

Mapping Intellectual Patterns: A bibliometric Incursion into the Nexus between Organizational Culture and Employee Engagement

Andrei GALBENU

*“Ion Creangă” State Pedagogical University of Chişinău
andrei.galbenu@gmail.com*

Irina TĂRĂBAN

*Bucharest University of Economic Studies, Romania
irinataraban@gmail.com*

Alina Nicoleta BONCILICĂ

*Bucharest University of Economic Studies, Romania
alina.dobre@man.ase.ro*

Maria Andreea TILIBAŞA*

*Bucharest University of Economic Studies, Romania
Corresponding author, maria.tilibasa@gmail.com

Jacqueline Nyalukamo MUJAYA

*Bucharest University of Economic Studies, Romania
mujaya4707@gmail.com*

Abstract. *Organizational success factors such as organizational culture and employee engagement, as well as their effects on organizational performance, have recently caught the attention of both business professionals and academics. This study aimed to explore the connection between organizational culture and employee engagement through a bibliometric analysis, using a dataset of 295 documents from Web of Science, analyzed with VosViewer and Bibloshiny. The academic research performance was analyzed in terms of publication performance, author performance and relevance, source production, and country performance. Moreover, the academic research thematic structure regarding keyword topics and their clustering was explored. The two researched concepts resulted to be critical success factors for the organization, being included in the organizational strategy as enablers of innovation and competitive advantage.*

Keywords: bibliometric review, organizational culture, employee engagement, performance analysis, thematic network analysis

Introduction

In a volatile, uncertain, complex, and ambiguous (VUCA) world, where active employee involvement in all business aspects is considered crucial for any organization, management is on a continuous quest for the organizational factors that will provide the necessary environment to keep the employees engaged. Organizational culture has been defined by Yirdaw (2016) as the glue connecting an organization's software to its hardware, meaning its people to its tangible assets, aiming to develop team collaboration conducive to performance.

According to Popa and Dobrin (2009), organizational culture is the hidden impetus behind an organization's visible and concrete resources. The same authors mention that it is a blend of deliberate and unaware, logical and illogical, individual or shared human attributes, shaped by intricate and volatile interactions, which have a strong impact on both the organization's functional capacity as well as on its performance. While managers are considered the key to the implementation of an organizational culture as a healthy, flexible and creative working environment conducive to performance enhancement in the organization, they might not be able to achieve that without employee engagement (Ababneh, 2021).

Organizations worldwide have turned their attention to employee engagement as they identified the advantages it brings along, such as skilled and motivated employee retention as well as enhanced brand image and customer satisfaction (Alam et al., 2021). It was defined by Witemeyer et al., (2013, p. 7) as "an attitude regarding one's work within one's organization, comprising a perception of psychological empowerment; feelings of vigor, absorption, and dedication; and motivation to act, both within and extra-role, in the service of the organization's goals". For this emotion to remain constant, it requires continuous improvement, which can be achieved through organizational culture - a factor which, besides being shaped by the employees and, in turn, improving their engagement level, will also heighten the organization's ability to create value, thus helping it gain a competitive advantage (AlShehhi et al., 2021). While interest in the relationship between organizational culture and employee engagement has increased in recent years (Bhatt et al., 2024; Bui & Le, 2023; Goyal & Kaur, 2023; Huhtala et al., 2015; Latta, 2019; Mirji et al., 2023), no bibliometric analysis has been conducted on the topic so far. Therefore, this research will open a new path to the academic approach on this topic, looking into the connection between the two terms from a bibliometric perspective.

The aim of this study is to explore the relationship between organizational culture and employee engagement through a bibliometric analysis. In order to determine the factors influencing this relationship from a bibliometric perspective, two objectives have been set:

RO 1: To identify the academic research performance at individual, institutional, and country level.

RO 2: To explore the academic research thematic structure.

The remainder of this study contains the following sub-chapters: the literature review on the link between organizational and employee engagement, then the research methodology followed by the results and discussions, and the paper ends with the conclusions, contributions, limitations and the future directions.

