WAZUP! COMMUNICATION TOOLS IN ORGANIZATIONAL DECISION-MAKING

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Abstract

The WhatsApp application has become the latest trend as a communication tool used in organizations to interact with each other. Most of its use is to convey official or personal information and get immediate feedback. Employees can send information and attach text, images, videos, and audio files. Additionally, users can form specific groups through the WhatsApp application. However, it is unclear to what extent WhatsApp is used as a communication tool that supports decision-making in organizations. This study aims to identify the extent to which WhatsApp is used in the organization and employees' perspectives as an internal organizational communication tool supporting employee decision-making. A quantitative survey method was used to distribute this study through email to executives and non-executives from the selected organization, namely the Malaysian Communications and Multimedia Commission (SKMM), a regulatory body organization under the Ministry of Communications and Digital. Based on the findings of the study, WhatsApp is widely used by SKMM staff to share information, manage daily work routines, and make quick and effective decisions. This WhatsApp is considered an alternative that can be used as a communication tool that supports quick decision-making by the staff in the organization. Most of them agree and gain satisfaction from its use, especially when an immediate decision is needed. The study also shows that all MCMC employees need WhatsApp communication during working hours.

Keywords: WhatsApp, Internal Communication, Decision-making, Organizational Communication

INTRODUCTION

WhatsApp applications as a communication tool used in organizations to interact with one another have become the latest trend. Most of its use is to convey official or personal messages and get immediate feedback. Employees can send information and attach files such as text, images, video, audio, and voice messages. Additionally, users can form specific personal or official groups through the WhatsApp application to frequently communicate and share urgent information where other mediums could not attend.

Effective Communication is essential for employees working in an organization to ensure that the daily routine, i.e., tasks, meetings, and project timeline, run smoothly and that they experience a positive vibe or environment. Communication can be verbal or written. Diverse forms of Communication are used in the organization to ensure that Communication can occur effectively and, subsequently, help the organization carry out its activities (Mariana & Putri 2017). WhatsApp is one of the most frequently used communication tools. Users of WhatsApp may communicate using text, video calls, and audio messages, as well as form groups and attach files such as images, documents, videos, and audio (Allaguiy, 2014). WhatsApp is regarded as one of the most practical applications available. (Noa and Tali, 2016). Consequently, WhatsApp is a fully-fledged communication tool (Chairunnisa & Benedictus, 2017WhatsApp was founded by Jan Koum and Brian Acton in 2009, who built a messaging service and named it WhatsApp because it sounded more like "What's Up," which means "what is happening." The concept was a status update. The idea behind making this app is to let people know about daily activities and status updates in a casual way (WhatsApp, 2016).

Communication is essential for any organization's sustainability. Employees should be able to communicate effectively to convey the messages and achieve the desired outcome. Communication is need-based and attempts to meet specific organizational objectives. It includes the need for organizational members to generate content, collaborate with others, react to each other, organize content, and expedite consumption (Wariara, 2017). Most communication demands are satisfied by digital communication platforms, and organizations must understand how to use them effectively (Bernoff & Li, 2008). The advent of social media supporting digital communication technology helps rectify the difficulties of understanding how to connect with employees and stakeholders (Bernoff & Li, 14 2008; Drago, 2015). Organizations are challenged to keep up with new digital communication technology because of its rapid development and seek to leverage it (Bernoff & Li, 2008). One of these technological advancements is the smartphone, which has been adopted as a social platform through instant messaging. Globally, it has been demonstrated that mobile smartphones speed up conversations in the workplace. It is because they are portable, easy to use, and come with apps that make it possible to connect almost anywhere (Deepthi, Patil, and Tadasad, 2015; Montag et al., 2015).

However, to what extent can Communication through WhatsApp or a group be considered practical and reliable for communicating, receiving directions or mandates, or making decisions through the WhatsApp platform? Usually, in organizations, the communication policy uses internal emails, newsletters, and meetings to disseminate information among team members and receive directions or official documents to execute their job. Yet people frequently make fast decisions, regardless of the medium used. Furthermore, it has become a phenomenon for all people or organizations to use social media or apps to communicate and share information due to

being in the modern era and being equipped with advanced technologies and high penetration of internet access, which has led to everybody turning to the digitalization of media for gratification. Furthermore, with the various internet plan packages offered by Telecommunication Service Providers, such as Maxis, Digi, Celcom, U Mobile, and many others, people can choose the package that best suits their internet access and commitment.

