

Assessing Digital Platforms' Impact on Organisational Communication Using Microsoft Teams

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Abstract. *Digital communication platforms have become part of the everyday infrastructure of contemporary organisations. They no longer function only as auxiliary tools for exchanging messages, but increasingly shape how employees coordinate tasks, access information and sustain collaboration across physical and virtual workspaces. This growing dependence on integrated digital environments has raised important questions about their effects on internal communication, team cohesion and perceived organisational performance. This study examines the role of Microsoft Teams in internal communication processes within service-sector organisations. Using a quantitative research design based on an online questionnaire completed by 200 respondents, the analysis addresses four dimensions of platform use: communication efficiency, informational clarity, perceived productivity and collaborative organisational culture. The findings indicate that daily users of Microsoft Teams perceive internal communication as more efficient than employees who use the platform less frequently. The results also suggest that thematic channels and team structures contribute strongly to informational clarity, while integration with Microsoft 365 applications is positively associated with perceived productivity. In addition, user satisfaction with Microsoft Teams is linked to stronger perceptions of collaboration, belonging and digital organisational culture. The study contributes to the literature on digital organisational communication by showing that the value of collaboration platforms depends not only on their technical availability, but also on the way their functions are structured, integrated and adopted in daily work routines. From a managerial perspective, the findings point to the importance of coherent platform governance, user training and deliberate communication design in reducing digital friction and improving organisational collaboration.*

Keywords: digital communication platforms, organisational communication, Microsoft Teams, collaboration, productivity, digital transformation, organisational culture.

Introduction

Digital collaboration platforms have become central to the way contemporary organisations communicate, coordinate activities and share knowledge. In service-sector organisations, where workflows often depend on rapid information exchange and continuous interaction between teams, platforms such as Microsoft Teams have gradually moved from being optional communication tools to becoming part of the organisational infrastructure itself. Their relevance has increased especially in hybrid and distributed work arrangements, where employees need to combine synchronous interaction, asynchronous coordination and shared access to documents within the same digital environment.

Previous research has shown that digital platforms can improve operational continuity, reduce communication fragmentation and support collaboration across departments. Adepoju et al. (2022), for example, associate automated multi-team workflows with improved operational efficiency and reduced redundancy, while Ahmad, Boit and Aakula (2023) emphasise the importance of cross-functional collaboration in successful digital transformation. Other studies, including those by Al Enezi et al. (2022), Ayaz et al. (2025) and Evans (2022), show that

Microsoft Teams has been widely adopted in educational and organisational contexts because it offers a structured environment for interaction, information exchange and collaborative work.

However, the organisational effects of digital collaboration platforms are not uniformly positive. Studies on remote and hybrid work draw attention to the risks associated with multitasking, cognitive overload, meeting fatigue and weakened informal interaction. Cao et al. (2021), Hill et al. (2024) and Yang et al. (2022) show that digital communication may alter team cohesion and work rhythms, while Morand et al. (2023), Masilela and Nel-Sanders (2023) and Zubenschi (2021) point to broader concerns related to overconnectivity, information overload, cybersecurity and the socio-technical complexity of digital ecosystems. These findings suggest that Microsoft Teams and similar platforms should not be treated as neutral technologies. Their effects depend on how employees use them, how managers structure communication flows and how organisations integrate them into existing work practices.

Despite the growing body of literature on digital collaboration, there remains a need for more specific empirical analysis of how particular Microsoft Teams functionalities influence organisational communication. Much of the existing research focuses on education, healthcare or general remote work settings. Less attention has been paid to service-sector organisations and to the mechanisms through which specific platform features — such as chat, videoconferencing, thematic channels, file collaboration and Microsoft 365 integration — shape employees' perceptions of communication efficiency, informational clarity, productivity and organisational culture.

The present study addresses this gap by examining the relationship between Microsoft Teams usage patterns and employees' perceptions of internal communication. Its originality lies in the integrated analysis of several functional layers of the platform rather than in a general assessment of digital tool adoption. Unlike studies that treat platform use mainly as a technological or behavioural issue, this research adopts a communication-centred perspective. It asks how the practical affordances of Microsoft Teams are translated into perceived organisational outcomes.

