

UNIVERSITI TEKNOLOGI MARA

**STRATEGIC COMMUNICATION OF
SUSTAINABLE CORPORATE
RESPONSIBILITY PRACTICES OF
TENAGA NASIONAL BERHAD:
INFLUENCE ON REPUTATIONAL
LANDSCAPE**

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ABSTRACT

The purpose of this case study is to explore the success of Malaysia's power industry, Tenaga Nasional Berhad, in aligning communication strategies to improve its reputation, which at one time was deteriorating. The problem statement can be stated as: Even after its privatization in 1990, the Malaysian power industry still exhibits its pre-privatisation period characteristics of operational and cost inefficiencies, and lack of corporate responsibility. Interviews, corporate documents, research articles, website press releases, and other publications, comprised the data. Pursuing a triangulated approach, the following methods were applied: first, qualitatively analysed the contents of corporate documents; second, qualitatively analysed the contents of senior management interview. The application of these methods helped answer the central research question of how appropriately and effective TNB's communication with its critical stakeholders regarding corporate responsibility. Qualitative analyses revealed the following results: first, TNB presented itself as a corporate citizen committed to sustainable corporate responsibility in its corporate principles, annual reports, and on its website (press releases); second, it conveyed the respective central messages constantly, coherently, and consistently. Pattern matching (manual content analysis) helped aggregate coded text segments into respective coherent and consistent corporate messages. Results indicated that the company officials effectively communicated to the key stakeholders regarding economic contributions to public welfare, engagements in community projects, environmental protection, and grid loss abatement. In conclusion, the effective communication of sustainable corporate responsibility practices at TNB has helped the power industry to restore its reputation as a leading powerhouse and global energy player.

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