for humanitarian workers and decision-makers aiming to strengthen service delivery performance through improved resource use and internal capacity development.

**Keywords:** Organizational Resources, Service Delivery Performance, Humanitarian response

## Introduction

### *Background*

The number of vulnerable people of humanitarian support is increasing, especially with the increase of armed conflict and natural disasters, which are causing massive displacement of populations both internally and externally to neighbouring countries. The global request for

humanitarian support reached very high levels in 2022 (ACAPS 2024). Moreover, it has been primarily driven by different crises globally, such as the crises in Syria and the continued need for response in Jordan to the refugee influx during the last 20 years. Despite an exceptional response from donors, the gap in humanitarian funding is still high due to the scale of needs (Ababneh, 2018).

In 2023, the global humanitarian response faces enormous pressure to address this growing number of complexes and long-term crises. The urgent need for critical changes in humanitarian response, as well as addressing the root causes and recovery from these crises is more notable and pressing than ever (Izzat, 2021)

Humanitarian aid involves different humanitarian actors such as International non-governmental organizations (INGOs), governments and the private sector, each having different roles, mandates, capacities and operation expertise. Generally, every actor needs more resources to provide the needed support for a major disaster. (Namagembe, 2020a). Improving partnerships between INGOs, private and public sector bodies is essential, leading to a more significant impact on the affected communities. This collaboration provides the required services to the people in need. The private sector has shown a growing interest in supporting humanitarian aid worldwide, reflecting a commitment to social responsibility. This interest led to improving the local capabilities and enhancing the long-term impact on the affected population; adding to that, engaging private and public sectors in these efforts is important to ensure sustainability and a contextual approach (Izzat, 2021).

#### *Middle East Humanitarian Context*

The Middle East has been one of the most affected areas globally. The region is facing socio-economic challenges due to the lack of resources and human made crises, and one of the main results of that is the big influx of refugees in the region. In the last 15 years, Jordan has been affected by the Syrian crisis, which is still considered as the largest displacement crisis globally. Jordan hosts the second-largest number of refugees globally relative to its population. Around 5.7 million Syrians left their country because of the conflict, and 3.6 million of them moved to Turkey. In the region, Jordan is hosting the largest share of refugees compared to its population worldwide (UNICEF, 2022). Jordan is facing economic challenges and limited resources. This influx of refugees has further increased the existing socio-economic challenges, making Jordan one of the areas most affected by the Syrian crisis. Since the beginning of the Syrian war, around 1.3 million Syrians have moved to Jordan, most of them registered (around 710,000) formally as refugees with UNHCR (UNHCR, 2019). Jordan hosts around 710,000 refugees registered with UNHCR, most of them coming from Syria, followed by Iraq, Yemen, Sudan, and Somalia (UNCHR, 2024).

#### *Service Delivery Performance (SDP) in Humanitarian Contexts*

The service delivery performance is the core focus for this study, and the problem that the author would like to address. Humanitarian organizations in Jordan continue to face challenges in the services that they provide. This is a clear problem that affects their expected outcomes to meet the needs of the refugees. The consequences of poor service delivery performance in Jordan are critical. Refugees in Jordan continue to face high poverty conditions, with many households experiencing increasing economic vulnerability. A significant number of children have no access to formal education, with financial hardship

identified as the key barrier to school attendance (UNHCR, 2022). In the area of shelter, many refugees live in inadequate housing that lacks basic infrastructure, including proper lighting, ventilation, safe electrical systems, and sufficient protection from environmental situation. Food security assessments further reflect a huge challenge situation for both Syrian and host communities (UNHCR, 2024). In addition, access to health services still limited, with a big number of refugees unable to access necessary healthcare services (Saleh, 2021).

Service delivery involves the use of available assets for efficient operations. In humanitarian organizations, service delivery performance is linked with responding on time, flexibility, resource utilization, and the impact on people in need. The strategic planning of service processes is a key aspect for maintaining long-term impact, with a direct impact on targeted groups and overall service quality (Kaluki, 2015a).

One of the key reasons to prioritize the research for humanitarian actors is the potential to increase the impact of the organizational service delivery performance. This highlights the importance of increasing the collaboration between researchers and humanitarian organizations. Humanitarian organizations are encouraged to engage in research that can help to structure the research agenda and address practical challenges within their sectors. (Gooding, 2017).

