



UNIVERSITI PUTRA MALAYSIA

**ROLE OF STORYTELLING IN COMMUNICATING INFORMATION WITHIN
PUBLIC-LISTED COMPANIES IN MALAYSIA**

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**ROLE OF STORYTELLING IN COMMUNICATING INFORMATION WITHIN
PUBLIC-LISTED COMPANIES IN MALAYSIA**

By

NURAFIQ INANI BINTI MAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
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Doctor of Philosophy**

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DEDICATIONS

I would like to dedicate and extend this thesis to all who gave never-ending support during my journey in completing this study. This thesis is only the start of my research journey, and it always seems impossible until it is done. I would like to express my gratitude to my loving parents, Man Bin Nasir and Paizah Binti Mohd Sharif, for being the best parents I could ever have and for giving me advice when I was ready to give up. Not to forget, the most understanding person in the world, who is my loving and caring husband, Mohd Fadly Shamsudin, my daughter, Nur Nayla Filza Binti Mohd Fadly, and my in-laws, sister-in-law, and parent-in-law. Thank you for being with me through the rough waters and supporting me with love as I strive to complete the thesis. Your self-sacrifice is greatly appreciated.

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This thesis is only starting my journey as a researcher, and it always seems impossible until it is done.

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

ROLE OF STORYTELLING IN COMMUNICATING INFORMATION WITHIN PUBLIC-LISTED COMPANIES IN MALAYSIA

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December 2021

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The digitalisation and the recent COVID-19 pandemic have reshaped how we communicate in an organisation. Due to these, public relations encompasses the characteristics of advanced public relations in the 21st century and its growing strategic importance to businesses. The challenges faced by this discipline include measuring the results of communication, the profession's ethics, and the profession's globalisation. One of the public relations core purposes is to inform employees of the company's strategy. Using storytelling to communicate information, particularly a company's strategy and vision, can significantly impact people in a meaningful or harmful way. The study's purpose was to explore the role of storytelling in communicating information from the perspective of public relations professionals, namely those who work for publicly listed companies in Malaysia. This study's aim was achieved using a qualitative phenomenological approach, where ten public relations professionals were interviewed up to the data saturation point. Accordingly, an interview guide aided in the interview procedure, which was captured using digital voice recorders. The data were transcribed verbatim and organised into groups to generate codes, categories, and themes. According to the study findings, public relations professionals employed five unique definitions of an organisation's storytelling when communicating information. Numerous variables, including the characteristic of organisational storytelling, such as a narrative message, part of a brand experience and culture, recounting corporate history, and touching people's emotions, have affected the growth of storytelling in these modern public relations. This study also found that public relations practitioners within publicly listed companies in Malaysia used both official and unofficial stories throughout the organisation based on their personal experience. Meanwhile, in terms of communicating corporate goals, the elements of storytelling, such as multiple channels, management values and culture, and techniques used to create a good story, are used. Storytelling by public relations practitioners in publicly listed companies showed the greatest support for communicating

corporate strategy. This study showed a crucial contribution of public relations practitioners as employees play a major role in the organisation's collective sensemaking process by narrating supportive or harmful stories. Theoretically, based on the sensemaking theory, storytelling facilitates the transition to informed decision-making within organisations by providing an integrative conceptual framework and suggesting a better direction on how storytelling in internal communication can support or undermine corporate strategy. This study's implication will help and make it possible to negotiate an agreement to increase storytelling's significance and strategies, allowing public relations managers to determine which communication strategies work best for business strategy and preparing the organisation for change. Practically, the conceptual model could help organisations, especially Small Medium Enterprises (SMEs), Government-Linked Corporations (GLCs), and other private and public sectors, find, adapt, and create a guideline for designing and building comprehensive and effective internal storytelling programmes for public relations and corporate communication specialists.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PERANAN PENCERITAAN DALAM MENKOMUNIKASIKAN INFORMASI
OLEH SYARIKAT TERSENARAI AWAM DI MALAYSIA**

