

**STAFF QUALITIES AND MANAGEMENT OF INTERNALLY DISPLACED PERSONS
IN HARGEISA SOMALILAND**

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Masters of Human Rights and Development

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DECLARATION A

"This thesis is my original work and has not been presented for a Master Degree or any other academic award in any University or Institution of Learning".

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Date

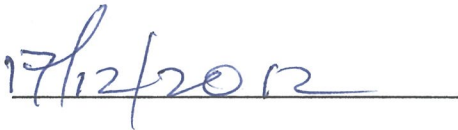
DECLARATION B

"We confirm that the work reported in this thesis was carried out by the candidate under our supervision".

A handwritten signature in blue ink, appearing to read "R. A. H. (DR)", is written over a horizontal line.

Name and Signature of Supervisor

Name and Signature of Supervisor

The date "17/12/2012" is handwritten in blue ink over a horizontal line.

Date

A horizontal line intended for a handwritten date.

Date

DEDICATION

I dedicate this book to my beloved Dad, brothers, who have all worked tirelessly in this academic achievement and to my dear sister juweriya. Who have helped me through academic struggle morally and financially.

ACKNOWLEDGEMENT

Firstly, thanks to the Almighty Allah for making possible the once 'impossible' dream I had in mind some years ago, as well for seeing me through this study.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

BACKGROUND OF THE STUDY

Application of statistical control came later as a result of World War production methods, and were advanced by the work done of W. Edwards Deming, a statistician, after whom the Deming Prize for quality is named. Joseph M. Juran focused more on managing for quality. The first edition of Juran's Quality Control Handbook was published in 1951. He also developed the "Juran's trilogy," an approach to cross-functional management that is composed of three managerial processes: quality planning, quality control and quality improvement. These functions all play a vital role when evaluating quality.

Quality, as a profession and the managerial process associated with the quality function, was introduced during the second-half of the 20th century, and has evolved since then. Over this period, few other disciplines have seen as many changes as the quality profession.

The quality profession grew from simple control, to engineering, to systems engineering. Quality control activities were predominant in the 1940s, 1950s, and 1960s. The 1970s were an era of quality engineering and the 1990s saw quality systems as an emerging field. Like medicine, accounting, and engineering, quality has achieved status as a recognized profession

The number of IDPs in Somaliland is currently estimated at 40,000. Between January/March 2007; new IDP arrivals were reported during the fighting in Mogadishu thus exact numbers are unknown. IDPs and returnees live in very poor conditions – often in urban areas with inadequate water and sanitation and lacking income opportunities and access to

Basic social services. Many also lack protection (usually provided by their clan). A national policy on IDPs is still being drafted by the Somaliland authorities in consultation with aid agencies. The resources for IDP programmers continue to be limited and affect a Comprehensive response. The current standing of the MRRR and the Hargeisa Municipality is to relocate two temporary settlements in Hargeisa. Consultations are ongoing to reach a Consensus between the government and the humanitarian community on how best to help The IDPs. A joint Taskforce has been working to develop a joint programmer to respond in a Multi-sect oral manner to the problem of IDPs in Hargeisa including the resettlement of the two temporary IDP sites (Statehouse and Stadium) during a pilot phase.

Management finds its role in this system because there are different contributory factors to be combined in the effective conduct of economic and social activities. There are the land and buildings, and the materials, whether used in raw state direct from natural sources or as the outcome of synthetic processes; the plant and equipment, machine tools, or in the case of distribution, ships, rolling-stock and motor vehicles. Such factors of production and distribution are not of themselves productive - they need the skill and effort of man. The human effort in part directed to the manipulative and operative tasks, and in part to the mental processes of designing, calculating, drafting, planning, corresponding, selling, deciding, managing. It is the pervasiveness of this human element that gives management its special character as a social process. However these human forces are employed, they need to be unified, co-ordinated, welded into a team effort and directed effectively towards a given purpose. In this lies the role of management.

The citizens of any community are "producers" when regarded as employers, managers, shareholders, or employees and workers; but they are "consumers" (of themselves and through their families) when they give their attention to spending their earnings.

Neglect of the "consumer" aspect lies at the root of much of the topsy-turvy popular economics of our times, a topic which is outside the scope of the present volume.

Management cannot afford to neglect the consumer interests in the daily conduct of its job, because their failure may well result in the breakdown of the whole system.

However the staff must be attained and providing policy for decisions on economic direction, for establishing an organization (simple or complex) with plans and programmers' for production and distribution, planning of rooms,equipment,material supplies, and storage or transport facilities, teams of operatives and staff appropriate to the work to be done, motivation (leadership) of such teams, co-ordination of effort and outcome, financial provisions, means of assessing results.Both,in other words, are managers so that this is results a good management.

Statement of the problem

Somaliland has got great number of internal displacement persons (IDPS) in all the big cities. The government of Somaliland and the other united nation agencies are helped the IDPS in the country.

However the of internal displaced persons are faced many problems such as toilets and water supply, and also the primary education is not effective in these area and these results deceases.

And the main causes that contributed this problem are lack of governmental regulation, and poor management of IDPS.