In general, service management is classified as one of seven functional subdisciplines in management. This classification places it alongside logistics management, human resource management, marketing management, production and technology management, corporate financial management, and the management of intangible assets. (Rokicki & Nogalski, 2021). Service systems are a key part of the world's economy and people's daily lives. Such systems are usually affected by dynamic networks that involve several server pools and customer divisions. Addressing operational management challenges can be highly complicated and lead to unmanageable models (Zychlinski, 2023)

This review aims to integrate available literature and information to build a framework that describes how three key organisational resources – technological resources (TR), internal resources (IRs), and financial resources (FRs) – can enhance service performance. By relying on secondary literature, this study developed the paper as a theoretical contribution that builds the ground for future practical research.

### **Theoretical Basis and Research Contributions**

This section is grounded in the resource-based perspective, which explains how organizations rely on internal capabilities to achieve effective humanitarian outcomes (Namagembe, 2020). From this viewpoint, organizational success is shaped by the possession and strategic use of resources that are valuable, scarce, difficult to replicate, and not easily substituted. Applying this perspective to humanitarian organizations allows for a clearer understanding of how different categories of resources support operational effectiveness.

By integrating technological, internal, and financial resources within a single analytical model, this study advances existing theory by offering a unified explanation of service delivery performance in humanitarian contexts. The proposed framework extends prior research by highlighting the combined influence of organizational resources rather than examining them

in isolation. In practical terms, the study provides useful direction for senior managers and policy actors in humanitarian organizations by demonstrating how more effective allocation and management of resources can contribute to improved service delivery outcomes.

### *Research Structure*

This article is organized into several main sections. The second section outlines the methodological approach adopted for the review, explaining the study design, research boundaries, and the conceptual lenses guiding the analysis. The third section synthesizes and discusses the reviewed literature, addressing each component of the proposed framework, including technological, internal, and financial resources. This section also elaborates on the suggested conceptual model and presents the associated theoretical propositions. The final section concludes the paper by summarizing the key insights, highlighting theoretical and practical implications, and proposing directions for future research.

### **Methodology**

This study adopts a theoretical review approach aimed at consolidating and synthesizing existing knowledge on organizational resources and service delivery performance within humanitarian settings. The primary purpose is to develop an integrated conceptual model grounded in the Resource-Based View (RBV) that explains how organizational resources contribute to performance outcomes. Research methodology refers to the systematic and conceptual evaluation of methods used to address a research problem and to clarify the processes through which research objectives are achieved (Swarooprani, 2022; Bryman & Bell, 2007).

Accordingly, this review outlines the procedures used to identify relevant literature, screen and evaluate selected studies, and synthesize existing findings into a coherent analytical framework. The proposed framework illustrates the ways in which technological, internal, and financial resources collectively shape service delivery performance among humanitarian organizations.

### *Systematic Review Design*

This review employs a theoretical narrative approach supported by systematic literature searching and thematic synthesis to integrate diverse bodies of knowledge into a coherent conceptual framework. Such an approach is appropriate when the objective is to clarify conceptual relationships, connect multiple research streams, and develop an integrated model, rather than to conduct empirical hypothesis testing or statistical analysis. Recent conceptual studies suggest that the Resource-Based View and related organizational capabilities offer valuable explanations for performance variations across different sectors (Kero & Bogale, 2023; Rishi et al., 2022). Guided by this perspective, the review concentrates on two main areas: service delivery performance within humanitarian response contexts and the role of organizational resources, including technological, internal, and financial resources.

### *Literature Search*

The literature reviewed in this study was identified through systematic searches of widely used academic databases, including Scopus, Web of Science, and ScienceDirect, in addition to Google Scholar. To enhance coverage, manual screening of reference lists from key articles and reports was also undertaken. The search strategy employed a set of keywords reflecting

the core elements and context of the proposed framework, such as humanitarian response, humanitarian organizations, service delivery performance, technological resources, internal resources, financial resources, and the Resource-Based View.

The review primarily focused on English-language publications released from 2000 onwards, reflecting the period during which discussions on humanitarian coordination, cluster-based approaches, and performance effectiveness gained greater prominence. However, earlier seminal works relevant to theoretical foundations and key constructs—including the Resource-Based View, coordination theory, and resource conceptualization—were incorporated where appropriate (e.g., Barney, 1991; Lawrence & Lorsch, 1967; Oliveira & Martins, 2011)

#### *Data Extraction and Thematic Synthesis*

For each selected study, relevant details were systematically extracted, including the research context (such as humanitarian operations, service provision, or non-profit settings), the theoretical perspectives applied (including the Resource-Based View and related frameworks), and key findings concerning relationships among the main variables. The reviewed studies were subsequently organised into thematic groups aligned with the core elements of the conceptual framework, namely technological resources, internal resources, financial resources, and service delivery performance.