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Pendigitalan dan pandemik Covid-19 baru-baru ini telah membentuk semula bagaimana kita berkomunikasi dalam organisasi. Oleh kerana itu, perhubungan awam merangkumi ciri-ciri perhubungan awam yang maju pada abad ke-21 dan kepentingan strategiknya yang semakin meningkat kepada perniagaan. Cabaran yang dihadapi dalam disiplin ini termasuk mengukur hasil komunikasi, etika profesion, dan globalisasi profesion. Salah satu tujuan utama perhubungan awam adalah untuk memberitahu pekerja mengenai hala tuju dan strategi syarikat. Penggunaan penceritaan untuk menyampaikan maklumat, terutamanya strategi dan visi syarikat, boleh memberi kesan yang ketara kepada orang dengan cara yang bermakna atau memudaratkan. Tujuan kajian ini adalah untuk meneroka peranan penceritaan dalam menyampaikan maklumat dari perspektif profesional perhubungan awam, iaitu mereka yang bekerja untuk syarikat tersenarai awam di Malaysia. Matlamat kajian ini dicapai menggunakan pendekatan fenomenologi kualitatif, dengan menemubual sepuluh profesional perhubungan awam sehingga titik ketepuan data. Sehubungan dengan itu, panduan temu bual yang direkodkan menggunakan perakam suara digital itu membantu prosedur temu bual. Data tersebut telah ditranskripsikan kata demi kata dan disusun atur kepada beberapa kumpulan bagi menjana kod, kategori, dan tema. Berdasarkan hasil kajian, para perhubungan awam profesional telah menggunakan lima definisi yang tersendiri untuk menyampaikan maksud penceritaan organisasi ketika menyampaikan maklumat. Terdapat pelbagai pemboleh ubah, termasuk ciri-ciri penceritaan dalam organisasi, seperti mesej naratif, perihal pengalaman dan budaya jenama, penceritaan sejarah korporat, dan elemen menyentuh emosi orang, telah mempengaruhi perkembangan penceritaan dalam perhubungan awam moden ini. Manakala, dari segi bagaimana mereka menyampaikan matlamat korporat, elemen dimana pelbagai saluran komunikasi, nilai pengurusan dan budaya, dan teknik mencipta cerita yang baik telah digunakan. Penceritaan yang disampaikan oleh pengamal perhubungan awam dalam syarikat tersenarai awam telah menunjukkan sokongan terbesar untuk menyampaikan strategi korporat. Kajian ini

menunjukkan sumbangan penting dalam perhubungan awam sebagai pekerja kerana mereka telah memainkan peranan dalam proses kolektif 'sensemaking' di dalam organisasi dengan menceritakan kisah yang menyokong atau memudaratkan organisasi. Berdasarkan teori 'sensemaking', penceritaan memudahkan peralihan kepada pengambilan keputusan yang tepat dalam organisasi dengan menyediakan kerangka konsep integratif dan menyarankan arah yang lebih baik mengenai bagaimana penceritaan dalam komunikasi dalaman dapat menyokong atau melemahkan strategi korporat. Implikasi kajian ini akan membantu dan membolehkan suatu rundingan atau perjanjian bagi meningkatkan kepentingan dan strategi penceritaan, serta membolehkan pengurus perhubungan awam menentukan strategi komunikasi mana yang paling sesuai untuk strategi perniagaan dan menjadi persiapan organisasi untuk perubahan. Secara praktikal, model konseptual kajian ini boleh membantu organisasi yang berkepentingan terutamanya perusahaan Industri Kecil Sederhana (IKS), syarikat perbadanan kerajaan, dan syarikat sektor swasta mahupun kerajaan, mencari, menyesuaikan, dan mencipta garis panduan untuk mereka bentuk program penceritaan dalaman yang komprehensif dan berkesan untuk pakar perhubungan awam/komunikasi korporat.

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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

BOD	Board of Director
CCTV	Closed-circuit Television
CEO	Chief Executive Officer
CFO	Chief Finance Officer
COO	Chief Operating Officer
CSR	Corporate Social Responsibility
DG	Director General
EMB	Empire Marketing Board
EPF	Employment Provident Fund
GLC	Government Link Corporation
KL	Kuala Lumpur
PLC	Publicly Listed Companies
PR	Public Relations
SME	Small and Medium-Sized Enterprise
UK	United Kingdom
US	United States

CHAPTER 1

INTRODUCTION

1.1 Introduction

Several sections in this first chapter have included various aspects as follows: the study's background, the statement of the research problem, research questions, objectives, significance, scope, limitations, and definition of keywords.

