Political Party Intervention on Organizational Working Culture, In Federal Ministry of Ethiopia

DR. WORKU SENDEK MENGISTU

Department of Doctoral Philosophy of Public Policy and Governance, Faculty of Humanities and Social Sciences, JAIN (Deemed-to-be University), Bengaluru, India

Abstract- Organizational leaders are believed to be a motivator to increase employee motivation. However, studies indicate that there is a mix of leadership practice and political party intervention in Ethiopia. Thereby, organizational working culture and freedom of employees are in question. Consequently, research has been conducted on the topic of the impact of political party intervention on organizational working culture in Ethiopian Federal Ministry organizations. This was done using a mixed data collection method to identify the motivation gaps. The results show that political party intervention has created rigorous problems in the organization's work culture and employees' freedom of action. In the Ethiopian Federal Ministry organizations, managers' and leaders' practices are mostly ethnically and politically biased. On the other hand, the welfare and needs of employees in organizations are not policy-supported. Accordingly, this study found that political party intervention had a significant impact on organizational working culture.

Indexed Terms- Employee, Ethiopia, Civil Service organization, Decision making, working culture, Motivation, Political party intervention

I. INTRODUCTION

Employers' primary duty is to improve employees' freedom of work and foster a positive work environment in order to raise their motivation. Even if the necessary material for any work in the organization is met the organization's plan cannot reach its goal without the mental satisfaction and motivation of the employees. One of the things that motivate employees to do their job effectively is that their work will be stable, they perceive their organization's leaders to be free from political bias, and when they trust their leaders. Therefore, if leaders in organizations make decisions based on political party, workers will have doubts about the implementation of laws and policies, and their trust in their leaders will decrease.According to this idea, some developed countries like the US, UK, Japan, and South Korea pay special attention to employees to facilitate their working freedom.

On the other hand, some especially developing countries like Ethiopia do not pay attention to workers; thus, the motivation of employees is in question. According to the evidence and observations of previous research documents, there are problems in public management practices. As an illustration, one of the main issues holding Ethiopia back is the lack of effective public management that can support the nation's development endeavours (Getachew & Common, 2006; Solomon, 2013). Even if there is a plan or policy to achieve social, political, economic, and technological development, without strong management, it would not practically end it remains only a detailed wish. (Solomon M., 2013).There is a serious problem in the civil service's change efforts (Worku, 2019),Ethiopian civil service control system is on the thinking of the politicians ruling politicians, Politicians want to hire employees not knowledge and ability, but the thinking of political members. Because of this, there is a lack of professionalism, an absence of accountability, and inadequate operational systems (Solomon, 2013).In this regard the performance of reforms and good governance has been weak and organizational change has been slow. Accordingly, the program is out of scope with the organization's current circumstances and mission; this shows that there is a lack of work freedom and discrimination in government organizations to lead the change process properly; this is a cause of political party intervention. So, the oobjective of the research is to explore the impact of political party

interventions on organizational working culture in federal ministries of Ethiopia.

1.1 Hypothesis of the research

1. Political party intervention in the organization influences the decision-making process.
2. The presence of a political party in intervention in an institution affects organizational work culture.
3. Political party interference in an organization reduces employee motivation.

II. LITERATURE REVIEW

2.1. Political partyinterventionin organizational working culture

Organizational leaders should be free from political interference, urgency, and infighting. According to Wilson (1887), politics is a special state and a technical authority, the policy does nothing without the help of the administration, but the administration is not politics. Researchers have argued that political control over organizational administration can lead to inefficient governance, which makes executives feel compelled to comply with political party orders, and does not makes them feel to improve their performance (Goodnow, 1900).

Politics influence the development, implementation, and execution of public policy, especially when major changes are made. According to Rich (1995), qualified planners and managers propose improvements when there is adequate political will and a bigger transformation is required. Interactions among elected politicians and administrators can include political control and professional self-government. Control involves management skills and knowledge, but freedom requires the expression of professional views in policy development and the observance of professional rules in practice.

Max Weber (1980) argues that in the bureaucratic model, the division of work between politicians and bureaucrats is most effective when there is a clear boundary between the two actors. Thereby, he insisted that organizational leadership should be free from political interventions (Weber, 1968). Weber established a smooth line between administrators and politicians; that is according to the correct call, "Real

government employees should not interfere in politics, but most importantly they should be neutral," he said.

However, based on the results obtained from past studies, there are problems with leaders of federal ministries of Ethiopian organizations. In the developing country what is traditionally being considered is to put the civil service under political control. For instance, the Ethiopian civil service control systems have a profound effect on the thinking of the ruling politicians in the public service, in which politicians will be hiring professionals to lead bureaucratic politics (Tesfaye, D., 2009). In Ethiopia, there is a serious problem in the civil service change effort; due to civil service problems, many experienced workers are leaving the organization (Worku, 2019). According to Adebabay (2011), poor service delivery from the civil service is the primary sign of the inefficiency of the Ethiopian civil service (Merga and Freweini, 2015). Another study conducted by Eshetu (2016) research on "HRM functions and challenges" revealed that in Ethiopia, there is a lack of teamwork and a lack of positive work environment.

One of the key issues holding Ethiopia back is the nonexistence of strong public management capable of facilitating the country's development efforts (Getachew & Common, 2006; Solomon M., 2013). Even if there is a plan or policy in place to achieve social, political, economic, and technological progress, without effective management, it will remain a detailed wish (Solomon, 2013).

On the other hand, according to researchers (Peter, et al 2004), public service is inherently a political invention of the state, and therefore public service cannot be completely free from politics. Politics influence the development implementation and execution of public policy, especially when major changes are made (Reich 1995). When there is enough political will, and a broader reform is required, the proposed reforms are made.