The study is guided by four research questions. First, how does the frequent use of chat and videoconferencing affect employees' perception of communication efficiency? Second, to what extent does organising communication through thematic channels and teams improve informational clarity? Third, does integration with Microsoft 365 applications contribute to higher perceived productivity? Finally, how is satisfaction with Microsoft Teams associated with perceptions of collaboration and digital organisational culture?

Literature review

Digital communication platforms in organisational settings

The development of digital communication platforms has changed the architecture of organisational interaction. Communication is no longer limited to formal meetings, email exchanges or face-to-face coordination. Instead, employees increasingly rely on hybrid digital spaces where messages, files, meetings and task-related information coexist. This shift has implications not only for efficiency, but also for how organisational knowledge is stored, accessed and interpreted.

Research on workflow optimisation and digital coordination suggests that integrated platforms can reduce redundant processes and improve the traceability of communication. Adepoju et al. (2022) show that automated multi-team workflows can increase operational

efficiency by limiting unnecessary duplication of tasks and data. Similarly, Adham and Omachoko (2024) argue that technology-based project organisation reshapes the structure and functioning of professional teams. These studies indicate that communication platforms should be understood as socio-technical infrastructures: they combine technological features with human practices, managerial decisions and organisational norms.

Within the broader process of digital transformation, collaboration platforms also support cross-functional interaction. Ahmad, Boit and Aakula (2023) underline the importance of collaboration between departments in digital transformation initiatives, while Holloway (2024) links cloud-based information systems to productivity and collaboration in remote teams. Hussein and Hassan (2025) discuss the role of collaboration tools in agile software projects, where coordination speed and responsiveness are essential. In highly distributed development environments, Bock et al. (2022) further show that synchronous communication and integrated tools can accelerate decision-making and strengthen team performance.

These contributions suggest that platforms such as Microsoft Teams do more than transmit information. They organise work. They establish where conversations happen, how decisions are documented and how easily employees can return to previous exchanges. For this reason, their organisational impact cannot be assessed only through technical indicators. It also requires attention to employee experience, clarity of communication and perceived usefulness in daily work.

Technology adoption, user behaviour and cognitive effects

The adoption of digital platforms is often examined through models of technology acceptance. Al Enezi et al. (2022), drawing on the Technology Acceptance Model, show that perceived usefulness and ease of use play an important role in shaping attitudes toward Microsoft Teams. Ayaz et al. (2025) similarly argue that the acceptance of Teams as a digital learning tool depends on both technical functionality and perceived value. FakhrHosseini et al. (2024) provide a broader perspective, showing that trust, cognitive load and interface design influence sustained use in intelligent digital environments.

Empirical studies conducted in online and hybrid settings also indicate that Microsoft Teams may strengthen interaction and support structured collaboration. Evans (2022), Wichanpricha (2021) and Hoffman et al. (2025) show that the platform can improve engagement, facilitate asynchronous communication and create more organised forms of participation. These findings are relevant for organisational contexts as well, particularly where employees must coordinate across locations, departments or time constraints.

At the same time, the benefits of digital communication are accompanied by cognitive and behavioural pressures. Baham et al. (2023) show that users respond differently to frequent technology interruptions, partly depending on generational characteristics. Cao et al. (2021) demonstrate that multitasking during remote meetings can reduce attention and constrain productivity. Nesher Shoshan and Wehrt (2022) associate prolonged videoconferencing with fatigue and reduced engagement, while Morand et al. (2023) discuss the effects of digital overconnectivity on employee well-being. Tarafdar, Wenninger and Stich (2023) also identify email overload as a source of strain and negative work outcomes.

These findings are important because they complicate a simple efficiency-based view of digital platforms. Microsoft Teams can make communication faster, but faster communication is not automatically better communication. The quality of digital collaboration depends on how notifications, meetings, channels and shared files are managed. Without deliberate

communication rules, the same platform that supports collaboration may also generate overload, fragmentation and fatigue.