1. Literature review

Popa et al., (2023) contend that organizational culture is the moral code of an organization, which is designed by its employees and, in turn, has a significant effect on their conduct within the organization. The same authors posit that organizational culture reflects the employees' thoughts and communicational acts and, consequently, impacts their engagement, performance and well-being. These two aspects of the relationship between organizational culture and employee engagement have broadly been researched in the extant academic literature.

In terms of the second part of the definition, Goyal & Kaur (2023) identified a positive and direct effect of organizational culture on employee engagement. Mirji et al., (2023) also found a positive correlation between the two factors. This positive correlation was also proven in Bhatt et al.'s (2024) empirical results, which confirm that the two factors positively influence each other. Huhtala et al. (2015), further support this observation, highlighting a positive impact

of an ethical organizational culture on employee engagement. On the other hand, Latta (2019) highlighted, through differentiation and fragmentation analyses, that organizational cultural factors had a bigger negative impact on employee devotion than on their energy (both being part of their employee engagement construct).

The literature review has emphasized employees' major impact on the organizational culture design and, consequently, organizational culture's strong influence on their engagement, proving a reciprocal relationship between the two. Moreover, most studies have highlighted a positive correlation between organizational culture and employee engagement and only one proved a negative influence. However, the effects of organizational culture on employee engagement are still far from being thoroughly understood. While this research does not take an empirical approach to the relationship between the two concepts, we considered it important to highlight the positive influence organizational culture has on employee engagement as well as the necessity for further studies.

2. Research Methodology

To meet our objectives, we researched the most academically trusted database - the Web of Science - (Tao et al., 2020), on February 11th 2024, for publications covering the relationship between organizational culture and employee engagement. To narrow down the search, two topic fields were used connected with the boolean AND. The keywords "organizational culture", "business culture", "corporate culture", and "OC" were input in the first topic field, linked with the boolean OR. In the second topic field the keywords "employee engagement", "employee involvement", "employee participation", "staff involvement", "staff engagement", "staff participation", "personnel involvement", "personnel engagement", and "personnel participation", were introduced, connected with the same boolean OR. Initially, 318 studies were identified. The results were subsequently refined by document type, reducing the search to journal publications, conference publications, review articles, and early access articles, which resulted in 311 papers. The query was further refined to include only the papers published in English, the most commonly used academic language (Liu et al., 2022). 302 papers resulted, which were then manually screened to guarantee they match the scope of the research. The manual screening eliminated seven other documents, leaving a final dataset of 295 documents, which was exported as CIW file for easy upload into the data analysis software. For data analysis and visualization, the resulting dataset was loaded into two software - Biblioshiny (Aria & Cuccurullo, 2017) and VosViewer (Van Eck & Waltman, 2023) - which complement each other in terms of data visualization and analysis facilitation (Arruda, et al., 2022).

4. Results and discussions

4.1 The academic research performance and social structure at individual, institutional, and country level

a) Publication performance

The academic performance on the topic of organizational culture and employee engagement was analyzed from a dataset of 295 publications released between 1989 and 2024. Figure 1 represents the longitudinal evolution of the number of articles - shown in orange - and their citations - depicted by the dark blue line.