1.2 Background of the Study

Over the past four decades, scholars of corporate communication and business community members have focused a significant amount of attention on the rapidly shifting global business environment. The most important goals of any company or organisation, which are accomplished through its corporate communication activities, are to maintain its identity, image, and reputation. Because of increased globalisation, both publicly traded and privately held businesses are now required to compete for local and international recognition by enhancing their reputations through the communication of their corporate strategies. One of the activities that fall under the umbrella of "corporate communication" is communicating a business strategy to employees, which is also an extremely important activity.

It is crucial to keep in mind that there is no silver bullet regarding developing a strategy for a company's communication needs. Long-term success for any organisation will be directly proportional to the persuasiveness of its strategy. According to Kohler and Zerfass (2019), transparency regarding these strategies is desired by executives and coworkers as well as stockholders and stakeholders, who determine the path and direction a business will take. If employees fully comprehend the company's goals and incorporate those goals into their day-to-day routines, effective communication of corporate strategies will be possible (Kaplan & Norton, 2008; Yang et al., 2011). Nonetheless, communication and public relations scholars hardly ever stressed the significance of these pursuits in their writings. As a result, it is of the utmost importance for public relations managers to concentrate on developing an internal communication strategy that is appropriate for all levels of staff.

It has been found that using narratives or storytelling as a method of organisational communication, including public relations, is an effective way to make sense of this complexity (Heath, 2006). According to the study findings conducted by Gustomo, Febriansyah, Ginting, and Santoso, (2019), an

organisation may improve employee engagement and communication strategy by implementing storytelling. The findings highlighted that direct storytelling has been demonstrated to be one of the most effective means of increasing employee engagement in a state-owned enterprise. This study's findings concerned a direct storytelling intervention in one of Indonesia's major state-owned enterprises. The first discovery is that it is true that telling stories can increase employee engagement with their work. Changes in the creative writing of the participants following the storytelling intervention demonstrated this to be true. The themes in their writing indicate that employees are more engaged after the intervention. According to this concept, storytelling should be considered one of the quality criteria for professional strategy communication to enhance practitioners' ability to improve their work and contribute to the organisation's goals and employee engagement.

On the other hand, communication professionals are expected to play a significant role because they can determine what members of an organisation want and how they use the media. They can also learn to identify which storytelling strategies are most critical to the organisation, and then use that information to develop a strategy. That efficient conversation, narratives, and interaction between organisation members would then result in the development of dynamic storytelling strategies. Storytelling strategies allow organisations to adapt, and practitioners can communicate best practices to ensure that everyone is aware of what is happening, which is beneficial in various contexts (Zerfass & Volk, 2018).

The primary goals of public relations are to use various forms of media to convey strategic messages, build a brand image, demonstrate competence, and find solutions to challenges faced by an organisation (Seitel, 2017). Employees' comprehension of the business strategy, in particular the organisation's vision, mission, objectives, and values, may be improved by public relations managers' use of narratives in their presentations (Auvinen et al., 2013). Employees (senders) can act as positive organisational ambassadors, but they also have the potential to share information and communication that is negative and dissident (Spear & Roper, 2016). According to Ohara and Cherniss (2010), the leader's stories about how the valued company-assisted employees in working through a business problem have facilitated the organisation's ability to align itself with those values. According to Orr, Kevin, and Mike Bennett (2017), anecdotes are often used by individuals to circulate information regarding the overall mission of their company. Stories have the potential to advance the mission. In order to move employees, stories should evoke the moral purpose of the organisation. Public relations managers must broaden their expertise beyond their respective specialties and contribute to the organisation's overarching objectives.

According to Green (1998), employees frequently look for information that they can use to enhance their current professional standing or bring about a more favourable change. The involvement of employers in issues, such as those that motivate their employees and keep them aligned with their values, is of the utmost significance (Green, 1998; Boje, 1991). Many businesses already have strategies, policies, and practices that complement what employees desire from their employers (Hewitt, 2003; Hull & Read, 2003). Traditional business communication methods, such as policy documents, the intranet, and email, can be problematic when it comes to the effective communication of this corporate strategy to staff (Harrison, 2007; Mohan et al., 2008). Telling stories may provide a "cut-through" on building brand loyalty, which is something that traditional forms of business communication are having trouble accomplishing with very busy employees (Brown et al., 2009; Schneider et al., 2005).

One of the most effective ways to engage with staff and strengthen the organisation's corporate strategy and performance is to use face-to-face narratives as a form of communication. This medium can foster dialogue or symmetrical two-way communication, which allows for a greater balance of communication between the organisation and its internal stakeholders and, as a result, promotes trust in the organisation (Welch & Jackson, 2007; Mohan et al., 2008). Building a positive internal reputation and establishing open communication channels with employees requires establishing trust and respect among staff members (Dowling, 2006).