A combined narrative and thematic synthesis approach was then applied to integrate insights across the reviewed literature. This process involved examining how different scholars conceptualise and measure similar constructs, identifying areas of agreement and divergence in reported relationships, and assessing the influence of contextual factors—such as policy conditions, funding mechanisms, and institutional support—on these relationships (Kovács & Spens, 2009; Pettit & Beresford, 2009; Oxfam, 2017, 2023; ACAPS, 2024).

#### *Conceptual Framework Development*

The final stage of the methodological process involved integrating the identified themes into a unified theoretical framework tailored to humanitarian organizations operating in Jordan and comparable crisis-affected environments. This framework was developed in line with the Resource-Based View, which emphasizes the role of organizational resources—technological, internal, and financial—as key drivers of performance when they generate value, are relatively scarce, difficult to replicate, and effectively coordinated within the organization (Barney, 1991; Pigatto et al., 2019; Kero & Bogale, 2023).

#### **Literature Review and Conceptual Framework**

The literature review provides a focused examination of prior studies underpinning the theoretical framework of this paper. It explains how technological, internal, and financial resources contribute to service delivery performance in humanitarian organizations. Drawing on the Resource-Based View, this section integrates evidence from organizational and humanitarian research to establish the conceptual basis for the proposed relationships.

#### *Technological Resources (TRs)*

The nature of the use of the technology makes it acceptable for variant world applications. Technology has a lot of chances to move organizations to a unique position (Panda, 2023).

Digital technologies, devices and software applications that are used in business, education, learning or personal use have a long impact on the communities (Tuomi et al., 2023). Technological resources are becoming a key part of humanitarian services. Many responses to different crises use technology in the design of their implementation (Ababneh, 2018). The technological tools have become a key component in humanitarian services, particularly in Jordan and other developing countries, through providing access to the needed information and enabling more efficient services (Özşahin, Çall and skun, 2022). UN agencies and various humanitarian actors are increasingly integrating technological tools into implementation modalities, such as the distribution of health and winterization services, which require complex operations and considerable time for effective service delivery (Ababneh, 2018)

#### *Internal Resources (IRs)*

Internal resources is a key aspects that impact organizational performance (Ongeti & Machuki, 2018); it was defined as resources that improve the organization's competitive advantage; it could include technological, financial resources, physical and human resources (Wambugu & Wangari, 2024). It's also defined as a productive factor needed to achieve an activity or a way to support organizations to achieve their outcomes. Organizations categorize resources into external and internal resources (Bolo Awino, 2015). Internal resources can be divided into different types: reputation resources, technical resources, and human resources. However, other research has considered culture to be one of the key types of internal resources that can take organizations to competitiveness (Samad, 2022). Also, the type of internal resources for a successful business can be people, information, and information technology (Galli, 2021).

The literature generally discovered that organizations' decisions for allocation of internal resource are inefficient, and organizations' inefficiency in resource allocation differs in their level (Galli, 2021). Internal resources are considered the prime factor to maintain a competitive advantage for organizations. It's also considered as the main reason for improving performance; deferent research indicates the importance of including human capital and innovation for organizations' success (Samad, 2022). Developing countries are required to use advanced technologies and resources to sustain the competitive advantages of their work (Liu et al., 2019). There is a dependency relationship between the strategic decisions that make the organizations enter a larger competition opportunity and the ability to carefully choose adequate internal resources (Pigatto et al., 2019).

#### *Financial Resources (FRs)*

Financial resources is the organization's ability to reduce the cost of goods and services compared to other actors (Kiarie Mwangi & Queen Omwenga, 2022). With the decrease in humanitarian funding for the Syrian Crisis, the humanitarian needs are increasing, financial capacity is considered one of the organization's resources that provide the primacy for growth and development. It's essential to generate the required value and to improve the organization's performance (Mwangi & Omwenga, 2022). It's important to define and measure the financial capacity factor to understand and determine its impact on the organization's performance and services. (Guerrero, Amaro, Kong, Khachikian and Marsh, 2023).

Financial capacity for humanitarian actors refers to all the funds, grants and donations from donors to targeted groups. Donors are considered the source of financial capacity, highlighting the importance of efficient management of these financial resources. The humanitarian actors must ensure that the financial resources strategically allocated to better performance address the needs of targeted populations (Negi, 2022a). Using existing financial capacities in an efficient way requires identifying appropriate tools. To adopt these at scale, humanitarian actors will need to change operating models and their approach to project design (OXFAM, 2023).