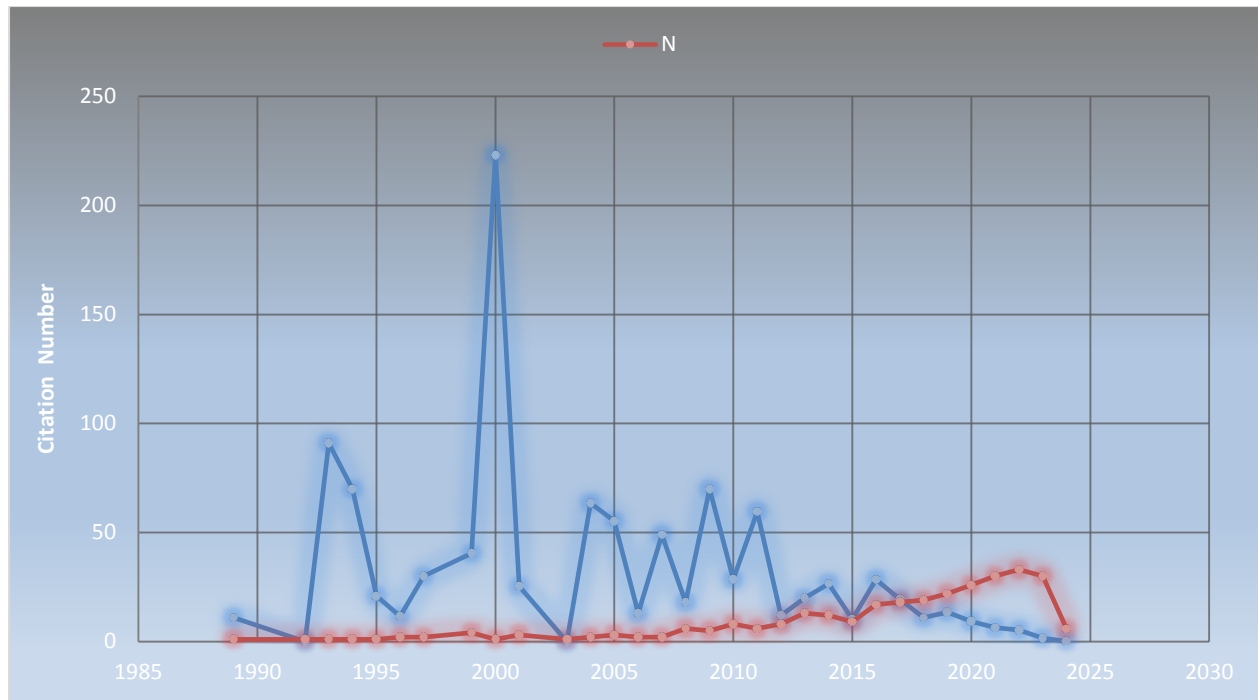


Figure 1. Overall performance in terms of production and citations

Source: authors with Excel after Web of Science

As can be observed in Figure 1, the academic production on the link between organizational culture and employee engagement began in 1989 and is ongoing, with an increased number of publications in the last period. The most productive year is 2022 with 33 articles, followed by 2021 and 2023 with a number of 30 articles.

Regarding the mean total citations per article, 2000 represents the year with the most cited articles (223 citations). Furthermore, 1993 is another representative year on our topic, with 91 citations. After 2000, the citations followed an ascendant trend with a decrease in 2023 and 2024 because recent papers have not yet been cited.

b) Author performance

To conduct a deeper analysis at the individual level, the authors were studied from two different perspectives. First, the most productive authors on the topic of organizational culture and employee engagement were selected, and secondly, the most cited authors were identified. The results are presented in Table 1.

Tabel 1. The most productive vs the most cited authors

<i>Crt. no.</i>	Authors	Articles	<i>Crt.No.</i>	Authors	TC
<i>1</i>	ANTONY J	3	<i>1</i>	HOLDEN RJ	298
<i>2</i>	ROZMAN M	3	<i>2</i>	KITAZAWA S	223
<i>3</i>	TOMINC P	3	<i>3</i>	SARKIS J	223
<i>4</i>	MUISYO PK	2	<i>4</i>	KESTING P	190
<i>5</i>	QIN S	2	<i>5</i>	ULHOI JP	190
<i>6</i>	GUPTA M	2	<i>6</i>	BROWN GD	164
<i>7</i>	DAVIS AL	2	<i>7</i>	HICKS LL	164
<i>8</i>	LEE J	2	<i>8</i>	KHATRI N	164
<i>9</i>	TAYLOR JA	2	<i>9</i>	HUANG SM	142

<i>Crt. no.</i>	Authors	Articles	<i>Crt.No.</i>	Authors	TC
10	ARSLAN M	2	10	HUNG YC	142
11	BROWN K	2	11	LIN QP	142
12	CHAN AJ	2	12	MEI-LING-TSAI	142
13	HOOI LW	2	13	ATTRIDGE M	139
14	MORENO A	2	14	AYCAN Z	128
15	NAVARRO C	2	15	KANUNGO RN	128
16	PRUTINA Z	2	16	SINHA JBP	128
17	WEI CC	2	17	AL MEHRZI N	117
18	TANNADY H	2	18	SINGH SK	117
19	JAYARAMAN R	2	19	MUISYO PK	102
20	ORESKI D	2	20	QIN S	102

Source: authors with Excel after Web of Science.