Face-to-face narratives can be challenging, particularly for multinational agencies and larger organisations, where the practicalities of direct communication with all staff can be logistically challenging. Using face-to-face narratives can also be challenging for smaller organisations (Harrison, 2007; Macnamara, 2005). Storytelling must continue to be an integral part of the overall strategic objective and contribute meaningfully to the accomplishment of the organisation's stated communication goals; however, it cannot merely be utilised in isolation to establish more meaningful connections with workers (Harrison, 2007; Denning, 2006; Mohan et al., 2008). Even though telling stories can be a more personal and casual approach to business communication, the fundamentals of communication planning must be adhered to maintain the storytelling's efficacy (Harrison, 2007; Dowling, 2006).

According to the findings of this study, the potential impact that stories have on audiences makes them an important component of corporate strategy. Members of the organisation must be influenced by stories about the company, as members of the organisation play an essential part in communicating the company's identity to other stakeholders. The actions of the members of the organisation will affect the development of the corporate image in the minds of the various other stakeholders, which in turn will affect the growth of the corporate reputation. It indicates that the organisation's members constitute an important stakeholder group in managing its reputation. However, although

corporate stories have the potential to have a positive impact on audiences, there is also the possibility that they will harm the organisation's strategy. Stories can have both positive and negative consequences. It highlights the necessity for managers in publicly listed companies in Malaysia to understand the role storytelling plays in communicating information within those companies.

1.3 Statement of Research Problem

The role of storytelling has evolved from just telling a tale to another person. More recently, it is a descriptive term or an element of artistic production. The story is part of the journey that moves the listener. When the audience chooses to continue the adventure, they frequently experience something, resulting in persuasion or even action (Aaker, 2013). Cultural anthropology began studying stories in ancient communities to learn about their culture and representation systems (André, 2012). Psychoanalysts considered patients' stories (like dreams) as a doorway into their psyche. The 'declared enemy' of storytelling (Gabriel, 2000) began to acknowledge the value of oral history composed of personal narratives and recollections. Today in the digital age, the public relations industry appears to be transforming and it has drastically transformed the methods and content of work in public relations (Nik, 2019). How storytelling is generated and presented has also altered. The shift from traditional storytelling to online introduces new challenges and a new way of public relations.

Storytelling is one of the concepts that has gained rapid popularity in academic and management circles. Some are acclaimed for their qualities and chastised by others for their contentious application (Chautard & Collin-Lachaud, 2019). The significance of stories grew, expanding into art, culture, media, journalism, and advertising piqued growing interest in corporate communication (Chautard & Collin-Lachaud, 2019). Stories are well established in the field of marketing communication, particularly in advertising (Spear, 2015). According to Aurik et al. (2019), storytelling is extensively employed in commercial organisations for commercials and campaigns in which a brand creates stories that unfold in the community. However, some organisations use stories in corporate communication, although they are still in the minority.

Nonetheless, it is vital to remember that there are possible challenges in communicating business strategies using storytelling. It is seen in both scholarly and professional literature. It has been reported that many leaders find stories "hidden" or "uncomfortable" and that stories can hardly articulate themselves (Marshall & Adamic, 2010). Stories can be perceived as too personal and subjective to be used in the workplace (Yang, 2013). Subsequently, stories appeared not to be part of mainstream communication within the organisation and currently a dearth of explanation for the use of storytelling in communicating information within publicly listed company in Malaysia.

The popularity of storytelling is based on companies in the western part of the world that may not be directly applicable in the Asian context. Due to this lack of extensive appreciation of the organisation's stories on the Asian side, Asian-based companies may not appear to be part of mainstream corporate communication, particularly in Malaysia. There is no agreed definition of what constitutes a story based on literature. There are debates about what constitutes a story, and there is a conflict about the difference between stories and narratives from the point of view of the organisation and the public relations practitioner.

There has been a growth in storytelling literature and public relations practice in Malaysia, but there is no specific group of people in Malaysia who can be identified as audiences, namely public relations practitioners, to be studied about their understanding and management of stories within the organisation. Therefore, the transcendental approach to phenomenology is considered appropriate to explore the role of storytelling in communicating information within publicly listed companies in Malaysia. This approach can guide a deeper understanding of the essence of the experience of the phenomena being studied.