The Malaysian Communications and Multimedia Commission, or MCMC, is a regulatory body whose primary function is to regulate the communications and multimedia industries under the authority granted by the Malaysian Communications and Multimedia Commission Act 1998, the Communications and Multimedia Act 1998, the Strategic Trade Act 2010, and other laws. It implements and promotes the government's national communications and multimedia sector policy objectives. MCMC also oversees the new regulatory framework for the converging telecommunications and broadcasting industries and online activities. In 2001, MCMC's role was expanded to include overseeing the postal service sector according to the Postal Services Act 1991 and licensing the Certification Authorities under the Digital Signature Act 1997 (MCMC). Besides ensuring compliance with its licensees, i.e., the telecommunications industry, broadcasting, new media, and so forth, MCMC also plays a significant role in safeguarding consumers.

According to a survey conducted by MCMC on internet users in Malaysia in 2020, it was reported that 88.7% were internet users, a 1.3% increase from 87.4% in 2018. Based on the survey of the top 3 communication applications, WhatsApp has been recorded as the highest communication application used by the user at 98.7% in 2022 (up from 98.1% in 2018). The second is Facebook Messenger and Telegram. Facebook Messenger showed 53.9% (55.6% in 2018), and Telegram showed 40.1% (25% in 2018), respectively. (MCMC, Internet

Survey 2020). Besides, based on the data taken from SimilarWeb, the portal was updated on December 20, 2022, and stated the most popular communication platform with the first ranking was WhatsApp, followed by Telegram (SimilarWeb, December 2022).

The WhatsApp application is synonymous with mobile apps, and most people have smartphones with mobile data. Mobile smartphone technology comes with the capability of application installation, which the owners install for different purposes. Some of these applications are communication media, such as Telegram and WhatsApp, designed specifically for mobile smartphones. (Wariara, 2017). Between Telegram and WhatsApp, which offer mobile instant messaging, WhatsApp has more users than Telegram (MCMC, 2020). WhatsApp is an instant mobile communication application that offers real-time Communication regarding mobile texting, sharing of graphical content, and sharing of contacts. It also facilitates voice calls via an internet connection. (In Malaysia, 98.7% used WhatsApp (MCMC, 2020). Its widespread use is attributed to the view that the application is appealing as it offers a cheap and affordable means of sending information worldwide (Church & de Oliveira, 2013). Its international communication capability has also made it favourable to many users worldwide. It is more so in this era of globalization, where people's desire to connect has grown enormously. With the proper understanding of how organizations use mobile technology to communicate with employees and stakeholders, the organization can be informed on which communication needs can be met through the available technological platforms.

The use of mobile technology in Communication has become widely used with its current usage trend, which has been on the rise and cannot be ignored, especially now that it is so pervasive throughout organizations and institutions (Bouhnik & Deshen, 2014; Montag et al., 2015). In light of this context, where applications are inexpensive, and technology has advanced significantly, it is crucial to comprehend how organizations use suitable communication platforms to communicate with employees and stakeholders, particularly WhatsApp, which has become an essential communication platform in the modern day.

Since the fast pace of technological development, the use of smartphones has altered the way people connect. Everyone can now interact easily via digital Communication. Malaysians utilize smartphones at all socioeconomic levels. According to a Statista Research Department (Statista) study, Malaysia has about 29 million smartphone users, which will grow to 30.7 million (Müller, 2021). These results indicate that Malaysians have transitioned from conventional to digital modes of Communication in their everyday lives. As a result of this advancement, digital Communication via smartphone instant messaging apps has surpassed traditional methods of Communication between individuals, including employees in organizations and stakeholders (Suriana et al, 2022).

Employees in an organization use numerous communication channels, including formal and informal Communication. Other than using communication tools such as email, telephone, and face-to-face interaction to provide information effectively, some also use instant messaging to share information, update the status of tasks assigned, and so forth in an informal way. In an organization that is consumer satisfaction-oriented, consumer protection-oriented, and manages regulatory activities, everybody (employees) must serve the company with their best endeavours. One of the employees' goals is to achieve the key performance indicators (KPIs) set by the organization or management, which are stated in their policies and regulations.

To achieve the objective and KPIs, everybody should work cooperatively, have the same understanding, and have the same

purposes. Indeed, effective Communication in an organization should be strengthened and practised because effective Communication among the workers or team members will quickly help in exchanging ideas, setting up frameworks, executing the work, providing recommendations, and making the best decisions. Imagine there is miscommunication in the organization; information is delayed, or messages are not delivered to the targeted person as expected or correctly. It may cause difficulties in handling the assigned job, and implementing the project.