As can be observed in Table 1, the largest number of articles published by one author on our topic is three. Therefore, the most productive authors are Antony J., Rozman M., and Tominc P. The first author has one academic publication issued in 2014 and two studies published in 2023. Rozman M. and Tominc P. have co-authored three articles, one which appeared in 2022 and two others released in 2023. This fact shows that organizational culture and employee engagement are topics analyzed more thoroughly in the current academic literature.

Regarding the most cited authors, we can observe that the first position is held by Holden R. J. (298 citations), with an article written in 2011. He is followed by Kitazawa S. and Sarkis J. (223 citations each), who have co-conducted one research study on our topic and disseminated their results in 2000.

The fourth and the fifth ranks in the most productive authors' top are attributed to Muisyo P.K. and Qin S., who co-authored two articles (one in 2021 and one in 2022). As can be depicted from the right side of Table 1 - the one highlighted in green - the same two authors hold the last two positions in the top 20 ranking of the most cited authors.

Therefore, it can be concluded that the most cited authors are the ones who published closer to the beginning of the period researched for our topic, followed by the most productive authors. The precedence of the most cited authors could be explained through a longitudinal observation of the publications, the earlier articles allowing the advantage of time for the authors to receive a higher number of citations.

c) The first three documents indexed in Web of Science

To identify the landmark publications on organizational culture and employee engagement we constructed Tabel 2, which represents the first three articles, their authors and their total citations.

Tabel 2. The oldest publications on organizational culture and employee engagement

Year	Title	Authors	TC
1989	Corporate culture as an impediment to employee involvement: When you can't get there from here	CHELTE, AF; FANELLI, R; FERRIS, WP; HESS, P	11
1993	Leadership-style and incentives	ROTEMBERG, JJ; SALONER, G	91
1994	Understanding the meaning of participation - views from the workplace	MARCHINGTON, M; WILKINSON, A; ACKERS, P; GOODMAN, J	70

Source: authors with Excel after Web of Science.

As can be depicted from Table 2, the first article indexed in Web of Science was published in 1989, and studied topics such as corporate culture and employee involvement. The second article appeared in 1993, four years later, and addressed concepts like the firm's environment, leadership style, and organizational culture. The third article was published in 1994 and studies factors such as employee attitudes, organizational culture and corporate performance. The most cited article from these is the second one, which included elements of the organization that represent critical success factors both back then and in the present organization having set the trend in the academic and business world.

d) Source production

To identify the academic performance at institutional level, the most productive sources on the topic of organizational culture and employee engagement were analyzed. Their distribution in terms of production over time is presented in Figure 2.