A politician, who wants the development of the political organization, will lead the policies approved by the government with strict discipline. However, if they follow biased practices by interfering and

revoking laws, the work culture of the organization will be greatly affected, in addition to causing political failure. During this time bias occurs and affects employees' motivation.One of the things that keep employees from having a sense of organizational citizenship and commitment is the fact that there are racist and partisan practices in the organization.

It is widely believed that both past and present leaders in Ethiopia have political motives; of course, according to researcher Peter, et al (2004), institutions are not entirely free of a political party, but politicians should refrain from practices and decision interventions that violate the law and policies. Another study by Kasahun (2006) stated that to achieve an equitable and effective function, institutions need to step out of political party control. Politically neutral civil service government employees are politically correct in general in their professional ethics, in skills, and by adopting a fair and policy-driven approach based on competency principles. When this happens it creates the capacity for the client to provide an effective day-to-day service.

The way politicians influence bureaucracy is called bureaucratic politics. Politicians mostly control the bureaucracy by appointing private partners and party affiliates by position posts within it (Geddes 1994). Those political criteria may be political ideologies, the aim of which is to ensure that the administration's policies are respected, to reward loyal supporters and donors in elections, to strengthen organizational patronage of the political party, and also to produce supporters (Zelalem, 2019). One of the things that keep employees from having a sense of organizational citizenship and commitment is the fact that there are racist and partisan practices in the organization. When institutions are organized under the political party structure recruitment, selection, and the like will be the main cause of violations of the "Merit" principle (Gebre, 2014).

2.2 Political party intervention and failure to Competent in the civil service

A qualified civil service-based job is only centralized or a knowledge-based structure will be implemented, which will be practised a policy with the "Merit-based" operation centre that hiring, placement, promotion, and so on. Politically neutral civil service employees are politically correct in general in their professional ethics, in skills, and by adopting a fair and policy-driven approach based on competency principles. When this happens it creates the capacity for the client to provide an effective day-to-day service. At the moment it is also a relatively politically neutral civil service respondent that provides research-based pay for professionals, free from corruption and corrupt practices. Social, political, economic and technological advancement can only be achieved when there is a management system capable of managing it or free from political party intervention.

Regarding the Ethiopian Civil Service Reform Program (ECSRP), Gebre (2014) said in his study on the Civil Service case of the Tigray regional state, "an institution devoted to political repression is a symbol of rebellion;" the author went on to say that in this case that is a few non-political workers do not want to work in close collaboration with politicians, likewise equal work is not done. There is no accountability and this will lead the country to fail, causes organizational conflict, disrupt social and economic development, strengthens corrupt practices, undermines legitimacy, undermines the prospects of citizens, and undermines professional competence. Assigning politicians to the civil service the implementation of the public policy is intended to be controlled by the party. Behind the scenes are politicians violating the rules of the system, endangering the bureaucracy, breaking the morale of professionals, discouraging citizens, depriving them of freedom of choice, and lack of accountability and Corruption will increase. In this case, citizens' respect for institutions and politicians will be undermined, which will negatively affect customer service delivery and performance (ibid).

Job assignment and decision-making process carried out in this way threatens the freedom of employees, terrifying, and discouraging them from their organization and work; In this way, apart from the fact that the mission of the organization does not reach its goal, the selection and classification of partisanship, which was falling when the politics are falling, will be lost and the dictator may turn into a

complainer. It is at this point that an organization falls under the control of weak politicians who pull it down for their benefit. They have engaged in armed struggle to protect their interests. This is why organizations continue to operate without high standards and sometimes at low levels of performance.

As will be observed in the long-term view mostly in the developing country what is traditionally being considered is to put the civil service under political control; for instance, "In Ethiopia, people criticize political intervention, some blame the bureaucracy for inadequate performance in the civil service" (Kasahun, 2006). In the Ethiopian civil service control systems have a profound effect on the thinking of the ruling politicians in the public service, which politicians will be hiring professionals to lead bureaucratic politics (Debela, 2009). Nonetheless, when we look at the Ethiopian constitution (1995), Article 25, declares that all persons are equal before the law and are entitled without any discrimination to equal protection of the law, which the law guarantees equal and effective protection for all, regardless of race, ethnicity, nationality or other social origins, colour, sex, language, religion, political or other opinions, property, race, or other circumstances.

On the other hand, instead of following the constitution and implementing national and organizational policies, and achieving objectives, it is discriminated against by perverting the rules and considering that members who support political parties are honest and work. Therefore, it discourages the employee and affects motivation and commitment as well as professionals leaving their organization.

To address this challenge, organizations need to be able to move beyond political party intervention and do the right thing that organizations should know and pre-set administrative policies that will enable them to find the right employees. Doing so, the results of these policies and implementations will have a positive impact on the institution's performance (Obinju E. 2014). Nevertheless, employee policies are often viewed as neutral and tried to be applied in the same way but leaders unknowingly violate the policy, thus affecting groups and individuals (Fliescher, 2005: 17-63).

If the civil service's leadership position is occupied by political parties, it opens a wide door for the selection and organizing of a party member. Because of this, the leader mentioned often works hard for political security rather than executing civil service organizations' aims. When this happens, knowledge and skill-based competition will be lost, and the content of good governance in service delivery will become in trouble.

In conjunction with this, if the employees assigned to the civil service are members of a political party, they have two jobs: formal work and party work (review). In Ethiopia, an employee is expected to work 8 hours a day. However, party members cut their working hours and go for a party review, at which point if customers have an urgent request they will be harassed, in case of this they hated the institution and complained to politicians. (Gebre, 2014).