The literature review shows that most of the literature on corporate stories lacks a theoretical foundation. This limitation of previous studies to literature, as their findings often lack generalisability and broader insight into the use and influence of corporate stories on audiences. A broader review of theoretical approaches to corporate reputation, identity, strategy communication, and stories indicates that sensemaking theories are an appropriate perspective for reviewing corporate stories and their impact on organisational strategy. Therefore, the study proposes the need to explore the role of stories in communicating information among public relations practitioners within publicly listed companies in Malaysia.

1.4 Research Questions

This study addresses the following four main research questions:

1. How do public relations practitioners define their understanding of the organisation's storytelling?
2. What type of stories did the public relations practitioner use within the organisation?
3. How are stories used to communicate the corporate strategy of the organisation?
4. To what extent can stories encourage support or undermine the corporate strategy of the organisation?

1.5 Research Objectives

The primary objective of this study was to explore the role of storytelling in communicating information within publicly listed companies in Malaysia.

The specific objectives are:

1. to explore the definition of stories based on the understanding of public relations practitioners in the organisation,
2. to identify the type of stories used by public relations practitioners in the organisation,
3. to investigate the use of stories to communicate the corporate strategy of the organisation, and
4. to explore the role of stories, whether they may encourage support or undermine the corporate strategy of the organisation.

1.6 Significance of the study

The literature has reported on the growth of storytelling in Malaysia, which is an important development (Umar, Azalanshah, & Christine, 2020). While this study sheds light on the emergence of storytelling in communicating organisational strategy, it does not address external storytelling. The current study, which investigates public relations professionals' perspectives on the role of storytelling in information communication, has the potential to make a significant contribution to this research discipline in the future. This research is critical for several reasons, including intellectual, practical, and policy considerations.

1.6.1 Academic

This study will significantly contribute to academicians' and researchers' knowledge of storytelling in organisational and corporate communication studies. It has not been thoroughly studied how storytelling is formally used in corporate communications in Malaysia. Academics and scholars can develop a strong understanding of the subject matter by investigating the types of stories and aspects of storytelling management (analysis, assessment, and explanation) used by public relations professionals when communicating information within Malaysia's publicly traded companies.

First and foremost, the study's findings will add to our understanding of organisational storytelling and the theory of sensemaking related to the role of storytelling in organisations. Understanding the storytelling role will add to the

overall body of knowledge in corporate communication studies about organisational storytelling, which will benefit everyone.

1.6.2 Practical

The study will be useful to practitioners as a reference to the role of storytelling in corporate strategy communication. It will discover and provide, at the very least, an exploratory framework for management so that public relations practitioners can understand and apply storytelling strategies on organisational strategy communication in their daily activities. Furthermore, this research provides theoretical and practical insight into the critical nature of storytelling, not only in public relations but in a wide range of other professions. Storytelling management practice is beneficial for public relations practitioners, but it also benefits and serves as a foundation for practitioners in other professions. Indirectly, this story can aid audience engagement and foster an emotional connection between employer and employee.

1.6.3 Policy

The results of this study will be beneficial to other industry sectors, including multinational corporations, small and medium-sized businesses, government agencies, corporate organisations, non-governmental organisations, and educational institutions. It is essential to determine the function of storytelling to aid industry players and policymakers in coping with rising trends and neglected aspects of storytelling in corporate communication strategies. The originality of the findings will also serve as a guide for organisations at all levels, from the lowest to the highest, so that managers and future managers can participate in corporate communication strategies.

1.7 Scope of the Study

This study aims to analyse the role of storytelling in the evolution of modern public relations, where the types of stories and storytelling methods are frequently related to the responsibilities of public relations professionals in modern public relations.

This study examined the viewpoints of Malaysian public relations professionals, namely those employed by a publicly listed organisation (main market) in Malaysia. This study's key informants are management-level practitioners of public relations and corporate communications. To achieve high-quality study results, researchers must collect data on the evolution of storytelling in Malaysian publicly listed companies.

This study employed a qualitative phenomenological methodology to collect and analyse data to address the research questions, and through a semi-structured interview, the informant's experiences, interpretations, and numerous subjective views were elicited. Because the public relations scene has evolved dramatically and there is pressure to adapt to digitisation, the study's findings are crucial for determining how narratives are employed and evolve in the digital era. Participants included corporate communication/public relations/media and advertising directors, managers, and senior executives in public relations. The study topic, which demands the researcher to determine the knowledge and skills of public relations professionals on the importance of storytelling in their organisation, drives the researcher to adopt this methodology.