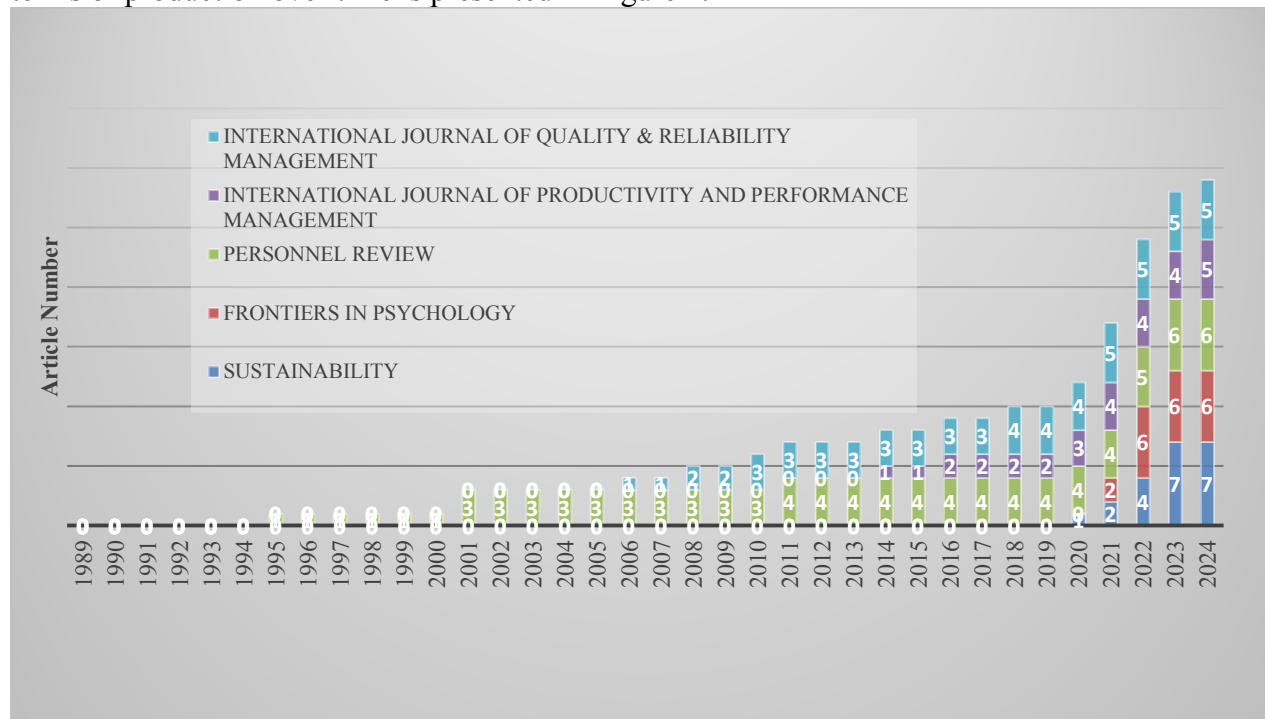


Figure 2. Sources production over time

Source: authors with Excel after Web of Science.

A journal that has a constant production over time is Personnel Review. It has been publishing articles on our topic since 1995, with one article per year, and has increased its production to 6 articles in 2024. International Journal of Quality & Reliability Management is another journal with an ascendant production trend from one article in 2006 to five articles in 2024. However, the most productive journal is Sustainability with seven articles per year in 2023 and 2024.

As a result, we can say that our topic has become more attractive over the last five years, as it has seen a more diverse approach, researchers publishing in journals that cover a wide variety of topics such as Psychology, Management, and Sustainability.

e) Country performance

Our topic's academic research production at country level was represented in the thematic map shown in Figure 3, with the lowest production highlighted in green, the middle-range in blue, and the highest one in purple. The bar graph in the lower-left corner of Figure 3 depicts the most cited affiliations, thus facilitating a better visualization of the comparative analysis between the most productive and the most cited countries.

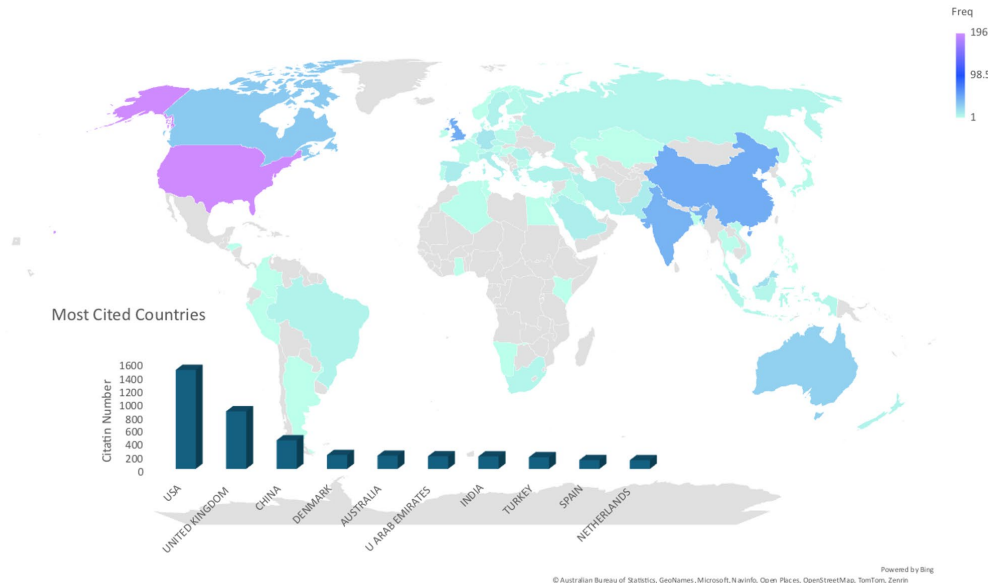


Figure 3. Academic performance at country level

Source: authors with Excel after Web of Science.