Overall, in Ethiopia, all believe that the civil service reform program made is essential for growth. However, organizations in the civil service are under the control of politicians, which will mislead the direction of the reform agenda. In this case and/or other problems all three phases of the civil service reform failed to meet the government's expectations and the organization had a serious problem with the implementation of laws and regulations to implement the reform agenda (Solomon, 2013). The main reason for this is that the political party in the organization interferes in the decision-making processes, it wrecked the work culture of the institution and because of fear of this, existing professionals leave their jobs; and competitors with knowledge are not willing to compete in the institution.
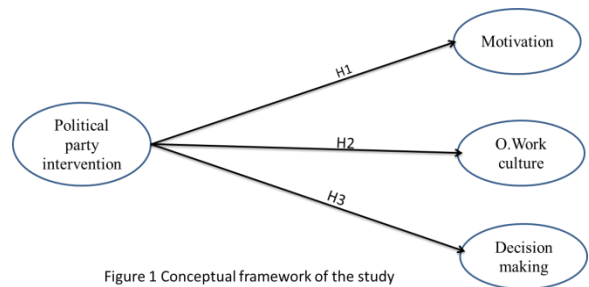

Figure 1 Conceptual framework of the study

III. METHODOLOGY AND DATA

3.1 Research design

The research design is a framework for carrying out research activities in different fields of study. It used mixed data collection methods, and analyses by descriptive and exploratory methodologies were applied to this research study. The data collected from the response group was analyzed by using the SPSS parameter, the effects of the variables were analyzed and the findings were identified based on the hypotheses.

Mixing entails combining qualitative and quantitative data at one end of the continuum and placing it at the other end, or in some fashion in between the two extremes (Creswell, 2009). In this way, the study used a sequential explanatory technique (gathering and analysis of primary and secondary data) is followed in this research.

In order to respond to the questions in the questionnaire, respondents were required to choose one of the five steps (Likert scale). Level 1 = Strongly Disagree (When the Respondent Disagrees with the Concept of the Question); 2 = Disagree (disagrees with the question's premise but partially supports it); 3 = neither agree nor disagree (Does not agree or disagree with the request); 4 indicates agreement but with minor differences; and 5 indicates great agreement (has full support for the request). In addition, for interviews and group discussions, use structured and unstructured questions. The findings were analyzed by SPSS version 26 and merged with journals, articles, books, policies, and other helpful documents.

3.2 Target population and Sample Size

The target population of this study includes the general staff employed in the selected federal Ministries of Ethiopia.

Questioners sample Size determination: The judgment sampling approach was used to determine the study's sample size. Accordingly, the two uppers, the middle, and the least number of employees working in selected research are as were selected. Then, random sampling techniques were used to select from each ministry to distribute the research question. The sample size determination was computed using the following formula a sindicated below.

Taro Yamane Formula (Yamane,1973)

$$n = \frac{N}{1 + Ne^2}$$

An explanatory note on the sample size provided under the sample size subheading is hugely drawn from the PhD work carried out by Ms C. Prema under the title" An extended technology acceptance model for predicting consumer adoption of internet banking "Chapter 12, Pp 124-125.I would likely take this opportunity to thank and duly acknowledge Prema. Where 'n'=samplesize

N=population size=11, 393

e= error (0.05) reliability level 95% or; = level of precision always set the valueof0.05.

$$n = \frac{11,393}{1 + 11,393.\ 0.05^2}$$

$\approx$386 has been taken sample population to collect data.

McQuitty (2004) suggested that before data collection, the smallest sample size needed to achieve the desired level of statistical power for a particular model is determined using SEM. Schreiberetal., (2006) mentioned that although the sample size needed is affected by the data's normalcy and estimation method that researchers use, the generally agreed-on value is 10 participants for every free parameter estimated.

Adopting the Rule of thumb 10:1 – that is 10 respondents for every question, a total of 31 questions were asked to the respondents. Thus, by this logic, a sample size of 310 is adequate for the research analysis. However, adopting the rule laid by Kline (2005), a total of 386 respondents were selected for the survey.

Table 1 sample population for Questioner

No.	Federal Ministries	Actual No. of Employee
1	Ministry of Revenue	9,298
2	Ministry of Foreign Affairs	999
3	Ministry of Women, Children, and Youth	450
4	Ministry of Peace	374
5	Ministry of Transport	272
	TOTAL	11,393

3.3 Qualitative data collection

The qualitative method interview was selected using the purposive sample method; officials with good knowledge, experience, and leadership level were asked to respond during the interview.

Table 2 sample population for Qualitative method data calcitonin;

No	Purposively selected interview	
1	The selected five ministries and the Federal Civil Service Commission (A responsible body of Ministry organizations) participated.	The qualitative method interview was selected using the purposive sample method; officials with good knowledge, experience, and leadership level were asked to respond during the interview.

3.4 Ethical consideration

First, conversations were held with the appropriate authorities and the HRM of the sample's six selected organizations to view pertinent information before the material was distributed to the selected organizations. Following a discussion, we were given full approval to do our questionnaire, interview, group discussion, and organizational information observation. At each of the five selected organizations, conference hall permission was granted to allow participants to fill out surveys, conduct interviews, and participate in focus groups at

meeting locations. Only participants willing to complete the questionnaire to conduct the interview and group discussions were asked to participate.

In the five selected institutions, five coordinators/representatives from HRM joined the researcher and completed the questionnaires, and interviews and helped to collect the data in an organized manner. The researcher provided training to the five assigned experts on the data collection process. Relatedly, the coding system of the questionnaire was anonymous to protect the identity of the respondents. Each questionnaire contains a code of the applicant's identity and confidentiality. An attempt was made to create gender equality in the study. Also, this research is done following all research ethics.

IV.   RESULTS, FINDINGS, AND DISCUSSIONS

4.1 Data Processing
Before submitting the answer to SPSS, the responses have been comprehensive, and complete to ensure the analysis. Initially, 421 questionnaires were distributed across the various federal ministries of a civil service organization in Ethiopia, out of which 410 were filled, and return the questionnaires collected back correctly and successfully. 11 respondents were absent to fill the questioners; the reason was at the time of various meetings, fieldwork, and annual leave. 28 questionnaire responses were rejected because two or more queries were not completed or filled correctly. A total of 382 participants were confirmed to be correct and the required information was recorded in the SPSS program for analysis.