In addition the relationship between staff qualities and management of internally displaced persons has not received adequate research expertise and attention in Somaliland

Purpose of the study

The purpose of this study was to assess the relationship between staff qualities and management effectiveness and to find out whether it improves the management effectiveness of the internal displacement persons (IDPS) in hargeisa Somaliland

Objectives of the study

Generative Objectives

To correlate staff qualities and the management of the internal displacement persons (IDPS) in Hargeisa Somaliland

Specific Objectives

1. To determine the profile respondents in terms of , age ,gender ,education
2. To determine level of staff quality in the IDPS of Hargeisa Somaliland
3. To determine the level of management in the IDPS of Hargeisa Somaliland
4. To determine if there is significance relationship to in the level of staff quality and the management of IDPS in Hargeisa Somaliland

Research questions

- 1) What is the profile of the respondents?
- 2) What is the level of staff quality in the IDPS?
- 3) What is the level of management in IDPS?
- 4) Is there a significant deferent between staff quality and the management of IDPS?

Hypothesis

There is no significant difference between in the level of staff quality and the management of IDPS so that if there is no staff quality there is no good management

Scope of the study

Geographical

The study was carried out in Hargeisa, which is capital city of Somaliland (northern region of Somalia) which is most internally displaced persons camps is exist

Theoretical prospective

Management theory of (John Baldon 1973) the management will be effective when the staffs are well equip and perfumed their duty in effective way.

Content scope

This study was taken to assess staff quality has been effected the management of internal displacement persons (IDPS) in Hargeisa capital city of Somaliland (northern region of Somalia). The study took into staff qualities or experience and how fields have been affected by the management of internal displacement person's camps.

Time scope

This study will cover one and half month start from November up to December 15

Significance of the study

This study important because it evaluates problems which need to be addressed. The study help people to know the problem that internal displace people are under live with. It is essential for nongovernmental organizations those help the internal displacement persons and they get information the best area the AID is suitable. The study is also relevant to those researchers who are going to conduct a lively hood related research in the area also stand to benefit from this study.

Finally the study will help the government to know how to make new policies to help the internal displacement persons.

Operational definition of key terms

According to this study, and the understanding of the concept we have adopted the definition of staff as a group of people employed by a company, individual, etc, for executive, clerical, sales work, etc.

My operation definition is a group of people employed by a same place.

Quality refers to as an essential or distinctive characteristic, property, or attribute: the chemical qualities of alcohol or character with respect to fineness, or grade of excellence: silks of fine quality. An more over quality is high grade; superiority; excellence: experience, education etc.

My operational definition is grade of excellence: silks of fine quality. An more over quality is high grade; superiority; excellence: experience, education etc

According to the researcher's understanding of the management, it refers to as a the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing and staffing.

Management can be defined as the concept of leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources and natural resources.

My standard definition is management is human management not machine and is planning, organizing, leading, and controlling

It also involves human management not machine and is planning, organizing, leading, and controlling

IDPS is the internal displacement person's camps

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, opinions and ideas from Authors and experts

Staff qualities

Staff qualities refer to the ability of worker to do his work excellently and include staff education, staff performance, and staff experience.

In according to BRUCE A. RITTER(2003) is stated ten characteristics of valuable employee. These ten traits are just a few of the many qualities employers and managers desire in their workers. Practice them. Make them a part of your thinking. Doing so will dramatically increase your worth in the eyes of current and future employers.

Listening to instructions: Have you ever noticed that mistakes on the job are usually followed by someone saying, "Oops, I thought you said..."? Mistakes and accidents are often the result of people failing to pay attention to what they are told. Misunderstandings and miscommunications can be avoided if everyone simply applied this basic biblical instruction: "...let every man be swift to hear, slow to speak

It is human nature to speak and react first, and then listens later (if at all). Rather than taking the time to consider the circumstances of any given situation, people tend to rush to judgment.

How many times have you said something to someone, only to have them jump to the wrong conclusion? God's Word addresses this: "He that answers a matter before he hears it, it is folly and shame unto him

It is a rare person who waits and listens before acting. Yet, carefully listening to instructions will reduce mistakes and prevent accidents. It also shows respect to those attempting to guide you. As managers see that you are patiently listening to them

without interruption, they will be assured that you are taking them and your duties seriously.

Taking responsibility: Unfortunately, many (if not most) employees do just enough work to get by—just enough to justify receiving a wage. This can be seen in today's mass-produced products, which do not reflect the quality and care of individual craftsmanship.

If you want to improve your value as an employee, then know your duties inside and out and pay attention to detail. The more you know what to do and when to do it, the more it allows your supervisor to devote his attention to other areas in the company.

Avoid "tunnel vision"—focusing on your job and your job alone. Instead, be aware of the responsibilities of your co-workers and recognize how your duties affect their workload.

When things go wrong, most people will follow their human nature and shift the blame to others. Yet, valuable employees are not afraid to take responsibility for their actions.

Taking initiative: Generally, there are two types of workers—those who wait to be told what to do, and those who think things through and keep busy by constantly finding tasks that need performing. In an age when most workers—both teens and adults—do as little as possible, and then only when told, a self-motivated employee automatically sets himself apart from the crowd. He has a reputation for looking out for the employer's best interests and putting customers first.

There is a saying that goes like this: "Give a busy man more work, as it is likely to be done efficiently." Those who show initiative—who hunt for ways to solve problems, to improve things, and to be more efficient—are most likely to be given more responsibility—even a promotion.