As observable in Figure 3, a parallel can be drawn between the top three most productive and most cited countries, all three holding the same positions in both categories. The United States proved to be the most productive and the most impactful country (with 196 publications and 1477 citations), followed by the United Kingdom (with 48 publications and 859 citations), and by China with 47 publications and 426 citations). A noteworthy point is that the United States sets itself apart from the United Kingdom with almost triple the number of publications and almost double the number of citations. This could be explained by the fact that the initial three studies on this topic were published in the United States, and the first British study appeared in 1994 after one of the most cited articles of that period had already been published in the United States. China follows very closely behind the United Kingdom with just an article less, in terms of production, but with about half the number of citations the United Kingdom received.

Therefore, it can be concluded that the most productive as well as the most cited countries are the United States, The United Kingdom, and China. They can also be considered the most relevant countries to refer to due to the fact that they met both the production and citation criteria. Their relevance could also be explained by a global interest in both types of organizational culture - the Western and the Eastern - and in their impact on employee engagement (Widiastuti et al., 2023).

4.2 The academic research thematic structure

The second and last research objective concerned the key topics studied by scholars researching the nexus between organizational culture and employee engagement. To meet this objective, the dataset was uploaded into VosViewer, with a word co-occurrence frequency cutoff set at five. The software identified 1377 keywords from the 295 imported publications, but only the words meeting the above-mentioned threshold - in number of 79 - were included in the analysis.

The most significant words were grouped into five clusters based on thematic similarities, and are shown in Table 3.

Tabel 3. Main keywords on organizational culture and employee engagement	
Clusters	All Keywords (Co-occurrence)
Cluster 1 (red)	Organizational culture, organizational change, performance, corporate culture, management, impact, implementation, knowledge, human resources management, quality management, sustainability
Cluster 2 (green)	Employee engagement, work engagement, satisfaction, burnout, attitudes, climate, job demands, antecedents, resources
Cluster 3 (blue)	Innovation, outcomes, transformational leadership, behavior, job satisfaction, internal communication, validity
Cluster 4 (yellow)	Leadership, employee involvement, diversity, quality improvement, change management, perceptions
Cluster 5 (purple)	Employee retention, engagement, workplace, organization, job satisfaction

Source: authors with Excel after Vos Viewer.

To facilitate the understanding of the keywords, a cartographic analysis was conducted. A map with the main keywords, presented in Table 3, was formed based on their co-occurrence (Migliavacca et al., 2022). The results offer a visual representation of the five clusters for an easier comprehension of the relationships between organizational culture and employee engagement (see Figure 4). Each cluster was designated a distinct label as a general identifier for the main topics in the field, based on the related keywords: *red* – organizational success factors; *green* – employee attitudes; *blue* – strategic priorities; *yellow* – organizational development; *purple* – human capital management.

Source: authors with Vos Viewer.

The *Employee Attitudes* cluster (green) represents relationship pairs such as: *employee engagement* - *work engagement* with a link strength of 23, *employee engagement* - *antecedents* with a link strength of 15, *employee engagement* - *satisfaction* with a link strength of 11, *employee engagement* - *burnout* with a link strength of 11. These keywords illustrated the main aspects of the workforce in an organization.

The *Organizational Development* (yellow) contains only ten keywords and the most important inter-relationship is between *leadership* and *employee involvement* with a link strength of 3. This fact shows the essential indicators for organizational development. Moreover, the *Human Capital Management* cluster (purple) has small dimensions, only eight items, and the most relevant connections are represented by *engagement* and *job satisfaction* with a link

strength of 2 and by *workplace* and *job satisfaction* also with a link strength of 2. These links show that there is a reciprocal influence between these three concepts.

Regarding the synopsis of the co-occurrence keyword analysis, there is a strong relationship between organizational culture and employee engagement with a link strength of 39, which shows that these concepts were analyzed more in-depth in the literature. Moreover, there is a close relatedness between these two concepts and performance which led to the idea that organizational culture and employee engagement are the key success factors for a high-performance organization.