4.2 Data registration and coding
Each questionnaire is coded before the scans to make it easy to submit our study analysis into SPSS. This has made it much easier to switch mathematical calculations at trial. From this, it has been prepared in the following manner.

4.3 Data entry
The proposed response code was carefully filled out and registered with SPSS. After receiving the SPSS software information, it is ready to analyze the

complete response information to identify employee motivation.

4.4 Measurement of variablesinternal reliability of the questioner

Previous social studies have shown that internal reliability of 0.70 and above is acceptable for psychological testing (e.g, Devellis, 1991). With this in mind, all the internal reliability of the questionnaire included in this study was interpreted as follows.

From the researcher's point of view, the study, experiments were performed to evaluate the internal consistency of the parameters of each variable when tested the result is the Cronbach Alpha model proved to be satisfying.

Table 3Cronbach Alpha result of Political party intervention in the decision-making process

Reliability Statistics Case Processing Summary				
		Participants	Cronbach's Alpha	N of Items
Cases	Valid	382		4
	Total	382	0.79413	
a. Listwise deletion based on all variables in the Political intervention in the organization procedure.				

Source: Data collected from Federal Ministries of Ethiopiain 2021 SEMSPSS statistical results.

Table 4 Cronbach Alpha result of organizational working culture

Reliability Statistics Case Processing Summary				
		Participants	Cronbach's Alpha	N of Items
Cases	Valid	382		7
	Total	382	0.752	
a. Listwise deletion based on all variables in the organizational work culture procedure.				

Source: Data collected from Federal Ministries of Ethiopiain 2021 SEMSPSS statistical results.

Table 5 Cronbach Alpha result of Political party intervention on employee motivation

Reliability Statistics Case Processing Summary				
		Participants	Cronbach's Alpha	No. of Items
Cases	Valid	380 2 382		
	Tota		0.80	7
a. Listwise deletion based on all variables in the organizational work culture procedure.				

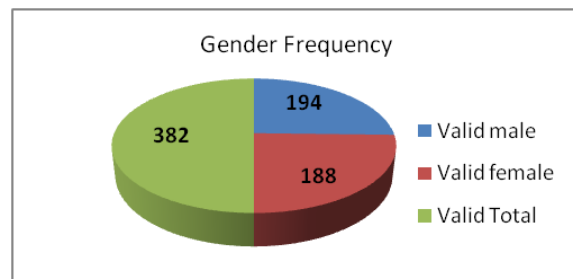Source: Data collected from Federal Ministries of Ethiopiain 2021 SEMSPSS statistical results.

Experiments were performed to evaluate the internal consistency of each variable and used the Cronbach alpha model. Accordingly, at the organization, seven queries designed to investigate the impact of political party intervention on organizational working culture have been reviewed by Cronbach Alpha and the result is very satisfactory.

In this study, experiments were performed to evaluate seven queries of the dependent variable organizational working culture. Also were measured and validated by Cronbach Alpha's internal reliability and consistency. The result is satisfactory and is presented in the following table.

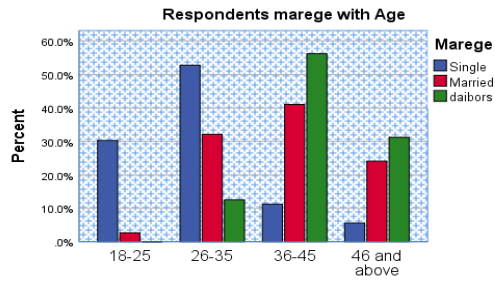4.5 Data presentation, and Analysis

4.5.1 Background characteristics of the respondent
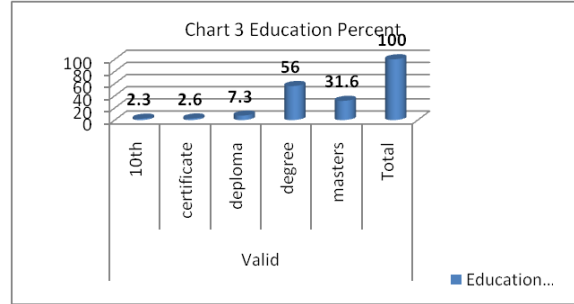Chart 1 Gender and Education

Source: compiled data collected from Ethiopian Federal ministries in 2021

Chart 2 Age and Marital status

Source: compiled data collected from Ethiopian Federal ministries in 2021

Source: compiled data collected from Ethiopian Federal ministries in 2021

4.5.2 Descriptive statistics of Political party intervention in the organization

Table 6 the impact of ruling political party interventionon the organizational decision-making process

Descriptive Statistics			
	Mean	Std. Deviation	N
When an employee is assigned to a good position at the institution, it is based on partisan or political views.	3.49	1.268	381
There is discrimination while selecting for a job promotion.	3.74	1.230	382
Holding a political meeting at this institution is considered a result of the work of the institution.	3.63	1.366	382
Decisions making in this institution are made by the intervention of the ruling politicians.	3.82	1.166	380
The institution while providing benefits, there is discriminating practices.	3.86	1.127	382
There is no conducive environment for staff grievances and no independent grievance redressed process.	3.76	1.148	382
There is a lack of trust between politicians and independent bodies in this institution.	3.80	1.194	382
	3.73	1.214	382

Source: compiled data collected from Ethiopian Federal ministries in 2021

From table 6 the statement indicates that ethnicity and political network, political meetings in the organization, a lack of trust between politicians and independent bodies, and decisions making in this organization made by the intervention of the ruling politicians have an average mean score of 3.73, and a standard deviation of 1.214).

This shows that respondents consider that there is political intervention mixed with the organization day to day work activities. A high standard deviation indicates that the data points are spread out over a wider range of values of political intervention. It shows that employees are dissatisfied with the political party practices prevailing in their organizations.