Based on previous research, it was discovered that the usage of WhatsApp focused on the application's use among adolescents, students, and family communication (Noa & Taly 2016; Van et al. 2016). Several studies have revealed the significance of using WhatsApp during the COVID-19 pandemic. During the outbreak, most organizations, schools, and higher education institutions switched from physical meetings and learning to online platforms (Suriana et al., 2022).

A study was conducted on employees' engagement using WhatsApp. The study indicated that using WhatsApp in a workgroup can boost the connection between employees and that more frequent and close interactions can increase employee engagement (Ariffin & Siti Zobidah, 2018). Although there are studies that examine the use of WhatsApp in the organizational environment (Ariffin & Omar, 2018; Pinto et al., 2017), this focus is more on the essence of the discussion in WhatsApp and the relationship of WhatsApp with interaction and engagement (employee engagement). It does not examine this medium's potential as an internal communication tool that supports their decision-making.

The current study examine the significance of WhatsApp's use at MCMC and the employees' perceptions of WhatsApp's use as an internal communication tool supporting decision-making within their organization. In decision-making, it includes WhatsApp as a tool that assists employees' Communication in daily operations and management tasks. How do employees use WhatsApp as an internal communication tool in MCMC supporting decision-making? What are the employees' views towards WhatsApp usage as an internal communication tool to obtain information, receive instructions, and make quick decisions? What are the gratifications that MCMC staff get from WhatsApp usage within their organization?

This research, therefore, wishes to identify what the WhatsApp app is used as an internal communication tool to assist organizations in making decisions (MCMC); and to examine the involvement level of WhatsApp as a communication tool by the organization.

LITERATURE REVIEWS

Most organizations use formal Communication, defined as the flow of information through the organization's officially prescribed chain of command. In formal Communication, messages can flow horizontally, vertically, or downward (Wariara, 2017).

Through upward Communication, senior management obtains the information to make strategic decisions, including reports, ideas, work difficulties, employees' attitudes toward work, and team accomplishments. Upward communication routes convey valuable information to superiors that subordinates are not privy to and that the organization's highest levels could not be aware of (Zaremba, 2010). Furthermore, it makes employees feel like essential assets, which boosts morale. Hamilton (2008) states that upward Communication must be precise and quick in high-tech contexts. It necessitates the development of communication technologies that facilitate the transfer of information.

WhatsApp and the internet have become integral to how employees interact, communicate, and conduct business with one

another (Leigh & Sherry, 2010; Papa & Weiss, 2011). It has been the most significant type of internal communication platform used by organizations. WhatsApp has emerged as one of the communication platforms for organizing and managing organizational communication channels. The use of WhatsApp has been incorporated into the organization's communication strategy in order to achieve its various goals. For instance, it is used to strengthen communications inside and outside the organization. As a result, the primary function of communication tools in organizations is to facilitate knowledge exchange and improve understanding between the organization and its stakeholders.

Communication tools aim to ensure that all information reaches the intended audience, both internal and external to the organization. WhatsApp allows people to share information and knowledge online with many people, particularly youngsters (Baruah, 2012). Besides, Communication through WhatsApp can be completed immediately, making it easier to communicate with each other. This ability enables the organization to distribute information efficiently and make decisions quickly.

The benefits of using social networks as a communication medium in an organization include increased communication speed, reaching a large number of people, improved accuracy when decisions are required, and increased significance of the information. WhatsApp has enhanced the time consuming of organizational Communication with employees and other parties (Marques, 2010). Managers can use social media platforms to quickly communicate information to employees to gain their perspectives and make faster decisions (Norliana et al., 2022).

WhatsApp's perceived ease of use When people feel at ease while using an application, this is referred to as "Perceived Ease of Use" (Venkatesh & Davis, 2000). The ease of use of technology influences a user's

intention to use it, both directly and indirectly (Salman et al., 2014). With the widespread use of WhatsApp applications in organizations, employees expect the application to be user-friendly and straightforward to help them perform their jobs more effectively. Technology enables employees to transfer information more quickly. The exchange of views and decisions can be done anytime and anywhere (Day et al., 2012). Traditional modes of Communication usually have a limited number of participants. WhatsApp allows for one-to-many Communication. It aids in the collection of data from more than one person.