Acquiring a deeper grasp of the process can aid academics in assessing the extent to which organisational storytelling has grown and altered in the digital age, hence aiding in estimating the rate of change. This research may also apply to developing an effective storytelling model that can be utilised by public relations professionals, educators, students and policymakers to enhance the storytelling process when new media platforms are implemented. Therefore, the phenomenological approach is suitable for this topic, which requires an in-depth investigation.

The informants in this study were selected using purposive sampling. In general, qualitative researchers employed purposive sampling to achieve their research objectives, because the informant selected is based on their ability and willingness to share information (Silverman, 2013). When informants are determined, the researcher needs to examine a comprehensive list of organisations on the Bursa Malaysia website to identify interviewees in terms of data collection. Approximately seven hundred and ninety companies were listed on the main market of the Malaysia Stock Exchange (MSE), and the researcher contacted fifty of them by email, WhatsApp, and phone call. However, of the fifty potential informants contacted, only ten were interviewed. It is because the company's information and business strategy are private and confidential as well as the fact that most of them did not bother to respond to an email, call, or WhatsApp. Without an insider or key people, it is also more difficult for researchers to approach this informant.

To avoid prolonging the data collection process, the researcher contacts the potential informant who responded to the email and schedules an appointment with the individual who consents to a face-to-face interview. The researcher's restrictions are the cost of travel from the researcher's house to the informant's workplace and the interview length. The majority of the contacted informants preferred to meet during business hours and avoid weekends, so they may focus on sharing their organisation-related anecdotes. With regard to the length of the interview, the researcher notes that informants must return to their work during this period and cannot devote additional time.

The gap between the ninth and tenth interviews is three months. The researcher had difficulty locating willing informants to share information and interview. In the interim, the researcher reached out to personal contacts and acquaintances of friends to conduct interviews with them. Before the date was set for March, several potential informants cancelled due to a tight schedule and rumours that we would be subject to a Movement Control Order (MCO). In addition, they requested an online interview, but the researcher insisted on an in-person meeting. The researcher desired a face-to-face interview to foster a greater sense of rapport and interaction with informants. It has continued to be the most effective data collection method for minimising nonresponse and maximising the quality of the data collected. The interviewer's presence, which makes it easier for the participant to clarify answers or request clarification for certain questions on the questionnaire, is the most significant advantage of the face-to-face interview. Thus, researchers can better understand participants' opinions by observing changes in their tone and word choice.

As soon as they agreed to be interviewed, the researcher set a date and blocked it off on the calendar. Even though the current situation in Malaysia is not under a Movement Control Order, people are aware of the pandemic and uncertain about the disease's contagiousness. Due to safety concerns, the informant is unavailable and unwilling to be interviewed. During the final interview (the tenth informant), the researcher can already tell when data has reached saturation. For example, once informants started talking about the data in general terms, they could readily offer examples when requested. Since the researcher is the main instrument and knows the data, this also signals data saturation.

1.8 Definitions of Keywords

The following are the keyword definitions used in the study:

1.8.1 Storytelling

Storytelling is an ancient method of transmitting knowledge and culture, but it has been deemed less valuable in commercial organisations than kinds of knowledge that can be classed, categorised, calculated, and evaluated (Sole & Wilson, 2002). An organisational story is a thorough account of prior management decisions, employee interactions, or intra- or extra-organisational (Swap, Leonard, Shields, & Abrams, 2001) events that evolve around actors (Nielsen & Madsen, 2006). As organisational stories are composed of characters and plots derived from the individual experiences of company members, they can be viewed as reflections and even catalysts for the evolution of an organisation's culture (Borghoff, 2018).

1.8.2 Communicating Information

According to Daniel (2016), communication is an exchange that occurs in a social setting. Typically, there is a transmitter (source) and a receiver (destination). Communication is complete when the receiver replies to the signal by initiating another cycle of meaning exchange.

1.8.3 Publicly Listed Companies

According to Caroline (2021), a public company, also known as a publicly listed company, is a corporation whose shareholders are entitled to a portion of the company's assets and income. Through the free trading of shares on stock-on-stock exchanges or over-the-counter (OTC) marketplaces, the ownership of a public firm is dispersed among the general public shareholders.

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