Communication clarity, digital collaboration and organisational culture

A major theme in the literature concerns the relationship between communication structure and informational clarity. In digital environments, clarity depends not only on the content of messages, but also on where information is placed, how it is categorised and whether employees can retrieve it when needed. Clement et al. (2021) show that well-configured communication tools can improve professional practice and reduce ambiguity. Fasola and Abimbola (2023) similarly argue that collaborative technologies support information sharing and knowledge creation when communication flows are structured and accessible.

Studies on digitalisation in educational and organisational contexts also highlight the importance of repositories, channels and systematic information organisation. Ciortan (2022), Pricope (2022) and Zubenschi (2021) emphasise that digital platforms become effective when users can navigate information without excessive effort. Durach et al. (2021), from a broader digital transformation perspective, argue that coherent digital infrastructures are necessary for transparent communication and integrated organisational processes.

Another relevant dimension is organisational culture. Digital platforms influence not only how people exchange information, but also how they experience participation, belonging and trust. Hill et al. (2024) and Yang et al. (2022) show that remote and hybrid work technologies shape collaboration patterns and team cohesion. Hargreaves, Clarke and Lester (2022) provide evidence that Microsoft Teams can support performance in healthcare services when communication remains transparent and accessible. However, Kensbock and Stöckmann (2021) warn that technology-enabled surveillance may reduce trust, learning and voice behaviour.

Taken together, these studies suggest that the relationship between Microsoft Teams and organisational culture is contingent. The platform may support openness and collaboration when it is used transparently and purposefully. Conversely, it may contribute to pressure, surveillance or communication fatigue when implementation is poorly governed. This tension provides the conceptual basis for the present research.

Methodology

Research objectives and hypotheses

The general objective of this study is to analyse how Microsoft Teams contributes to organisational communication in the services sector. More specifically, the research examines employees' perceptions of communication efficiency, informational clarity, productivity and collaborative digital culture. The specific objectives are:

O1. To analyse the relationship between the frequency of using chat and videoconferencing functions and employees' perceptions of the efficiency of internal communication.

Chat and videoconferencing are central components of Microsoft Teams because they support immediate interaction and reduce communication delays. Clement et al. (2021) show that real-time communication platforms can optimise professional processes when rapid and clear interaction is required. Hoffman et al. (2025) also suggest that platforms integrating synchronous communication may strengthen team cohesion and interaction fluidity. In virtual teams, Somanathan and Sureshkumar (2023) associate synchronised communication channels with better coordination and communicative performance.

O2. To assess how the use of thematic channels and teams contributes to the clarity of information communicated within the organisation.

Thematic channels and team structures can reduce information fragmentation by grouping conversations and files according to projects, departments or tasks. Frey and Bloch (2023) argue that Microsoft Teams provides a structured environment in which information can be archived and accessed more clearly. Baker and Spencely (2023) also indicate that well-defined digital communication structures facilitate more coherent information transfer. Evans (2022) further suggests that such structures can reduce misinterpretation by making communication more traceable.

O3. To determine the impact of Microsoft Teams' integration with applications from the Microsoft 365 ecosystem on employees' perceived productivity.

The integration of Microsoft Teams with Microsoft 365 applications (SharePoint, OneDrive, Planner, Power BI) creates an end-to-end digital workflow that optimises work processes and reduces time lost switching between applications. Adham and Omachoko (2024) show that technological integration contributes to project efficiency and team productivity. Somanathan and Sureshkumar (2023) similarly argue that integrated applications improve task management and coordination in virtual teams. FakhrHosseini et al. (2024) also link technology adoption to perceived performance when digital tools are intuitive and aligned with user needs.

O4. To investigate the correlation between users' satisfaction with the platform and their overall perception of collaboration and organisational digital culture.

User satisfaction is often associated with continued technology use and collaborative behaviour. FakhrHosseini et al. (2024) show that satisfaction with digital tools influences both acceptance and sustained use. Hoffman et al. (2025) argue that platforms supporting transparency and interaction can strengthen team cohesion. Evans (2022) also shows that users who perceive a platform as useful and efficient are more likely to engage positively with digitally mediated collaboration.