#### *Service Delivery Performance (SDP)*

In general, service management is classified as one of seven functional subdisciplines in management. This classification places it alongside logistics management, human resource management, marketing management, production and technology management, corporate financial management, and the management of intangible assets. (Rokicki & Nogalski, 2021). Service systems are a key part of the world's economy and people's daily lives. Such systems are usually affected by dynamic networks that involve several server pools and customer divisions. Addressing operational management challenges can be highly complicated and lead to unmanageable models (Zychlinski, 2023)

#### *Integrating the Framework*

Building on the RBV, the literature review provides a theoretical framework in which TRs, IRs, and FRs influence SDP. These aspects created a unified resource-leveraging system that together ensures the efficacy of humanitarian services.

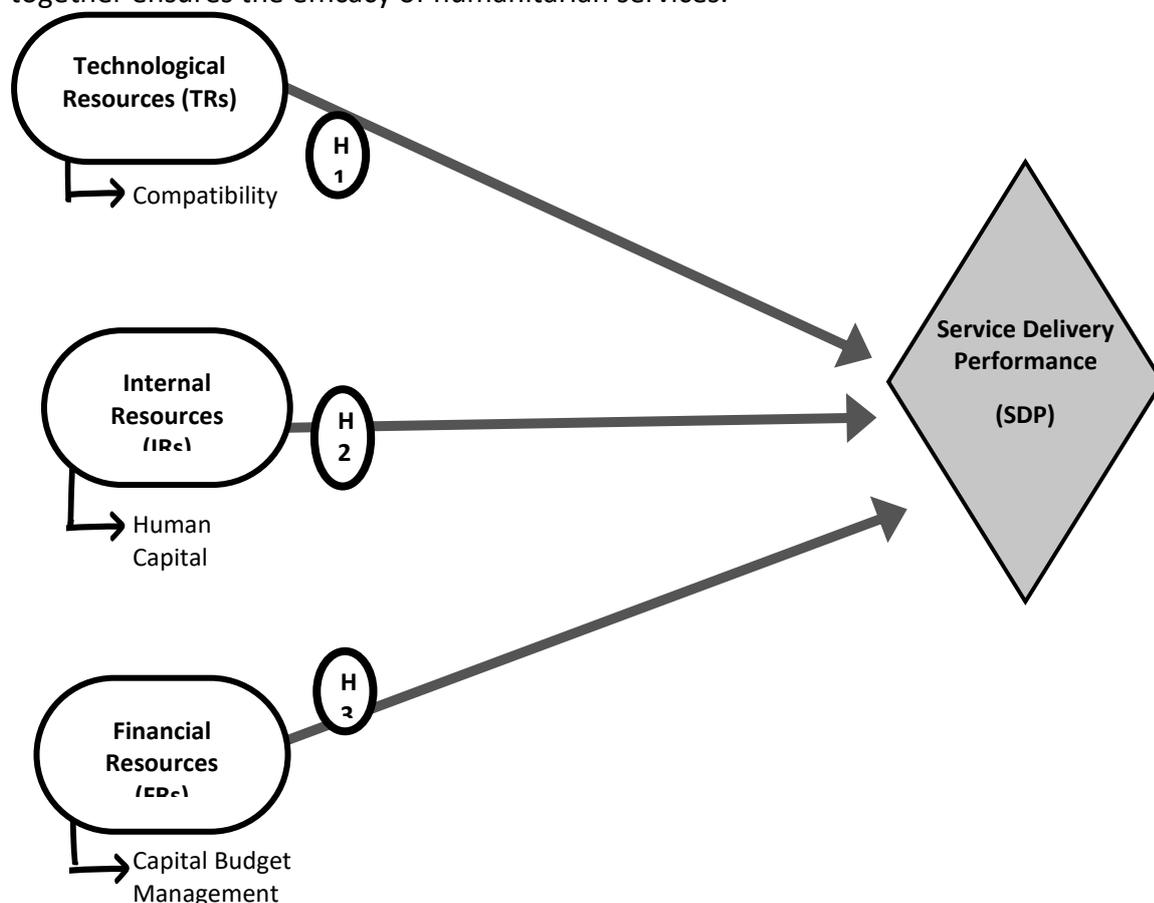


Figure 1. The Conceptual Framework for Service Delivery Performance in

### **Humanitarian Responses**

As reflected in Figure 1, TRs, IRs, and FRs are the foundation for the organizational performance. This combined approach illustrates how organization resource integrated together to enhance service delivery performance within humanitarian organisations.