Giving credit to others: Just as people tend to point their fingers at others when things go wrong, these same people will take credit for the good work of others. That is a sad fact of life, yet so true.

But consider what the apostle Paul was inspired to write: "Let nothing be done through strife or vainglory; but in lowliness of mind let each esteems other better than themselves. Look not every man on his own things, but every man also on the things of others

Practice giving credit to others. Whenever you are complimented for a job well done, always share the spotlight with those who helped you succeed. This will improve and strengthen morale among your fellow employees. It will also build trust among them, for they will be confident that you will look out and speak up for them, especially when no one else will.

Being responsive: There was a time when, if someone said, Thank you, the other person would reply, you're welcome." But not anymore. Today, people usually reply with Uh-huh or Sure or some other statement. It is as though they lack the common courtesy to respond properly.

Social interaction is becoming a lost art. Too often, people specially teens and young adults who were not taught better—do not know how to interact with others.

When someone addresses you, kindly respond. Let that person know that you heard him. This is common courtesy. This alone will set you apart from others who routinely say nothing, but stare blankly into space.

Responding to people is just another way of showing them that they matter. Believe it or not, some customers will determine how much business they will bring to your place of employment based on how well you treat them. Think about it: If you were in the market to buy a new jacket, where would you rather shop at a store that hardly recognizes your human existence, or at one that treats you with warmth and respect?

Performing your duties cheerfully: Some people are naturally upbeat, positive and easy to be around. On the job, such individuals are usually well liked by their peers and acquaintances. Do you know why? It is because no one wants to work around someone who maintains a surly or negative attitude. Pessimism breeds more pessimism. Likewise, positive, cheerful attitudes can also be contagious.

After being delivered from slavery in Egypt, ancient Israel constantly grumbled and complained as they made their way to the Promised Land. Their murmurings led to contempt for God's leaders, and ultimately gave way to rebellion.

When Israel sent twelve spies to scout out the Promised Land, ten of them brought back a negative report, while two—Joshua and Caleb—brought back a good report. All twelve spies saw the same things, but the majority focused on the negative while the few looked at the positive. This caused Israel to murmur, whine and complain. This quietly led to rebellion. God had to sentence His people to wander in the wilderness for 40 years, so that a new generation—one that would appreciate His many blessings—would take their place and conquer “the land of milk and honey.”

At work, as in life, things sometimes go wrong. Problems need to be solved. No one (especially an employer) wants to work with people who only see problems, but not solutions.

Consider: All jobs and professions have at least one thing in common—their purpose is to solve problems. The greater and more complex the problems, the greater the demand and the higher the income for the positions needed to solve them. Yet, amazingly, many routinely gripe and complain about tasks they think are beneath them. They never stop to think that if such tasks did not need to be resolved, they would be out of a job!

If everyone kept this in mind, they would appreciate why they were hired in the first place, and the workplace would be a more pleasant environment.

Being dependable: Supervisors can tell you horror stories about employees who habitually call in sick or arrive late.

By your actions, show people that they can depend on you, and that you keep your commitments. Arrive to work on time, return phone calls, and perform tasks on time—remember that simple commitments are important, too.

In addition, no matter what you are assigned to do, strive to achieve a consistent level of quality and excellence. Be known for performing tasks well all the time.

Staying healthy: Whenever an employee is sick and takes time off from work, his co-workers will have to cover for him. They will have to do his duties, in addition to fulfilling their own duties. If he makes a habit of calling in sick, his fellow workers will start to resent him, and morale will suffer. You can avoid this by simply eating healthy, staying away from junk food, getting plenty of rest, exercising, etc.—in other words, by doing all that you can to prevent sickness.

That said, if you do come down with an illness that can spread to others, don't go to work until you are feeling better. Going to work while sick might seem admirable, but you could end up passing your illness on to other employees. Think of it this way: It is far better to have just one person stay home sick than it is to have several employees miss work due to catching an illness that could have been avoided.

Becoming self-disciplined: Society offers plenty of things to attract our attention—the Internet, television, cell phones, etc. But a good employee is one who stays on track. He doesn't allow things outside the job to creep in and steal his time, attention and energy from doing what he has been hired to do. He remains focused.

Exceeding expectations: Too many workers do only what they are required to do, and nothing more. You can instantly increase your value to the company by going above and beyond what is expected of you, such as being willing to take on duties that others refuse to do.

Notice what Jesus Christ taught about profitable servants: "But which of you, having a servant plowing or feeding cattle, will say unto him by and by, when he is come from the field, Go and sit down to meat? And will not rather say unto him, Make ready wherewith I may sup, and gird yourself, and serve me, till I have eaten and drunken; and afterward you shall eat and drink? Does he thank that servant because he did the things that were commanded him? I think not. So likewise you, when you shall have done all those things which are commanded you, say, we are unprofitable servants: we have done that which was our duty to do.

This Author is not mentioned the staff experience and it is important the staff qualities and it includes the gaps where this study focused.

The Ultimate Job Security

Remember, today's workforce is largely made up of non-motivated, indifferent, irresponsible laborers who are more concerned with self-interests than with the interests of others.

You have an advantage over young people in the world—you have access to God's truth. Each of these ten character traits are based on His Word. God expects you to develop them. He even offers to help you do this. He knows that if you yield to Him now, He can use you as a future "employee" in the millennium, leading and guiding humanity in the only way that produces permanent peace and real happiness—God's Way.