Uses and Gratification Theory (UGT) examines the effects of media on people. UGT examines how users willingly choose media to meet specific needs such as knowledge, relaxation, social interaction, entertainment, or escape (Severin & Tankard, 2001; McQuail, 2010). In other words, it is frequently stated that the argument should focus on what people do with the media rather than what the media does to people (Katz, 1959). This theory takes a user-centered or audience-centered approach.

The assumptions of UGT, according to West, Turner, and Zhao (2010) are distinct. First, the user or audience is active, and its media use is goal oriented. Second, the initiative to link the need for gratification to a specific medium choice is primarily the responsibility of the user or audience members. Third, in order to meet the needs of the user or audience, the media must compete with other resources. Fourth, users or audiences are self-aware enough about their media use, interests, and motivations to give this study an accurate picture of their service. Finally, only the user or audience can make value judgments about media content (West, Turner, and Zhao, 2010).

Scholars have sought to understand how the audience uses the media to satisfy their psychological and social needs over time. In this pursuit, the uses and gratification theory, which tries to explain the motive behind using media to gratify a society's needs, was

formulated by Katz, Blumler, and Gurevitch (1974). Through this theory, the users of different media are seen to have specific goals that they seek to accomplish. Hence, these goals lead them to the media to have their goals gratified (Ruggiero, 2000).

According to Palmgreen, Wenner, and Rayburn (1980), who conducted a study on the most popular TV news program, it is believed there is a relationship between gratification sought (GS) and gratification obtained (GO). They describe "gratification sought" as the expectations individuals have before using a medium, whereas "gratification obtained" refers to the satisfaction one receives from using a

medium. Palmgreen, leer, and Rayburn (1980) concluded that a person's medium use is primarily determined by what they hope to achieve. The more a person believes a medium can fulfil their wants, the more they will use it.

Furthermore, the UGT user has distinct wants and desires. They are divided into five (5) categories, namely cognitive needs, affective needs, personal integrative needs, social integrative needs, and tension-free needs. All these needs are interrelated with an individual's value system (Katz et al., 1973).

Independent Variable   Dependent Variable
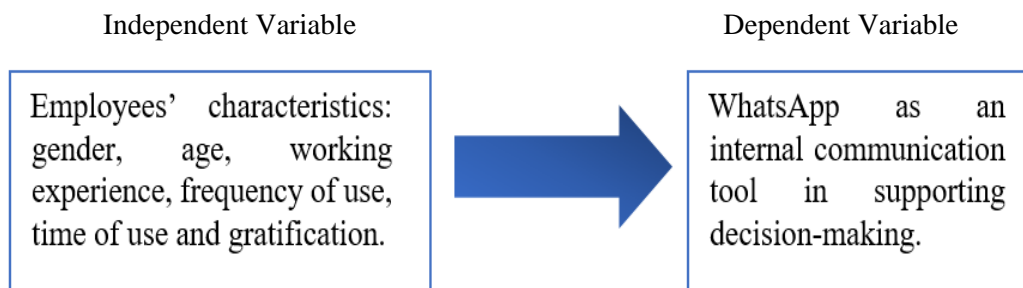
Figure 1: **Conceptual Framework**

In this study, the independent variables consist of the employees' characteristics, i.e., gender, Age, working experience, and satisfaction with WhatsApp. In contrast, the dependent variable is the use of WhatsApp as an internal communication tool. The independent variables in the study are strongly related to the dependent variables. The framework guides the relationships between independent and dependent variables in the research study, with independent variables directly influencing dependent variables.

METHOD

A quantitative approach was employed using a survey technique. Based on random sampling the google form was distributed to the MCMC staffs and due to time contstraints, only 41 resoondents were involved. The questionnaire

was established with four sections. A demofgraphic backround involved nominal and ordinal data, the whtasapp usage used ratio data while another two sections namely gratification and decision making performace were measured using a Likert scale. The reliability score shows signicantly acceptable which were $\alpha = 0.918$ and $\alpha = 0.977$ each. The analysis used SPSS for descriptive and inferential statistics such as mean, level of perception, T-tets, and correlation.

FINDINGS AND DISCUSSIONS

The findings of this study was wriiten following the research objectives. According to Table 1, the figures present the responders' gender, Age, work experience, and education level. According to the age distribution, the majority of the staff (53.7%) was between 36 and 45.

Staff aged 26 to 35 made up 43.9% of the total number of respondents, while those aged 45 to 56 made up 2.4%. In terms of education, 75.6% had a Bachelor's Degree, 12.2% had a Master's Degree, and the same percentage recorded had a Diploma.

