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## Revenue diversification in public higher learning institutions: an exploratory Malaysian study

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JOURNAL OF APPLIED RESEARCH IN HIGHER EDUCATION

Volume: 11 Issue: 3 Pages: 379-397

DOI: 10.1108/JARHE-04-2018-0057

Published: JUL 1 2019

Document Type: Article

### Abstract

**Purpose** The purpose of this paper is to explore the extent of revenue diversification of selected Malaysian public higher learning institutions (HLIs) and the perceptions of senior officers of Malaysian public HLIs on matters related to revenue diversification. **Design/methodology/approach** The study analyses data from the HLIs' financial statements to compute the Hirschman-Herfindahl Index (HHI) for revenue diversification and a perception survey with senior officers of the Malaysian public HLIs. **Findings** The results suggest that while a majority of the Malaysian public HLIs were still dependent largely on government funding, the more established and larger HLIs had a slightly more diversified revenue structure. The survey suggested that overall the senior officers were receptive to the need for revenue diversification.

**Originality/value** The present study examines both the extent of revenue diversification of HLIs as well as senior HLI officers' perceptions on revenue diversification strategies. Most prior studies on revenue diversification have examined non-profit organisations, not HLIs and most were either only perception-based studies or only looked at the extent of revenue diversification using the HHI.

### Keywords

**Author Keywords:** [Perceptions](#); [Malaysia](#); [Higher learning institutions](#); [Revenue diversification](#); [HH index](#); [Financial sustainability](#)

**KeyWords Plus:** [UNIVERSITIES](#); [ORGANIZATIONS](#)

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### Funding

Funding Agency	Grant Number
IIUM Centre of Islamic Economics (CIE)	LRGS14-002-0003

[View funding text](#)

### Publisher

EMERALD GROUP PUBLISHING LTD, HOWARD HOUSE, WAGON LANE, BINGLEY BD16 1WA, W YORKSHIRE, ENGLAND

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**Research Areas:** Education & Educational Research

**Web of Science Categories:** Education & Educational Research

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