Based on these objectives, the study proposes the following hypotheses:

H1. Employees who frequently use the chat and videoconferencing functions of Microsoft Teams perceive internal communication as more efficient compared with those who use these functions infrequently.

H2. The use of thematic channels and teams within Microsoft Teams is associated with greater clarity of information communicated within the organisation.

H3. The integration of Microsoft Teams with other applications from the Microsoft 365 suite contributes to increased perceived employee productivity.

H4. The level of satisfaction with the use of Microsoft Teams is positively correlated with overall perceptions of collaboration and digital organisational culture.

Research design

This study uses a quantitative research design to examine the perceived impact of Microsoft Teams on organisational communication, collaboration and productivity in the services sector. A survey-based approach was considered appropriate because the study focuses on employees' perceptions, usage patterns and evaluations of specific platform functionalities.

The research instrument was a structured questionnaire designed to collect information on respondents' socio-demographic characteristics, frequency of Microsoft Teams use and perceptions of its main functionalities. The questionnaire included items related to chat, videoconferencing, file sharing, channel organisation and integration with Microsoft 365

applications. Its construction was informed by previous studies on digital collaboration, technology adoption, virtual teamwork and organisational communication, including the work of Al Enezi et al. (2022), Ayaz et al. (2025), Hill et al. (2024), Ahmad et al. (2023), Adepoju et al. (2022), Evans (2022) and Yang et al. (2022).

The choice of a quantitative design allowed the systematic testing of relationships between platform use and perceived organisational outcomes. At the same time, the study remains exploratory in scope, given the use of a non-probabilistic sample and the focus on self-reported perceptions.

Sample

The research was conducted on a convenience sample of 200 respondents who voluntarily completed an online questionnaire between 1 and 20 October 2025. This sampling strategy was selected because the study aimed to obtain an exploratory view of how Microsoft Teams is used in service-sector organisations where digital collaboration tools are part of daily activity.

Respondents came from several fields of activity, including financial services, IT and communications, tourism, healthcare services and other areas of the service industry. They also occupied different organisational positions, ranging from operational roles to coordination and management positions. This diversity made it possible to capture a broader range of experiences with Microsoft Teams and to observe differences in how employees perceive the platform depending on their professional context.

The sample is not statistically representative of all employees in Romania or of the entire service sector. Therefore, the results should be interpreted as indicative rather than generalisable. Nevertheless, the sample provides useful empirical evidence regarding current patterns of Microsoft Teams use in professional environments where digital communication has become a routine part of work.

Data collection and processing procedure

Data were collected online through Google Forms between 1 and 20 October 2025. The questionnaire was distributed by email, WhatsApp groups and professional networks such as LinkedIn. Respondents were informed about the academic purpose of the study, the anonymous character of their responses and the confidential use of the data.

The collected data were processed using SPSS version 26. The analysis included independent samples t-tests, one-sample t-tests and Pearson correlation coefficients. Independent samples t-tests were used to compare perceptions between groups of users with different frequencies of platform use. One-sample t-tests were applied to assess whether respondents' evaluations differed significantly from a neutral benchmark. Pearson correlations were used to examine the strength and direction of the relationships between platform integration, perceived productivity, satisfaction and collaborative organisational culture.

Results and discussions

The empirical analysis provides evidence regarding the role of Microsoft Teams in internal communication, informational clarity, productivity and organisational culture. The results are presented in relation to the four hypotheses of the study.

H1. Employees who frequently use Microsoft Teams' chat and videoconferencing functions perceive internal communication as more efficient compared to those who use them infrequently.

Table 1. Group statistics

Item evaluated: To what extent do you believe that Microsoft Teams facilitates internal communication within your team?	N	Mean	Std. Dev.	Std. Error
Daily	139	4.45	0.704	0.060
Several times per week	61	4.18	0.388	0.050

Source: data processed using SPSS v.26.