The ten hallmarks of valuable employees will automatically set you apart from the crowd. They will increase your value in the job market, and will provide you with job security. And they will also help you become an effective worker and leader in the world tomorrow

Management effectiveness

The management refers to the planning, organizing and staffing, while the effectiveness refers the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression.

The planning skills including, goal setting, resource allocation, while Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources takes place. All the three resources are important to get results.

In according to Margaret Francis,(2008)he developed management effectiveness and states that

Developing effective management skills to deal with specific challenges and problems of each organization is the urgent needs of many businesses and organizations in the global competitive environment, rapid changing of technology and environment. The new tendency of training and development of successful organizations over the world today is developing effective skills in dealing with specific challenge of their own organization to reach their own mission and objectives in the new organization that characterized by networked, flat, flexible, diverse, global organization.

Effective Management Skills” to help people and organization improving their own effectiveness and efficiency.Globalisation and rapidly developing technology shows we are in a period of intense competition. Proper management is vital in these complex environments. The quality of manager and effective management styles can determine the culture of the organization, the productivity of its staff, and, ultimately, success or failure. A manager should have the ability to direct, supervise, encourage, inspire, and co-ordinate, and in doing so facilitate action and guide change. Managers develop their own leadership qualities and those of others. Management utilizes planning, organizational and communications skills. These skills are important in leadership also,

but even more so are qualities such as integrity, honesty, courage, commitment, sincerity, passion, determination, compassion and sensitivity.

CHARACTERISTICS OF ACTIVE MANAGER OF IDPS

An effective manager should have the following skills.

1. Creative Problem Solving Skills: (1) Describing and analyzing a problem, (2) Identifying causes of a problem, (3) Developing creative options and choosing the best course of action, and (4) Implementing and evaluating effective and efficiency of the decision.
2. Communication Skills: (1) Listening skills, (2) Presentation skills, (3) Feedback Skills, (4) Report writing skills.
3. Conflict Management Skills: (1) Identifying sources of conflict – functional and dysfunctional conflicts, (2) Understanding personal style of conflict resolution, (3) Choosing the best strategy for dealing with a conflict, and (4) Developing skills in promoting constructive conflicts in organization and teams.
4. Negotiation Skills: (1) Distinguishing distributive and integrative negotiations, position and principle negotiation, (2) Identifying common mistakes in negotiation and ways to avoid them, (3) Developing rational thinking in negotiation, and (4) Developing effective skills in negotiation that benefits all parties involved.
5. Self-Awareness and Improvement: (1) Understanding the concept of self-management, (2) Evaluate the effectiveness of self-management, (3) Developing creative and holistic thinking, (4) Understanding the importance of emotions in works as well in self-development, (5) Understand of self-motivation, and (6) Effectively managing self-learning and change.

There are certain other qualities required for a good manager to manage his staff.

Planner

A Manager has to take a long-term view; while a team member will be working towards known and established goals, the manager must look further ahead so that these goals are selected wisely. By thinking about the eventual consequences of different plans, the manager selects the optimal plan for the team and implements it. The manager ensures that work is not repeated nor problems tackled too late, and that the necessary resources are allocated and arranged.

Provider

The Manager has access to information, which the team needs. The role of a manager is important because authority, which the manager holds uniquely within the team and the manager, must exercise the power for the benefit of the team for the effective productivity.

Theoretical prospective

In my study is based on the theory of (John Baldon 1973) this theory is talking about the management will be effective and good when the quality of the staff is good and well performed.

Staff training and development

Recruitment takes place from the point when a business decides that it needs to employ somebody up to the point where a pile of completed application forms has arrived in the post. Selection then involves choosing an appropriate candidate through a range of ways of sorting out suitable candidates leading to interviews and other tests. Training involves providing a range of planned activities that enable an employee to develop the skills, attitudes and knowledge required by the organisation and the work required.

Recruitment

Attracting the right candidates to apply for a job can be an expensive process. It is even more expensive when done badly because when unsuitable candidates apply for a job, then the post may need to be re-advertised - so it is best to get it right first time. The starting point is to carry out job analysis to identify the sorts of skills, knowledge and essential requirements that someone needs to have to carry out a job. These details can be set out in a job specification, which is passed on to recruiters - it gives them a picture of the ideal candidate.

A job description is also helpful because it sets out:

The job description can be sent out to potential candidates along with a person specification, which sets out the desirable and essential characteristics that someone will need to have to be appointed to the post.

A variety of media will be used to attract applications e.g. national newspapers for national jobs, and local papers and media for local posts.

Job advertisements set out such details as:

- location of work
- salary
- closing date of application
- how to apply
- experience required
- qualifications expected
- duties and responsibilities.

Selection

Selection simply involves choosing the right person for the job. Effective selection requires that the organisation makes the right prediction from data available about the various candidates for a post.

Research indicates that the most valid form of selection method is the use of an assessment centre where candidates are subjected to a variety of test including interviews, group exercises, presentations, 'in-tray' exercises, and so on. Psychometric (personality) tests have become increasingly popular in the UK in recent years and are often used alongside other tests.

Interviews will be most successful when they are tightly related to job analysis, job description and the person specification.

In-tray exercises can be used for candidates to respond to work-related and other problems, which are presented to them in an in-tray to be processed.