Conclusions

This study associates two significant elements for a high-performance organization - organizational culture and employee engagement. A bibliometric analysis was used to map the patterns within their connection in the extant literature. Thus, 295 documents were extracted from Web of Science and uploaded into the data analysis software to realize the two research objectives: 1) the identification of the academic research performance, impact, and social structure at individual, institutional, and country level and 2) the exploration of the academic research thematic structure. To achieve the first objective, the dataset of 295 publications released between 1989 and 2024 was analyzed. The results highlighted that the most productive year was 2022, followed by 2021 and 2023. Regarding the mean total citations per article, 2000 represents the most cited year. Moreover, the most productive authors are Antony J., Rozman M., and Tominc P., who have recent publications on our topic, suggesting that organizational culture and employee engagement are topics analyzed more extensively in the current academic literature.

Furthermore, this research identified the landmark publications on organizational culture and employee engagement which studied topics that become critical success factors for a competitive organization. In addition, the distribution of sources in terms of production shows that our topic has been approached in a more diverse way in a variety of journals, Sustainability being at the top. The analysis of the research performance at country level revealed that the US, the UK and China are holding the same positions (one, two, and three, respectively) in the rankings of the most productive and the most cited countries.

To meet the second objective, a keyword co-occurrence analysis was conducted, including all keywords, to obtain a synopsis of the thematic structure. The clusters resulting from the analysis were renamed after their key-items and a deeper analysis was performed to understand the links between their elements. The frequency of the keywords organizational culture, performance, employee engagement, leadership emphasizes a close reciprocal relationship among the concepts as critical success factors of the organization, which are included in the organizational strategy as enablers of innovation and competitive advantage.

Contributions, Limitations, and Future directions

Being the first bibliometric research on the relationship between organizational culture and employee engagement, this study is opening a new trend encouraging researchers to approach the field from this perspective as well.

While bibliometric research can provide valuable insights, it is also limited in terms of data accuracy. Not all references provided by each publication are being mentioned in the publication text; conversely, a limitation to the publication length might also cause a reduced number of references (Haustein, & Larivière, 2014). These two points might require thorough consideration during data screening as well as data interpretation.

Considering the mentioned above limitations, we recommend future researchers conduct a thorough manual document screening to counteract these limitations. Moreover, a combination between a bibliometric and a systematic review could provide deeper insights on the studied topic.

Acknowledgment. This study was conducted through advanced doctoral research programs in the field of management, at the Bucharest University of Economic Studies.

References

- Ababneh, O. M. A. (2021). The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values. *International Journal of Quality & Reliability Management*, 38(6), 1387-1408. <https://doi.org/10.1108/IJQRM-05-2020-0178>
- Alam, I., Kartar Singh, J. S., & Islam, M. U. (2021). Does supportive supervisor complements the effect of ethical leadership on employee engagement? *Cogent Business & Management*, 8(1), 1978371. <https://doi.org/10.1080/23311975.2021.1978371>
- AlShehhi, N., AlZaabi, F., Alnahhal, M., Sakhrieh, A., & Tabash, M. I. (2021). The effect of organizational culture on the performance of UAE organizations. *Cogent Business & Management*, 8(1), 1980934. <https://doi.org/10.1080/23311975.2021.1980934>
- Aria, M. & Cuccurullo, C. (2017). Bibliometrix: An R-tool for comprehensive science mapping analysis, *Journal of Informetrics*, 11(4), 959-975. <https://doi.org/10.1016/j.joi.2017.08.007>
- Arruda, H., Silva, E. R., Lessa, M., Proença Jr, D., & Bartholo, R. (2022). VOSviewer and Bibliometrix. *Journal of the Medical Library Association: JMLA*, 110(3), 392. <https://doi.org/10.5195/jmla.2022.1434>
- Bhatt, V., Thomas, S., Chauhan, D., & Patel, R. (2024). Investigating the impact of organisation culture, personal-job fit and employee engagement on turnover intention: an assessment of the IT sector from an emerging market perspective. *International Journal of Economics and Business Research*, 27(2), 310-323. <https://doi.org/10.1504/IJEBR.2024.136498>
- Bui, D. H., & Le, A. T. T. (2023). Improving employee engagement through organizational culture in the travel industry: Perspective from a developing country during Covid-19 pandemic. *Cogent Business & Management*, 10(2), 2232589. <https://doi.org/10.1080/23311975.2023.2232589>
- Burduş, E. & Popa, I. (2018). *Metodologii Manageriale*, 2nd ed., ProUniversitaria, Bucharest.
- Goyal, R., & Kaur, G. (2023). Determining the Role of Employee Engagement in Nurse Retention along with the Mediation of Organizational Culture. In *Healthcare* 11 (5), 760. <https://doi.org/10.3390/healthcare11050760>
- Haustein, S., & Larivière, V. (2014). The Use of Bibliometrics for Assessing Research: Possibilities, limitations and adverse effects. In *Incentives and performance: Governance of research organizations*, 121-139. Springer, Cham https://doi.org/10.1007/978-3-319-09785-5_8
- Huhtala, M., Tolvanen, A., Mauno, S., & Feldt, T. (2015). The associations between ethical organizational culture, burnout, and engagement: A multilevel study. *Journal of Business and Psychology*, 30, 399-414. <https://doi.org/10.1007/s10869-014-9369-2>