#### *Research Gap*

Technological resources are considered a key pillar for service provision in a humanitarian context; however, the limitation to access the appropriate technologies continues to affect the operational effectiveness (Barney, 1991; Oliveira & Martins, 2011). Different research indicates that inadequate technological systems, information management tools, and technological infrastructure restrict organizations' ability to plan, monitor activities, and respond efficiently to humanitarian needs (Oxfam, 2023). In many humanitarian contexts, weak technological infrastructure reduces the accuracy and making the decision-making slow, this is negatively affecting service delivery outcomes (Oliveira & Martins, 2011). Despite this recognition, disparities in technological access and capability remain prevalent, pointing to a significant gap in the literature regarding how targeted technological investments can consistently improve service delivery performance across humanitarian organizations (Oxfam, 2023)

### **Discussion and Implications**

This section discusses the theoretical and practical implications of the proposed framework, grounded in the Resource-Based View. It highlights how technological, internal, and financial resources collectively influence service delivery performance and underscores the relevance of these relationships for humanitarian organizations, policymakers, and researchers.

#### **Theoretical Discussion**

From a conceptual perspective, this study highlights the importance of the Resource-Based View by illustrating how the collective availability of organizational resources shapes performance outcomes in complex humanitarian contexts. According to RBV, differences in performance arise from variations in access to and utilization of resources that are valuable, scarce, difficult to replicate, and non-substitutable (Barney, 1991). Applying this perspective to humanitarian settings provides a broader understanding of how resource deployment influences organizational effectiveness.

#### *Practical Implications for Humanitarian Organisations*

For humanitarian managers and decision-makers, the proposed framework offers several practical insights. First, it highlights that investments in technology should be viewed as strategic drivers of performance rather than purely operational tools, as interoperable systems that support real-time information sharing across organizations can enhance coordination, minimize duplication, and strengthen decision-making processes.

Second, the importance of internal resources—particularly human capital—suggests that capacity-building efforts should receive equal attention alongside financial and logistical planning. Humanitarian organizations that promote cross-functional learning and adaptive management practices are better positioned to maintain service continuity and effectiveness (Chege et al., 2020; Khatri et al., 2023).

Third, financial resources need to be managed strategically to support collaborative workflows instead of fragmented operational structures. Approaches such as pooled funding arrangements, flexible budgeting mechanisms, and results-based financing can contribute to improved service quality and broader program reach (ALNAP, 2022; Oxfam, 2023)

#### *Research Implications and Future Directions*

This study identifies several research gaps that can be addressed in future work. Empirical investigations are needed to test the relationships proposed in the conceptual framework. Further research may also explore how digital transformation reshapes coordination processes or how cultural and institutional contexts interact with the Resource-Based View alongside other theoretical perspectives.

Overall, the discussion demonstrates how the proposed framework enhances understanding of performance dynamics within humanitarian organizations by offering a strategic lens on the interaction of organizational resources and service delivery outcomes. The following section concludes the paper by summarizing the study's key contributions, limitations, and implications, and by outlining directions for future research and practical application.

#### **Conclusion**

This review advances both conceptual and practical understanding of how organizational resources collectively shape service delivery performance in humanitarian contexts. Drawing on the Resource-Based View, the study integrates existing literature to propose a theoretical perspective that explains how technological, internal, and financial resources function as strategic drivers of improved service delivery.

From a theoretical standpoint, the review contributes to humanitarian management literature by connecting RBV with organizational resource configurations within a single conceptual framework. This approach moves beyond traditional resource-specific analyses by presenting a more integrated perspective in which internal resources interact dynamically with broader contextual factors influencing performance.

From a practical perspective, the proposed framework provides humanitarian organizations with a structured lens for assessing and strengthening operational effectiveness. It underscores the importance of investing in digital systems, enhancing workforce capabilities, and adopting sustainable financial management practices that support coordination and collaboration. The framework also highlights that consistent service delivery performance depends on stable and well-aligned resource allocation. For policymakers, the findings offer guidance on how supportive regulatory and institutional arrangements can improve efficiency, accountability, and overall humanitarian impact.

Despite drawing on a broad body of literature, this study has limitations. As a conceptual review, it does not empirically test the proposed relationships, creating opportunities for future research to validate and refine the framework using quantitative or qualitative methods. Future studies may also examine how variations in cultural context and crisis intensity influence performance outcomes across different humanitarian settings.

In summary, this review enhances understanding of how organizational resources interact to influence humanitarian service delivery performance. The synthesized framework offers researchers and practitioners a comprehensive foundation for evaluating, managing, and improving humanitarian outcomes, contributing to ongoing efforts to build more adaptive and effective humanitarian systems capable of responding to complex contemporary crises.

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