Training

Training for employment is very important. In a modern economy like our own the nature of work is constantly changing. New technologies mean that new work skills are constantly required. To succeed in business or in a career, people will need to be very flexible about where they work and how they work, and to constantly change the range of skills they use at work.

There are basically two types of training:

On the-job training

Employees develop and improve their work skills whilst actually doing the job in question. For example, word processor operators rapidly improve their skills by constant practice. A supermarket till operator quickly learn effective practice by working alongside a more skilled mentor.

Off-the-job training

Employers will often encourage their employees to develop their skills through off-the-job training courses. For example, a trainee may be allowed to attend a day-release course at the local college. This might apply to a wide range of different skills including hairdressing, banking, insurance, electrical work and plumbing

And the other theory of (elazebit hill 1980) and states Strong managing skills are the foundation of every business industry. The management team is considered the core of a business management model. They are the people that hold the business together and make sure it is successful. It takes a unique individual to successfully manage a business. To be a manager one must have technical, human, and conceptual skills. Management is classified as the act of planning, organizing, leading, and controlling the use of resources to accomplish performance goals.

Related studies

The faculty of law of university of hargeisa (2010) conducting a study on the relationship between staff qualities and management effectiveness of the IDPS CAMPS in Djibouti. 40% of the respondents are claimed that there is no relationship between staff qualities and management effectiveness while 60% are claimed there is a relation between staff qualities and management effectiveness.

CHAPTER THREE

METHODOLOGY

Research design

This study was adopt quantitative approach and will employ *descriptive survey design* since it involves a large sample and *descriptive comparative design* that will describe the level of difference between staff qualities and management effectiveness. Also, this study will employ *Descriptive Correlation design* to portray the level of relationship between staff qualities and management effectiveness. Finally *ex-post-facto* will be used in this study as long as the researcher has no control of the variables and only will use the facts that will find from the field.

Research population

This study purposely selected HARGEISA DISTRICT (which is capital city of Somaliland), ministry of planning, and local government which is most IDPS staff are there.

The target population is 500 staffs. 200staffs are the ministry of planning while 300 is the local government.

The subject of this research is human whether male or female

Sample size

Sample size of this study comprised about 100; respondents which are derived from 134 staffs are the target population.

According to Mugenda&Mugenda, (2003), this says that sample size can be taken by using Slovene's formula

$$n = \frac{N}{1 + N \alpha^2} \quad n = \frac{134}{1.335}$$

$$n = \frac{170}{1 + (134 \times 0.05^2)} \quad N = 100$$

Population category	Sample size
Ministry of planning	50
Local government	50
TOTAL	100

Sample procedure

In this study used the simple random because the researcher can get all respondents in other words the researcher have access for entire respondent.

In other hand to avoid bias of the respondent, the researcher is use simple random sampling. This will ensure that each member of the respondents has an equal independent chance.

Research instrument

The research was done by using the data collection methods which

Questionnaire

The questionnaires were used to collect data from the community under consideration of the study to get the opinion of the staff at large while personal inter views were taken from the view of the official of the internal displacement persons (IDPS).

Validity and reliability

The study used 3 judges whereby the first judge agreed that 17 items of the 19 items were valid, second judge agreed that 18 items and lastly third judge agreed that 16 items were valid. In addition to the inter-judge individual coefficient of validity, the average results of CVI are indicated in table 2.

Table 2
Computation of Content Validity

Judges	number of items declared valid	÷ Total no. of items	= Inter-judge individual coefficient validity
1 st Judge	17	19	.89
2 nd Judge	18	19	.94
3 rd Judge	16	19	.84
Total inter-judge individual coefficient of validity-----			2.67

Source: primary data

Therefore, average CVI = $\frac{\text{Total inter-judge individual coefficient of validity}}{\text{Total number of judges}} = \frac{2.67}{3.00}$

CVI ----- = **0.89**

For the instrument to be accepted as valid, the average index should be 0.7 or above. Therefore, since CVI is 0.89 then the instrument used in this study is valid.

Reliability is the degree to which an instrument consistently measures whatever it is measuring. An instrument is reliable if it produces the same results whenever it is repeatedly used to measure trait or concept from the same respondents even by other researchers. To ensure reliability, the two instruments were pre-tested by administering them to 8 respondents in special protection unit (SPU) in Hargeisa, Somaliland. Reliability of the data collected was tested using the Cronbach's coefficient alpha (α), computed using SPSS.

Table 3
Computation of Reliability
Cronbach's alpha coefficients for Reliability of Instruments

Construct	Number of Items	Cronbach's alpha
1. Police Activities		
1A. torture	2	0.89
1B. arbitrary arrest	2	0.93
2. Human rights protection	4	0.85

Source: primary data

Results in table 3 indicate that the instrument had a high degree of reliability, with all Cronbach's alphas for all items greater than 0.8, which is the minimum Cronbach's alpha required to declare the instrument reliable.

Date gathering procedure

The researcher was done immediately when the introduction letter was secured from Kampala international university. This study was used different data gathering methods, both primary and secondary data collection.

Primary data collection

According to Ryerson (2007:1), primary research is collected specifically at study at hand. It is obtained by the researcher either observing studied subject or phenomenon or communicating directly or in directly to the subject.

In this study primary research was conducted using two methods

Pointed out by van cleave (2006:1), survey, and personal interview, during the study. Survey was conducted by means of questionnaires in the whole staffs, and the personal interview was conducted from the officials of the internal displacement camps.