- Latta, G. F. (2019). A complexity analysis of organizational culture, leadership and engagement: integration, differentiation and fragmentation. *International Journal of Leadership in Education*. <https://doi.org/10.1080/13603124.2018.1562095>
- Liu, C., Li, W., Xu, J., Zhou, H., Li, C., & Wang, W. (2022). Global Trends and Characteristics of Ecological Security Research in the Early 21st Century: A Literature Review and Bibliometric Analysis. *Ecological Indicators*, 137, 108734. <https://doi.org/10.1016/j.ecolind.2022.108734>
- Migliavacca, M., Patel, R., Paltrinieri, A., & Goodell, J. W. (2022). Mapping impact investing: A bibliometric analysis. *Journal of International Financial Markets, Institutions and Money*, 81, 101679. <https://doi.org/10.1016/j.intfin.2022.101679>
- Mirji, H., Bhavsar, D. N., & Kapoor, R. (2023). Impact of Organizational Culture on Employee Engagement and Effectiveness. Retrieved Feb 13, 2024, from: https://www.researchgate.net/publication/367309332_Impact_of_Organizational_Culture_on_Employee_Engagement_and_Effectiveness#fullTextFileContent
- Popa, I. & Dobrin, C. (2009). Diagnoza culturii organizaționale. *Quality-Access to Success*, 10, (½), 66.
- Popa, Ș. C., Ștefan, S. C., Olariu, A. A., Popa, C. F., & Pantea, M. I. (2023). Shaping the culture of your organization by the human capital: employees' competencies and leaders' perceived behavior. *Journal of Intellectual Capital*, 24(5), 1164-1183. <https://doi.org/10.1108/JIC-05-2022-0106>
- Tao, J., Qiu, D., Yang, F. & Duan, Z. (2020). A Bibliometric Analysis of Human Reliability Research. *Journal of Cleaner Production*, 260, 121041. <https://doi.org/10.1016/j.jclepro.2020.121041>
- Van Eck, N. J., & Waltman, L. (2023). VOSviewer software version 1.6.20, developed at Leiden University's Centre for Science and Technology Studies (CWTS), 2023. Available at <https://www.vosviewer.com/>
- Verboncu, I., Nicolescu, O., Popa, I. and Nastase, M. (2008), Strategy - Culture - Performances, Printech Publishing House, Bucharest.
- Widiastuti, W., Indartono, S., & Sa'adah, N. (2023). Comparing Organizational Culture: Perspectives from Western and Eastern Contexts. *International Journal of Magistravitae Management*, 1(1), 1-13. Retrieved February 19, 2024, from: <https://ijomm-ubb.com/index.php/ijomm/article/view/1>
- Witemeyer, H., Ellen, P., & Straub, D. (2013, September). Validating a practice-informed definition of employee engagement. In *Third Annual International Conference on Engaged Management Scholarship, Atlanta, Georgia*. Retrieved February 11, 2024, from: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2327895
- Yirdaw, A. (2016). Quality of education in private higher institutions in Ethiopia: The role of governance. *SAGE open*, 6(1), 2158244015624950. <https://doi.org/10.1177/2158244015624950>