As the selected organizations' participants interviewed said, "Even if they do not meet the requirements for the position, most leaders will be assigned by their political views. Most of the leaders assigned to the organization are affiliated with the ruling political party. Professionals too will find a better place during the selection process if they support or join the regime's policies. In particular, most human resources management does not have

sufficient knowledge and experience to be assigned, but it is viewed from the perspective of senior management. Consequently, there are violations of the law during the process."

Consistent with the above expert's suggestion, "most of the recruitment, placement, and promotion committees are elected by those who accept the political influence of the leadership." As a result, they said, "the discriminatory decision-making process is appearing."

Accordingly, they stated that "whenever there is a political change in the country, the internal structure of government organizations is constantly changed:

example, during the reign of Emperor Haile Selassie replaced by the Derg (military government) all the organization's structures and civil service policies were completely abolished and replaced with new ones. When EPDRF came to power, they completely abolished the Derg organizational structure and developed their structure and classification. When EPDRF was replaced by the Prosperity Party in 2019, the structure of all government institutions was changed". The responses tell that unfortunately every time a new political leadership comes to power in Ethiopia, it changes the structure of that organization, especially to try to hold positions in the hands of politicians and change all the laws.

Table 7 Descriptive statistics of the impact of ruling political party intervention on working culture and employees' Motivation

Descriptive Statistics			
	N	Mean	S. Deviation
I do not expect to find a job promotion at this institution.	382	3.65	1.335
The poor treatment of the staff at the institutions has affected my sense of work.	381	3.54	1.264
I do not have psychological freedom and peace in my workplace.	381	3.68	1.256
In my work, I have not had as much satisfaction as I thought.	382	3.48	1.397
I am not happy with the results of my performance appraisal.	382	3.28	1.316
My rights are not respected in the right way and at the right time because human resource management awaits direction from the top management.	382	3.30	1.304
When policies are developed, they are not discussed with the employee, but the process is top to down system.	380	4.05	1.021
I will leave this institution because I am not satisfied with the institution.	380	3.80	1.122
I have no sense of ownership in the institution.	381	3.36	1.372
Life is difficult to leave the institution, but the work culture of the institution is not conducive.	382	3.78	1.199
I do not feel free because the institution and political work are mixed.	380	3.51	1.259
Valid N (listwise).	382	3.58	0.126

Source: compiled data collected from Ethiopian Federal ministries in 2021

As shown in Table 6, the following facts were presented by distributing the questionnaire to the relevant employees to evaluate the organizational work culture and employee motivation in Federal Ministry organizations. The total query measurement of the mean score was 3.58. From these responses, we can understand that employees who are not

satisfied with the organizational working culture. This implies that organizational working culture and employee motivation are weakened.

4.5.3 Results of interview and group discussions regarding organizational work culture and employee motivation

Regarding the interview and group discussions with experts at the selected organizations conducted with employee motivation, unequivocally said that "There is poor treatment handling us, we do not have psychological freedom and peace, have not had as much satisfaction, we are not happy with the results of employees' performance appraisal our rights are not respected in the right way, human resource management awaits direction from the top management in the workplace, and policies prepared from the top the politicians to down the employee."

In the same way, 83.4% of directors and team leaders who participated in the interview for their part commented on the organizational work culture and said that "the politicians have given little attention to the work freedom in the organizations." Whereas 16.6% of participants said, "the institution pays more attention to work freely." In addition, 75% of respondents said, HRM does not respect employee work freedom, does not actively do priority to combining the organization's plan with the employees' and does not work in practice to increase employee motivation". On the other hand, 25% of respondents mentioned that "in an organization, HRM work in practice did to increase safe working environment."

Expert respondents explained unequivocally: "we employees have a lack of benefits, there is no salary increase based on our performance, no recognition and encouragement system, failure to provide performance-based promotion, denial of respect for our rights, along with lack of adequate capacity building, and no freedom of work. As a result, most of us employees are dissatisfied, and hurts work freedom."

Conversely, 66.6% of the top managers and human resources managers who participated in the interview for their part commented on the work culture and agree that "there is no political intervention in the organizations and there is a mechanism by which management can use to enhance employee's work freedom." The rest 43.4% of participants disagreed with this idea. Thereby, 50% of the participants state that "according to the organization's motivation process, employees are motivated." 50% of the participants mentioned that "organizational work culture is under the control of politicians."

Table 8 correlation matrices/covariance analysis: dependent and independent variables

Correlation					
		Political party Intervention	Motivation level	O.work culture	Decision making
Political Intervention	Pearson Correlation	1	.552**	.884**	.722**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	382	382	382	382
Decision making	Pearson Correlation	.722**	.789**	.933**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	382	382	382	382
O.work culture	Pearson Correlation	.884**	.739**	1	.933**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	382	382	382	382
Motivation	Pearson	.552**	1	.739**	.789**

level	Correlation				
	Sig. (2-tailed)	0.000		0.000	0.000
	N	382	382	382	382

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data collected from Ethiopian Federal Ministries in 2021 SPSS statistical results.

Table 8 shows the inter-item Correlation (Covariance) result of dimensions for full-fledged data. Accordingly, it is observed that there is a positive and marched correlation between each pair of dimensions of political party intervention (P.I) is a positive and marked correlation between the Dependant variable (employee motivation, organizational work culture and Decision making). On the other hand, the correlation results between each independent variable are positive and moderately correlated. That means, one independent variable is the factor of another independent variable.

Table 9: Standardized Regression weights for a direct relationship between dimensions of HRM Practices and Employee Motivation

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Decision	.722ᵃ	0.521	0.520	0.57758	0.521	412.94	1	381	0.000
Work	.884ᵃ	0.782	0.781	0.38107	0.782	1359.61	1	380	0.000
Motivation	.765ᵃ	0.563	0.562	0.48725	0.562	517.176	1	382	0.000

a. Predictors: (Constant), Political party intervention

b. Dependent Variable: Employee motivation, Organizational work culture, Decision-making.