Secondary data collection

Level Ten design (2006:10) describes secondary research as

The information gathered, through literature, publications and media.

In this study secondary research focused on the information

Collected by the researcher which are relevant to the topic and continued throughout the research; the work mostly comprised literature review of both published or a published document and includes book, journals, news paper, and the internet.

In this study the study of literature constituted the secondary research and it will carry out throughout the study.

Secondary research in this study was conducted in order to understand the staff qualities and its possible impact on the management of internal displacement persons (IDPS) in hargeisa Somaliland (northern region of Somalia)

Date analyses

In objective one the researcher is used Percentage and frequency, because the researcher is focused the profile of the respondents in terms of characteristics. And also objective two researcher is used the mean range statistical, while in objective three used to mean. And lastly objective four the researcher is used for (plcc).

Ethical consideration

Bearing in mind the ethical issues, the researcher provides the respondents with the necessary information as regards the main purpose of the research, expected duration and procedures to be followed, and be in position to keep privacy and not disclose the confidentiality of the respondents.

Limitation of the study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

1. **Extraneous variables** which was beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
 2. **Instrumentation:** The research instruments on resource availability and utilization are not standardized. Therefore a validity and reliability test was done to produce a credible measurement of the research variables.
 3. **Testing:** The use of research assistants can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants was oriented and briefed on the procedures to be done in data collection.
-
1. **Attrition/Mortality:** Not all questionnaires maybe returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher deserve more respondents by exceeding the minimum sample size. The respondents were reminded not to leave any item in the questionnaires unanswered and was closely followed up as to the date of retrieval.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

INTRODUCTION

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided into two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research questions and objectives.

Demographic characteristics of respondents

In the study, the researcher described the demographic characteristic of the respondents in terms of gender, age and Academic qualification. Respondents were asked to state their demographic characteristics for purposes of classifying and comparing them; thus, the study employed a closed questionnaire to categories respondent's profile and their responses were analyzed using frequencies and percentage distribution as shown in the table below.

Demographic characteristic of respondents

Gender	Frequencies	Percentages %
Male	84	83.2
Female	17	16.8
Total	101	100.0
Age of respondents		
20 – 39	88	87.1
40 – 59	12	11.9
60 and above	1	1.0
Total	101	100.0
Education qualification		
Certificate	1	1.0
Diploma	7	6.9
Bachelors	39	38.6
Masters	54	53.5
Total	101	100.0

Source: primary data

Table two shows that majority of the respondents were male (83.2) and female were 16.8. The findings revealed that male respondents had enough information about IDPS as compared to their female counterparts.

In relation to age, majority of the respondents were aged 20 – 39 with a percentage of 81.7% followed by 40 – 59 (11.9). Respondents aged 60 and above were 1.0%.

As of education qualification, majority of the respondents were Masters holders with a percentage of 53.5% followed by bachelors (38.6), Diploma holders were 7 with a percentage of 6.9% and the least number of respondents were certificate holders with a percentage of 1.0%.

Level of staff quality in the IDPS of Hargeisa Somaliland

The second objective of the study was to determine Staff Qualities in IDPS. The study was broken in to 7 questions and were rated using the scale from 1-4 (4.SA3.A 2.AD 1.D). Respondent's responses were analyzed and described using means and standard deviations s shown in table three.

Level of staff quality in the IDPS of Hargeisa Somaliland (n=101).

Item	Means	Interpretation	Rank
The staff of IDPS in Hargeisa has enough education	2.65	Satisfactory	1
The staff of IDPS in Hargeisa has enough experience	2.54	Satisfactory	2
The staff of IDPS in Hargeisa has a performance	2.65	Satisfactory	1
The staffs of IDPS in Hargeisa has enough training	2.50	Satisfactory	3
The staffs of IDPS in Hargeisa has enough qualification	2.45	Satisfactory	4
The staff of IDPS in Hargeisa has enough equipment	2.21	Fairly satisfactory	6
The staff of IDPS in Hargeisa have enough decision making	2.30	Fairly satisfactory	5
Mean	2.21	Fairly satisfactory	

Source: primary data

Mean range	Response mode	Interpretation
3.26-4.00	Strongly Agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fairly satisfactory
1.00-1.75	Strongly disagree	Unsatisfactory

Table three shows that staff of IDPS in Hargeisa has enough education was ranked first with a mean of 2.65 interpreted as satisfactory. This means that staff with in IDPS Hargeisa has enough education. This can be attributed to the improvement in the education system in Somaliland and the open Education system that has enabled very many people from Somaliland to enjoy Education within and outside Somaliland.

The staff of IDPS in Hargeisa has a performance was also ranked 1 with a mean of 2.65 interpreted as satisfactory. This meant that the staff in Hargeisa is very active due to the education they acquire from various institutions in both Somaliland and other parts of the world mainly East Africa and the rest of Africa.

The staff of IDPS in Hargeisa has enough experience was ranked 2nd with a mean of 2.54 interpreted as satisfactory. This means that most of the staff working in Hargeisa has attained enough working experience to serve the people in IDPS. This experience also goes handy with the good education acquired over the years.