The respondents were asked about their work experience within the organization, which was measured by the number of years. About 56.1% of the respondents had work experience ranging from 3 to 10 years; 39% had worked between 11 and 18 years, and 2.4% had work experience over 18 years and less than 2 years.

Based on the findings on the use of WhatsApp, the majority of the respondents use WhatsApp and email as the communication mediums in their department and within the organization to communicate with each other (n=41). WhatsApp is found helpful in communication with colleagues or managers.

Table 1: Respondent's Demographic Characteristics

Items	f	%
Age		
26 - 35 years	18	43.9
36 - 45 years	22	53.7
46 - 56 years	1	2.4
Gender		
Male	13	31.7
Female	28	68.3
Education Background		
Diploma	5	12.2
Bachelor's Degree Master's Degree	31	75.6
	5	12.2
Working Experiences		
Less than 2 years		2.4
3 to 10 years		56.1
11 to 18 years		39
18 years and above		2.4

WhatsApp allows the exchange of information and attachments quickly. Most employees place their trust in sending emails that specific recipients will read. The same goes for WhatsApp, where only targeted recipients can read the messages. It could be considered security when it comes to personal and confidential information. With WhatsApp Messenger, mobile phone communication has become more accessible, faster, and less expensive. It costs less than standard phone messaging. People can use WhatsApp to communicate with friends and family worldwide without incurring international SMS expenses (Yeboah & Ewur, 2014).

The respondents also stated that WhatsApp can be considered a significant internal communication platform for work-related communication. About 87.8% agreed with the communication tools. It is due to the fast response and ease of keeping track of the conversation. Only 12.2% expressed less disagreement. It is probably because they still needed to communicate with colleagues or other stakeholders through phone calls rather than instant messaging to prevent misinterpretation during communications.

According to the investigation, most of the employees agreed to use WhatsApp as an internal communication tool in their departments and organization. The results show 31.7% of them spent an average of 6 to 12 hours per day using the app. 24.4% spent more than 12 hours daily interacting with each other on work matters via WhatsApp. It demonstrates they highly engage with the medium. It is

similar to the findings of a study conducted by Salem and Soliman (2014), which concluded that perceived usefulness and perceived ease of use of mobile instant messenger, sociability, perceived self-expression, and enjoyment established by using mobile instant messenger could be considered predictors of use of mobile instant messenger.

An Independent Samples T-Test was used to determine whether there is a statistically significant difference between increased Communication and work performance via WhatsApp and gender. Levene's test for variance homogeneity yields insignificant values, p = .327 (p >.05), thus indicating that both had no significant variance differences. The result of the t-test was taken from equal variances assumed. The t-test analysis for the increased communication and work performance via WhatsApp revealed no significant difference in the mean score between males (M = 4.02, SD =.544) and females (M = 4.21, SD =.565) with t (39) = -0.99, p =.327.

In addition, this study examines the changes in Age towards employees' perceptions of the use of WhatsApp in the organization, which are 26 to 35, 36 to 45, and 46 to 56 years. With references to Tables 2 and 3, a One-Way Analysis of Variance (ANOVA) is performed, and the results revealed that there are no statistically significant differences among the employees for their age [F (2, 38) =.203 p =.817].

Table 2: Difference Mean, Standard Deviation of WhatsApp Use in Supporting Employees' Decision-making according to Age (n=41)

Ages (Years)	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
26 - 35	18	4.06	.639	.151	3.74	4.37	3	5
36 - 45	22	4.18	.664	.142	3.89	4.48	3	5
46 - 56	1	4.00	.	.	.	.	4	4
Total	41	4.12	.640	.100	3.92	4.32	3	5

Table 3: Differences of WhatsApp Use in Supporting Employees' Decision-making according to Age (n=41)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.173	2	.087	.203	.817
Within Groups	16.217	38	.427		
Total	16.390	40			

The result of this hypothesis could refer to the fact that the age groups were distributed into three groups: 26 to 35, 36 to 45, and 46 to 56 years, and the age differences did not influence the use of WhatsApp in MCMC. In summary, regardless of age, most employees depend on WhatsApp for organizational Communication, including personnel matters, with no charges except for mobile data connection.

The employees' perception of the use of WhatsApp in the organization and their working experience were analyzed. A One-Way Analysis of Variance (ANOVA) is performed to examine if there is any statistically significant difference between the mean values. As shown in Tables 4 and 5, the results revealed no

statistically significant differences [F (3, 37) =.335 p =.800] among the employees concerning their working experience.