Source: Data collected from Federal Ministries of Ethiopiain 2021 SEMSPSS statistical results.
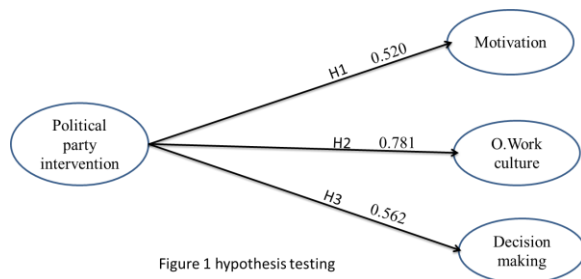

Figure 1 hypothesis testing

Source: compiled data collected from Ethiopian Federal ministries in 2021

The regression result is provided in Table 9; it is observed that Political Party intervention $R^2 = 0.521$; p<0.05) influence/relationship on/with Decision making. The interpretation is that for one unit increase in the rating scale of agreement on the political party intervention is a construct, one could expect about 0.521 times (about a 52 % increase) in the Decision-making dimension given other factors remain fixed or the same. In other words, for every new 10 respondents rating, as agree or strongly agree for the political party intervention dimension, one would expect about **Five** respondents likely to give a rating of agreeing or strongly agree on the **Decision making.** Therefore, it can be clearly seen from the findings that if the government illuminated the intervention of political parties in the organization, Decision making will increase by about 50%, which will result in more effective work production

Secondly, it is observed that Political Party intervention $R^2 = 0.782$; p<0.05) influence/relationship on/with Working culture, thus. The interpretation is that for one unit increase in the rating scale of agreement on the political party intervention is a construct, one could expect about 0.782times (about a 78 % increase) in the Working

culture dimension given other factors remain fixed or the same. In other words, for every new 10 respondents rating, as agree or strongly agree for the political party intervention dimension, one would expect about **Eight** respondents likely to give a rating of agreeing or strongly agree on the **Working culture.** Therefore, it can be clearly seen from the findings that if the government illuminated the intervention of political parties in the organization, the working culture will increase by about 80%, which will result in more effective work production.

It is observed that political party intervention influences/relationship with employee motivation R^2 = 0.562; p<0.05). The interpretation is that for one unit increase in the rating scale of agreement on the political party intervention construct, one could expect about 0.562 times (about a 56 % increase) in the employee motivation dimension given other factors remain fixed or the same. In other words, for every new 10 respondents rating, as agree or strongly agree for the political party intervention dimension, one would expect about **Six** respondents likely to give a rating of agreeing or strongly agree on the **employee motivation**. Therefore, it can be seen from the findings that if the government removes the interference of political parties in the institution, the motivation of employees will increase by about 56%, which will result in more effective work production.

4.6 Discussion

The organization's management needs to follow a planned and disciplined approach to their employees. Because employee satisfaction or dissatisfaction in an organization depends on two factors; which are intrinsic, like job satisfaction, independence, recognition, and opportunities for success, and extrinsic conditions, such as good control, comfortable environment, merit-based requirement, etc. (Herzberg, 1966).

Based on this to assess the influence of the political party on the decision-making process, the respondent responses are: when an employee is assigned to a good position at the institution, it is based on partisan or political views 70%. There is discrimination when selecting for a job promotion 68% and Decisions made in this institution are made by the intervention of the ruling politicians 76%.

As the selected organizations' participants interviewed said, "Even if they do not meet the requirements for the position, most leaders will be assigned by their political views. Most of the leaders assigned to the organization are affiliated with the ruling political party. Professionals too will find a better place during the selection process if they support or join the regime's policies. In particular, most human resources management does not have sufficient knowledge and experience to be assigned, but it is viewed from the perspective of senior management. Consequently, there are violations of the law during the process."

Regarding the Ethiopian Civil Service Reform Program (ESCRP), Gebre (2014) said in his study on the Civil Service case of Tigray National Regional State, "An institution devoted to political repression is a symbol of rebellion." The author went on to say that in this case that is a few non-political workers do not want to work in close collaboration with politicians, also equal work is not done, and thereisnoaccountability,whichwillleadthecountrytofail,anditcausesorganizational conflict, disrupts social and economic development, strengthens corrupt practices, undermines legitimacy, and undermines the prospects of citizens, and undermines professional competence.

The study conducted by Gebre is supported, which shows that the current political situation in Ethiopia is similar to a regional study conducted by Gebre research done. As a result, employees in one institution are less likely to be suspicious and trustful of each other, and also have no sense of ownership in the organization. Those statements show that the respondents believe that there is no conducive environment to do their work with full of commitment and they are not satisfied with the organization.

Not with standing the foregoing, a study done by Worku, (2019) states that in Ethiopia, there is a serious problem in responding to the civil service's change efforts, the reason for this problem is the civil service control system is controlled by ruling politicians. Thereby, many experienced workers are leaving the organization. In addition to a study by currently, the Ethiopian Civil Service is still

embracing a problem and unsatisfactory process that causes professionals to be unsatisfied and is leaving their institutions.

This indicates that the decision-making process in the organization is controlled by Political influence (see table 6 above). Therefore, the study conducted by Gebre findings has supported this study; and political party intervention has an impact on employee motivation.

In summary, the result pointed out that in the Federal Ministry of Ethiopian organizations, the ruling political party is interfering in decision-making and is discriminated against based on ethnicity and political patronage. The findings indicate that political party interventioncorrelateswith the decision-making process is 0.722, which indicates the level of positive and perfect correlation, and the regression result is 0.52. This implies that the political party intervention in the organization (P.I) has influenced on "decision-making process" at 52%; therefore, H_1iscompletelyaccepted. This implies that employees at the facility are less likely to be motivated to work, recognizing that discrimination is rampant.