The staffs of IDPS in Hargeisa has enough training was ranked 3rd with a mean of 2.50 interpreted as satisfactory. This means that most of the staff working with IDPS have enough training to serve the people in IDPS. This can be attributed to either their experience they went through during the same situation (barring in mind that Somaliland is a stable state but has also gone through hash times) or their experience they attained from school and working with other organization.

The staffs of IDPS in Hargeisa has enough qualification was ranked fourth with a mean of 2.45 interpreted as satisfactory. This can be attributed to the fact that many of the staff of IDPS has attained enough education as earlier indicated with a 2.65 above.

The staff of IDPS in Hargeisa have enough decision making was ranked 5th with a mean of 2.30 interpreted as fairly satisfactory. This means that much as the staff in Hairgesia has an element of decision making in them, they do not enough power in decision making. This affects their work in service provision making it hard to meet the daily needs of the people in the IDPS.

The staff of IDPS in Hargeisa has enough equipment was ranked 6^h with a mean of 2.21 interpreted as fairly satisfactory. This means that much as the staff of IDPS is highly qualified, with enough experience, there is still a problem with equipments. This is because many organizations still have financial problems to sustain their organizations with enough equipment hence making it hard for the service providers to do their work.

The total mean of Staff Quality was 2.21 interpreted as fairly satisfactory. This means that although the staff working with IDPS has the various Education qualification, abilities and other capacitating, there is a possibility that they do not have the needed quality to fully effect performance on IDPS in Hargeisa.

Level of management in the IDPS of Hargeisa Somaliland

The fourth objective of the study was to determine Management effectiveness among staff in Hargeisa working with IDPS. Management Effectiveness was measured using 8 quantitative questions and respondents were requested to state the extent to which they agree or disagree with the statement by making the best explanation of their perception. All items were rated using 4 scales rating from 1-4 (4.SD 3.D 2.A 1.SA). Respondent's responses were analyzed and described using means and standard deviations as shown in table four.

Level of management in the IDPS of Hargeisa Somaliland (n=101)

Indicator	Means	Interpretation	Rank
Ability to carry out active work	2.81	Satisfactory	1
Ability to distribute physical recourses	2.63	Satisfactory	4
Ability to distribute financial resources	2.48	Satisfactory	7
Ability to allocate resources in the most productive way	2.44	Satisfactory	8
Ability to make resource allocation plan	2.53	Satisfactory	6
Ability to assign group work	2.65	Satisfactory	3
Ability to supervise team or groups	2.67	Satisfactory	2
Ability to organize work effective way	2.61	Satisfactory	5
Mean	2.44	Satisfactory	

Mean range	Response mode	Interpretation
3.26-4.00	Strongly Agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fairly satisfactory
1.00-1.75	Strongly disagree	Unsatisfactory

Table four shows that Ability to carry out active work was ranked 1st with a mean of 2.81 interpreted as satisfactory. This means that staff in IDPS has the ability to carry out active work through provision of services to the people. This can be attributed to the fact that most of the respondents working with in the IDPS are educated and have enough working experience.

Ability to supervise team or groups was ranked 2nd with a mean of 2.67 interpreted as satisfactory. This means that most of the staff had a good standoff while working as team and as leaders due to the fact that many of them had attained enough education extending to a Masters Degree of Education.

Ability to assign group work was ranked 3rd with a mean of 2.65 interpreted as satisfactory. This means that staff working with IDPS has good abilities to assign group work as their supervisors or superiors.

Ability to distribute physical recourses was ranked 4th with a mean of 2.63 interpreted as satisfactory. This means that most of staff has the ability to distribute physical resources as needed by the IDPS.

Ability to organize work effective way was ranked 5th with a mean of 2.61 interpreted as satisfactory. This means that staff working with IDPS has the ability to organize work effectively. This can be attributed to the fact that staff can work under minimum supervision.

Ability to make resource allocation plan was ranked 6th with a mean 2.53 interpreted as Satisfactory. This means that all staff has the ability to allocate and plan for resources in IDPS.

Ability to distribute financial resources was ranked 7th with a mean of 2.48 interpreted as satisfactory. Meaning that the staff in the IDPS has the skills to distribute and manage financial resources.

Ability to allocate resources in the most productive way was ranked 8th with a mean of 2.44 interpreted as satisfactory; Meaning that the staff in IDPS has the ability to allocate resources in the most productive areas and ways.

The total mean was 2.44 interpreted as satisfactory. This means that the staff in IDPS has various abilities in management and leadership that make them capable of serving the IDPS.

Relationship between Staff Quality and Management of IDPS in Hargeisa Somaliland.

The last objective in this study was to establish whether there is a significant relationship between Staff Quality and management of IDPS in Hargeisa. On this, the researcher stated a null hypothesis that "there is no significant relationship between staff quality and management of IDPS in Hargeisa. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for influence of staff quality on management of IDPS using the Pearson's Linear Correlations Coefficient as indicated in table five.

Relationship between Staff Quality and Management of IDPS

Variable correlated	Computed r-value	F-value	Sig.	Interpretation of Correlation	Decision on H₀
Staff quality and management of IDPS	0.655	74.236	0. 000	Positive and significant	Reject

Source: primary data

In the table above, the relationship between the two variables is positive and significant or big enough since the accompanying P-value is less than 0.05 and so we reject the null hypothesis that there is a significant relationship between Staff quality and management of IDPS in Hargeisa Somaliland.