Table 4: Difference Mean, Standard Deviation of WhatsApp Use in Supporting Employees' Decision-making according to Working Experience (n=-41)

Working Experiences	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
Less than 2 years	1	4.00	.	.	.	.	4	4
3 - 10 years	23	4.04	.706	.147	3.74	4.35	3	5
11 - 18 years	16	4.25	.577	.144	3.94	4.56	3	5
Over 18 years	1	4.00	.	.	.	.	4	4
Total	41	4.12	.640	.100	3.92	4.32	3	5

Table 5: Differences of WhatsApp Use in Supporting Employees' Decision-making According to Working Experience (n=-41)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.434	3	.145	.335	.800
Within Groups	15.957	37	.431		
Total	16.390	40			

The result of this hypothesis could refer to the fact that the majority of the employees had the potential to use mobile application technology for social networking, using tools that were capable of assisting administrative activities, governance, engagement, and so forth, regardless of their working experience. Based on the study conducted by Quan-Haase influence was one of the major reasons for the adoption of WhatsApp.

The Pearson product-moment correlation coefficient was computed to assess the relationship between the effectiveness of WhatsApp use in supporting decision-making by the employees and how WhatsApp also assisted the employees in enhancing their Communication among colleagues, managers, and within MCMC. Based on the above findings, there was a statistically significant and positive correlation ($r =.783$, n = 41, $p = <.001$). The strength of correlation is found to be strong which signifies the participation of the respondents in using the WhatsApp.

Table 6: **Pearson Correlation Test between the Use of WhatsApp and Employees Communication's Enhancement**

Variables	Use of WhatsApp	
	r	p
	.783**	<.001
Employees Communication's Enhancement		
	41	41

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

Based on the results above, it shows a strong positive correlation between the effectiveness of WhatsApp's use in supporting decision-making by the employees and how WhatsApp also helped the employees improve their communications with colleagues and managers within MCMC. WhatsApp as an internal communication tool supported decision-making among the MCMC employees, for instance, obtaining immediate responses and updating information using WhatsApp.

According to the study's findings, the effectiveness of WhatsApp usage in the organization shows a statistically significant difference between WhatsApp usage and employee gender. Results show p =.045, which is smaller than p =.05. In addition, WhatsApp helped make Communication easier with work team members (M = 4.32); employees can take photos of documents and share them through WhatsApp for immediate action (M = 4.22).

Also, using WhatsApp, employees can communicate outside the office (M = 4.20). According to the results, WhatsApp was widely used for several activities that support the decision-making of the employees in the organization. The Independent Samples T-Test was used in identifying the study findings. Based on the study by Kariuki Noami (2017) on the use of WhatsApp as formal organizational communication, discovered that the effectiveness of WhatsApp usage increased employee motivation.

CONCLUSION

Essentially, this study examines employees' demographic characteristics, such as gender, age, educational background, and working experience, and the perception of WhatsApp as an internal communication tool supporting decision-making in the organization and boosting Communication among employees. Factors influencing the use are examined using the appropriate tests, i.e., Independent Samples

T-test, ANOVA, and Correlation, to conduct the analysis.

Based on the discussion, it can be concluded that WhatsApp has been viewed as a significant communication platform among employees in sharing and executing work matters, and its usage is found to be the most convenient where information can be disseminated through the group chat or to the target recipient when there are issues requiring urgent attention and another medium could not fulfil it. WhatsApp has been seen as reliable and valuable to tackle problems. With tolerance and understanding between the employer and employees regarding WhatsApp usage, it could improve Communication and work performance. Since WhatsApp usage has theoretical implications and effects on the employees' Communication in MCMC, WhatsApp use may be considered an internal communication tool supporting decision-making in the organization.

Notably, the uses and gratification theory emerges as the most appropriate theory for comprehending a new medium that enters the media industry. Despite introducing the idea of explaining traditional media, it was regarded as most suitable for the current study, which focuses on new media technology. The study's main implication is that it discovered the gratification behind WhatsApp usage as an internal communication tool in an organization using this theory. According to the survey, employees will obtain the media and communication channels that meet their desires.

It is suggested that the management should consider WhatsApp as an alternative communication platform supporting decision-making by employees, whereby everybody must be aware of its usage in terms of sharing confidential items and respecting privacy. Policymakers could provide regulations for using WhatsApp as a communication tool in the organization, probably with some employee training. Also, employees should adhere to the organizational policies

established, as the medium has not been recognized as formal Communication by any of the organizations yet.

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