Secondly, there is no conducive environment for staff grievances and no independent grievance redressed process 75%. In this institution, leaders perform administrative functions on that the basis of their ethnicity and political network 76.8%. Holding a political meeting at this institution is considered a result of the work of the institution 72%. There is a lack of trust between politicians and independent bodies in this institution 76% and decisions made in this institution are made by the intervention of the ruling politicians 76%.

According to the interviewees, "whenever there is a political change in the country, the internal structure of government organizations is constantly changed: for example, during the reign of Emperor Haile Selassie replaced by the Derg (military government) all the organization's structures and civil service policies were completely abolished and replaced with new ones. When EPDRF came to power, they completely abolished the Derg organizational structure and developed their structure and classification. When EPDRF was replaced by the

Prosperity Party (PPP) in 2019, the structure of all government institutions was changed". The responses tell that unfortunately, every time a new political leadership comes to power in Ethiopia, it changes the structure of that organization, especially to try to hold positions in the hands of politicians and change all the laws.

According to the Ethiopian Constitution (1995), all citizens are equal under the law and all must be treated fairly. However, Table 7, showed that the majority of participants indicate that my life is difficult to leave the institution, but the work culture of the institution is not conducive. I do not have psychological freedom and peace in my workplace. I do not feel free because the institution and political work are mixed. However, several studies have shown that individual personality differences are associated with job choice and organizational attractiveness (Braz et al., 1989; Turban and Kent, 1993). Because of according to the above information, in the case of discrimination, employees are looking for alternatives due to a lack of respect for human dignity. Many research studies show that family needs and work-life's challenges will eventually have an impact on their employees' commitment, and the extent of their retention (Alnaqbi,2011). This study supports the findings of the aforementioned researchers.

In conclusion, the correlation result of political party intervention with working culture is 0.552, which indicates the level of positive and moderate correlation, and the regression result is 0.0.782. This implies that the political party intervention (P.I) has influenced the working culture at 78%, therefore, H_2iscompletelyaccepted.

The organization's management needs to follow a planned and disciplined approach to their employees. This is because the employee's satisfaction or dissatisfaction with their work depends oninternal and external factors. Based on this, assessing how political party intervention in the organization affects employee motivation, the data obtained from the survey respondent sindicated 70.8% of respondents agree that the poor treatment of the staff at the institutions has affected my sense of work. I do not have psychological freedom and peace in my

workplace, and 62% agreed with this idea. 66% of those surveyed concurred with the idea that their rights are not respected in the right way and at the right time because human resource management awaits direction from the top management. I have not had as much satisfaction as I thought69.6% of responses agreed. They agree with when policies are developed, they are not discussed with the employee, but the process is top to down system. 68.9% of responses agreed. They do not feel free because the institution and political work are mixed.

The majority (60%) of interview response said that the Civil Service Commission or organizations have not protected from political interference in the organization and there are no efficient directives for the needs and benefit of employees. Because of this complaint, their basic needs are not met and their rights have not been respected, on the whole, more attention is paid to political party vision whereas little attention is paid to employee motivation at the organization.When presenting as evidence, although it is known that there is a wage increase given as a right in the workers' proclamation decree 515/99 and 1064/2017, due to political influence, no performance-based wage increase has been made for more than 3 decades.

This finding is supported by previous researchers; which are as Robindro and Biniam (2016),in civil service organizations do not receive salary increases and rewards based on their performance; so, they move to other private sectors and abroad for better search. Likewise, studies by Selamand Belay (2018) show that in the Dredewa administration bureau of Ethiopia, the causes of employee turnover are, there is no compensation/salary increment, there is a poor work environment, and there is a negative relationship between supervisor and employee turnover. Other research conducted by Adugna (2013) the result showed that in Oromia Ethiopia public service organizations, human resource management does not allow employees to involve in decision-making processes in the organization.

According to a study by the UNDP Global Centre (2014), public service is only guaranteed when staff members are increasingly motivated to give the service; otherwise, public service initiatives fail. The

selection of competent value-added competitors, creating a meaningful work structure for the organization, creating a constructive work environment, encouraging valued leaders, and promoting a public-minded community is important ways to improve employee motivation.

However, Eshetu's (2016) research on "HRM functions and challenges" revealed that in Ethiopia, there is a lack of teamwork and a lack of a positive work environment. On the other hand, the reason why the employee turnover within the organization is due to administrative gaps in management the gap in org and antinational policies (Fitz- enz.,1990;Alnaqbi,2011). In this regard, it is understandable that employees decide to turn over when they lose motivation in their organization and assigned work. Based on this, the findings of Fitz- enz.; Alnaqbi; Robindro and Biniam; Selam and Belay, Eshetu and Adugna's findings are supported by this study. This indicates that both intrinsic and extrinsic rewards are equally important for enhancing employees "motivation.

In conclusion, the results indicate that the interference of the ruling political party in Ethiopian federal ministry organizations is the main reason for the reduction in employee motivation. Findings indicate that political party intervention with employee motivation is 0.552, which indicates the level of positive and moderate correlation, and the regression result is 0.60. This implies that the political party intervention in the organization (P.I) has influenced employee motivationat 60%, therefore, H_3isaccepted. This implies that employees at the facility are less likely to be motivated to work.

4.6.1 Research limitations/implications
It is believed that – if there are more participants during the study data collection, will have - a higher effect on the study results. However, due to the political instability in Ethiopia, and also due to the global epidemic of COVID-19, it was very difficult to involve more than the number of participants that registered now.

V. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusions

Individuals work diligently, vigorously, and mentally individually and/or collectively to fulfil their needs. In the process, they need an organization that is comfortable with their work, and a leader with the skills to lead. In this regard, as mentioned above the study has been used to identify the impact of political party intervention on organizational work culture. The questions were extensively analyzed using descriptive and exploratory research methods by using the help of SPSS version 26 software.

According to the analysis, political parties intervened in the organizations, denying the freedom of work and following discriminatory practices, in addition to spoiling the sense of ownership and reducing the motivation of the employees, the goal of the institution is not sufficient for success. Therefore, the study concluded that the intervention of political parties has a significant impact on organizational, "decision-making process, and work culture this also led to decrease employee motivation".