Regression between Staff Quality and Management of IDPS

Variable regressed	Adjusted R square	F-value	Sig.	Interpretation of Correlation	Decision on H ₀
Staff quality and management of IDPS	0.423	74.236	0. 000	Positive and significant	Reject
Coefficients	Beta	t-value	Sig.		
Constant	1.239	7.597	0. 000	Positive and significant	Rejected
Staff quality	0.552	8.616	0. 000	Positive and significant	Rejected

Source: primary data

The linear regression above indicates that staff quality has effects on management of IDPS in Hargeisa. Whereby ($f=74.236$, $Sig=0.000$). The results indicate that all the significant effect depending on the results in the table above for example the constant ($t=7.597$, $sig=0.000$) will result in to a significant change if there is a possibility of improvement in the staff quality of IDPS.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study aims at finding out the staff quality and management of IDPS camps in Hargeisa Somaliland. The researcher formulated the hypothesis in an attempt to find out the facts about the problem under investigation. This chapter also discusses, concludes and gives recommendations on what has been found out both in the field and from the literature review. The researcher also gives recommendations on what has been found out in the field and calculations carried out by the researcher. The results were analyzed and interpreted by taking the hypothesis and supporting it with the relevant data.

Findings

The demographic characteristic of respondents was studied in terms of age, gender and education qualification and the study found out that;

Majority of the respondents were male (83.2%), respondents aged between 20-39 were majority of the respondents (87.1%). On the other hand, majority of the respondents were Masters Degree holders in relation to academic qualifications (53.5%).

The level of Staff Quality was found to be fairly satisfactory with an overall mean of 2.21; while the level of management in IDPS was found out to be Satisfactory with a mean of 2.44.

The findings indicate a significant relationship between the level of staff quality and management of IDPS. This is shown by the fact that the sig. value was less than the maximum sig. value of 0.05 considered in social sciences. (R-value=0.655, sig.value=0.000).

Finally, there was a significant relationship between the influence of staff quality and management of IDPS. This means that total running of IDPS is managed by a well trained, educated, equipped and led staff (quality staff). This further relates to Bruce A. Ritter (2003) ten traits of Staff Quality and Management which spills the importance of a profoundly active and effective staff.

Conclusions

From the purposes of the study, the researcher generated the following conclusions;

Strengths

Most of the respondents were young people ranging from 20-39 years and highly educated from degree to masters indicating that most of the IDPS are managed by educated persons.

The staffs of IDPS in Hargeisa have enough education, performance; have enough experience, enough training and enough qualification. These satisfactory aspects indicate that the IDPS staffs in Hargeisa have enough qualification and can perform the required duties if properly equipped.

The staff of IDPS in the stipulated research areas was found out that they had different abilities which included leadership, team work proving that they were satisfactorily good managers and could run the functions of IDPS.

Weakness

There were less female respondents in the research as compared to their male counterparts. This means that women in this part of Africa are still lagging behind the trend of new development and expression. Most of the services are provided by men which minuses the statuses of women in service provision which are purposed to be provide by women for instance helping Internally Displaced people.

Testing the null hypothesis

The null hypothesis of "No significant relationship between Staff quality and management of IDPS" was rejected. A conclusion was taken that staff quality and management of IDPS is very crucial in the provision of services to internally displaced persons in Hargeisa. For instance the work of social service providers can be best addressed through their level of education and experience.

Recommendations

From the findings and the conclusions of the study, the researcher recommends that there is need to up lift the quality of staff through promoting their capacity to attain knowledge, skills, experience and other related aspects that can turn them in to very active service providers.

More women should be empowered to take part in active research and also should be employed in the IDPS due to their human nature and ability to serve as mothers and active persons.

Enough equipment should be provided to service providers IPDS so as to actively serve the people in IDPS. These can be mobilized through various ways including government and donor NGOs in the country and the world as a whole.

Areas for further research

Notwithstanding the efforts made by the researcher, he could not exhaust entirely this particular area; therefore he recommends that the future researchers should focus on the following.

1. Staff quality and service provision in IDPS in Hargeisa Somaliland.
Staffs reward systems and service provision in IDPS in Hargeisa Somaliland

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APPENDIX I A
TRANSMITTAL LETTER FROM SPGSR

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)

COLLEGE OF HIGHER DEGREES AND RESEACH (CHDR)

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR Mr. *abdirizak ali yusuf*, REG. NO. mhd/36791/121/DF, TO CONDUCT RESEARCH IN YOUR INSTITUTION

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Masters Degree in human rights and development .

He is currently conducting a field research for his thesis entitled, **staff qualities and management effectiveness of IDPS in hargeisa somaliland**

Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Novembrieta R. Sumil, Ph.D.

Deputy Vice Chancellor, CHDR

APPENDIX II

CLEARANCE FROM ETHICS COMMITTEE

Date_____

Candidate's Data

Name_____

Reg. # _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

Results of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

EDUCATION:

COLLEGE: diploma Somaliland teacher education college 2003-2005

COURSE: monitoring and evaluation

COURSE: project planning and management.

COLLEGE: AFlah

University degree faculty of law and legal clinic 2006-2010

Work experience

Human right activist undp case preparation 2010 -2011

Somaliland teacher Education College 2003-2005

HOBBIES and INTERESTS:

- Swimming
- Reading holy Quran
- Reading novels
- Socializing