The data in Table 1 show that employees who use Microsoft Teams on a daily basis report a higher level of internal communication efficiency, with a mean score of 4.45. In contrast, employees who use the platform only several times per week have a lower mean score of 4.18. The higher mean for daily users indicates that they perceive internal communication as more effective than those who use Teams less frequently. This descriptive difference aligns with the results of the t-test, reinforcing the idea that usage frequency is associated with a superior perception of communication quality.

Table 2. Independent Samples Test

Item evaluated: To what extent do you believe that Microsoft Teams facilitates internal communication within your team?	Levene's Test F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% CI
Equal variances assumed	55.369	0.000	2.768	198	0.006	0.266	0.096	—
Equal variances not assumed	—	—	3.423	188.044	0.001	0.266	0.078	—

Source: data processed using SPSS v.26.

According to Table 2, there is a statistically significant difference between employees who frequently use Microsoft Teams and those who use it rarely, in terms of their perception of internal communication efficiency. Levene's test indicates unequal variances between groups; however, in both rows the p-value is far below the significance threshold of 0.05, demonstrating that the difference in means is real and not due to chance. The mean difference is positive, meaning that frequent users evaluate internal communication as more efficient than occasional users. The confidence interval does not include zero, which further strengthens the validity of the result.

Based on these findings, *H1 is confirmed*: employees who frequently use chat and videoconferencing perceive internal communication as more efficient.

H2. The use of thematic channels and team structures in Microsoft Teams is associated with greater clarity of organisational communication.

Table 3. One-sample statistics

Item evaluated: To what extent do you believe that organising communication through channels and team spaces improves information clarity?	N	Mean	Std. Dev.	Std. Error
	200	4.89	0.359	0.025

Source: data processed using SPSS v.26.

The results show a mean of 4.89, well above the neutral value of 3, indicating that respondents strongly believe that organising communication through channels and team structures increases informational clarity (Table 3).

Table 4. One-sample t-test

Item	t	df	Sig. (2-tailed)	Mean Difference	95% CI (Lower–Upper)
<i>To what extent do you believe that organising through channels and teams improves information clarity?</i>	74.551	199	0.000	1.890	1.84–1.94

Source: data processed using SPSS v.26.

The statistical test confirms this difference: the t-value is extremely high (74.551), $p < 0.001$, the mean difference (1.89 points) is substantial, and the narrow confidence interval indicates stable and consistent results (Table 4). Therefore, H2 is confirmed.

H3. The integration of Microsoft Teams with other Microsoft 365 applications contributes to higher employee-perceived productivity.

Table 5. Correlations between Teams integration and perceived productivity

Variable	Pearson Correlation	Sig. (2-tailed)	N
Integration of Teams with Microsoft 365 apps (Outlook, SharePoint)	1	—	200
Perceived productivity increase	0.861	0.000	200

Source: data processed using SPSS v.26.

The Pearson coefficient is very high, indicating a strong positive correlation between Teams integration and perceived productivity (Table 5). The significance values (0.001 and 0.000) confirm the statistical robustness of this relationship. Thus, H3 is confirmed.

H4. Satisfaction with Microsoft Teams is positively correlated with perceptions of collaboration and digital organisational culture.

Table 6. Correlations between satisfaction, sense of belonging and collaborative culture

Item	Pearson Correlation	Sig. (2-tailed)	N
15. To what extent does Teams contribute to creating a sense of belonging within the team, even in a hybrid/online work environment?	1	—	200
17. To what extent does the use of Teams influence overall satisfaction with organisational communication?	.845*	.001	200
18. To what extent do you believe that MS Teams contributes to an open and collaborative organisational culture?	.726	.000	200

Source: data processed using SPSS v.26.

As shown in Table 6, the relationships between the analysed variables are positive, strong, and statistically significant. The Pearson correlation coefficients, namely 0.845 and 0.875, reveal a high degree of association between satisfaction with Microsoft Teams, the feeling of belonging to the team, and perceptions of a collaborative digital organisational culture. The significance levels, which range from 0.000 to 0.002, confirm that these correlations are statistically reliable. Consequently, hypothesis H4 is confirmed.