5.2. Recommendations

The organization to select the best leader, the responsible body should be focusing and consider professional philosophy, not political attitude.

One of the organization practices of partisanship is the desire to increase the number of members of the ruling political party within the organization and the subsequent interference in decision-making processes. This can hurt employees' attitudes, Commitment, and motivation. Thus, the government should pay attention to the success of the organization, freedom of employees, and motivation; then political intervention should be eliminated from the organization.

One of the most important factors for the development of employment and productivity is the existence of a mutually prepared memorandum of understanding or policy document (not top-down) between the employer and the organization. Therefore, there is a need to develop guidelines that require employees to participate directly in the preparation of the policy;

5.2.1 Future Research Areas

The study assessed the leadership of Ethiopian Federal Civil Service Organizations (EFCSO), their support activities, and operations in terms of employee motivation. The circumstances that led to this study are that employees in the civil service do not work in a stable environment; Many leave their organizations complaining about their lifestyle; In light of this, the researcher studied political party intervention and the potential impact on the organizational work culture and to identified gaps.

Similarly, it examined the differences in the results based on the practices of the various organizations under the auspices of the Civil Service Commission. This process sheds light on the impact on individuals and cultural contexts of political party intervention and the potential impact on organizational work culture, and how political party intervention and work culture are incorporated into multicultural organizations within different social backgrounds. This can help organizations achieve their mission and improve employee motivation. The current study examines political party intervention as related to work culture, but there are still other factors that affect organizational work culture. It is recommended that future researchers focus on a comparative study that the influences of political party influence on other factors that affect organizational working culture as well as men's and women's motivation.

REFERENCES

[1] Adebabay, A. (2011). Promoting and strengthening professionalism in the civil service. *The Ethiopian case. Addis Ababa, United Nations*.

[2] Creswell, J. W., Fetters, M. D., Plano Clark, V. L., & Morales, A. (2009). Mixed methods intervention trials. *Mixed methods research for nursing and the health sciences*, 161-180.

[3] Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, *16*(3), 297-334

[4] Charles H. Fleischer, (2005), *The complete hiring and firing handbook: every Manager's Guide to Employee Legally,* 1[st]Edition.

[5] Debela, T. (2009). Business process reengineering in Ethiopian public organizations: the relationship between theory and practice. *Journal of Business and Administrative Studies*, *1*(2), 20-59

[6] DeVellis, R. F. (1991). Scale development: Theory and applications. Newbury Park, CA: Sage Publications.

[7] E. Obianuj, (2014), Public sector performance management in Africa: Reform, policies, and strategies: Mediterranean Journal of Social Sciences MCSER Publishing, Rome-Italy Vol 5 No 26 No. 2014.

[8] Eshetu Getachew (2016). Practices and Challenges of Human Resource Management the Degree of Masters of Artsin Educational Leadership and Management.

[9] Federal Democratic Republic of Ethiopian Constitution 1995.

[10] Fleischer, C.H. (2004). *The Complete Hiring and Firing Handbook: Every Manager's Guideto Working with Employees Legally*. Sphinx Legal.

[11] GebreMiruts, (2014): Corresponding Author; The Implementation of Civil Service Reforms in Ethiopia:

[12] Geddes, B. (1994), Politician's Dilemma: Building State Capacity in Latin America. Berkeley: the University of California Press

[13] Getachew H., & Common, R. (2006). Civil Service Reform in Ethiopia: Success in Two Ministries, Research Memorandum, 59, August2006.

[14] Good now, F. J (1900), Politics and Administration: A Study in Government, New York: Russell and Russell.

[15] Kassahun Berhanu (2006). the Changing Features of Public Administration In Ethiopia:

[16] Mekuria Merga & Hadgu Fweini (2015) Journal of Resources Development and Management ISSN 2422-8397 An International Peer-reviewed Journal Vol.9,2015 Tadese (2020) intilted "Human Resource Management Practices and Reflective Organizational Performance-AFocuson Public Offices Ethiopia," the result showed.

[17] Peters, B.G. & Pierre, D. (2004), Politicization of the civil service in comparative perspective. (ed) London: Rutledge.

[18] Reich, M. (1995), the politics of health sector reform in developing countries: three cases of pharmaceutical policy, Health Policy.

[19] Solomon M., (2013). Civil Service Reform in Ethiopia: Issues, Lessons, and Future Directions. International Journal of Public Administration: Vol. 36, No. 4, pp. 235-247.

[20] Selam Getaneh and Belay Felek (2018), Cause of employee's turn over intention in government bureaus in Ethiopia: The case of Dire Dawa Administration.

[21] Debela, T. (2009). Business process reengineering in Ethiopian public organizations: the relationship between theory and practice. *Journal of Business and Administrative Studies*, *1*(2), 20-59.

[22] UNDP (2014), Global Centre for Public Service Excellence #08-01, Block A, 29 Heng Mui Keng Terrace, 119620 Singapore

[23] Weaver, Max (1980). (1980). Job satisfaction in the United States in the 1970s.Journal of Applied Psychology.

[24] Weber Max (1968), Politikalsberuf (Politics as a vocation) 5th ed. Berlin: Dunker and Humblot. Original work published 1919).

[25] Wilson W. (1987), "The Study of Administration‖ Political science quarterly. Reprinted in 1997 in classics of public administration 2nd ed. Shafritz. J. and Hyde. A Chicago: Dorsey Press.

[26] Worku Tadesse, (2019) Public service reform in Ethiopia: Challenges and gaps post-implementation. Africa's Public Service Delivery & Performance Review; Vol 7, No 1 (2019); 9 pages 2310-2152 2310-2195

[27] Zelalem w, (2019), Politicization of public service and policy implementation in Addis Ababa city administration, degree of master art: Addis Ababa University in Ethiopia.