The results of the correlation analysis indicate that satisfaction with Microsoft Teams is closely linked to users' perceptions of communication quality, team cohesion, and organisational collaboration. A particularly strong correlation was identified between satisfaction with organisational communication and the perception of a collaborative organisational culture, $r = .875$. In addition, the relationship between the sense of belonging and satisfaction with the platform is also strong, $r = .845$. These findings suggest that employees who value the platform

positively are more likely to experience stronger social connection and a more favourable digital work environment.

The results are also supported by the existing literature on digital collaboration and organisational communication. Previous studies have shown that digital platforms can facilitate interaction, encourage participation, and strengthen team relationships in hybrid and virtual contexts. Ayaz et al. (2025) and Al Enezi et al. (2022) found that digital tools contribute to user engagement and support the creation of more participatory organisational environments. Similarly, Hoffman et al. (2025) and Evans (2022) underline the importance of platforms such as Microsoft Teams in developing a sense of community and improving communication processes. Hill et al. (2024) and Yang et al. (2022) further demonstrate that digital technologies can reduce distance between team members and enhance collaboration in distributed teams.

In conclusion, the findings suggest that positive perceptions of Microsoft Teams are associated with stronger team belonging, improved internal collaboration, and a more favourable perception of digital organisational culture. Thus, the hypothesis that satisfaction with the platform is positively correlated with perceptions of collaborative quality and digital organisational culture is supported. These results underline the relevance of collaborative digital platforms for contemporary organisations, particularly in contexts where communication, flexibility, and team integration are essential.

Conclusion

This study examined the role of Microsoft Teams in shaping organisational communication, collaboration and perceived productivity within service-sector organisations. The findings show that the platform is perceived as more than a technical communication tool. For many employees, it functions as an operational space where information is exchanged, tasks are coordinated and team relationships are maintained.

The first hypothesis was confirmed: employees who use Microsoft Teams daily perceive internal communication as more efficient than those who use it several times per week. The second hypothesis was also supported, as respondents strongly agreed that thematic channels and team structures improve informational clarity. The third hypothesis was confirmed through a strong positive correlation between Microsoft Teams' integration with Microsoft 365 applications and perceived productivity. Finally, the fourth hypothesis was supported by significant positive correlations between satisfaction with the platform, sense of belonging and perceptions of a collaborative digital organisational culture.

The study contributes to academic discussions on digital organisational communication by showing that platform effectiveness depends on the interaction between technological affordances and organisational practices. Microsoft Teams can support communication efficiency and collaboration, but its value is shaped by how consistently it is used, how clearly channels are structured and how well it is integrated into wider digital workflows. In this sense, the platform should be understood as a socio-technical system rather than a simple communication application.

From a managerial perspective, the results suggest several practical implications. Organisations should not assume that access to Microsoft Teams automatically improves communication. They need clear rules for channel use, consistent naming and archiving practices, training for employees and careful management of meetings and notifications. Integration with Microsoft 365 applications should also be accompanied by guidance on workflow design, so that

employees understand how to use the ecosystem efficiently rather than treating each tool separately.

The study has several limitations. First, the use of a convenience sample limits the generalisability of the findings. Second, the cross-sectional design captures perceptions at a single moment and does not show how platform use evolves over time. Third, the research relies on self-reported data, which may be influenced by social desirability or by organisational expectations regarding digital tool use. Finally, the study focuses only on Microsoft Teams and does not compare its effects with those of other communication platforms such as Slack, Zoom or Google Workspace.

Future research could address these limitations by using longitudinal designs, probabilistic samples or mixed-methods approaches. Interviews and focus groups would be particularly useful for understanding how employees experience digital communication in everyday work situations. Comparative studies across platforms and industries could also clarify whether the effects identified here are specific to Microsoft Teams or reflect broader patterns of digital collaboration.

Overall, the results confirm the growing importance of digital platforms in organisational communication. When Microsoft Teams is used consistently, structured carefully and integrated into broader work processes, it can support clearer communication, higher perceived productivity and a more collaborative digital culture.

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