ISSN 2617-8648
https://journal.eae.com.ua
European scientific journal of Economic and Financial innovation
№4(18) 2025

DOI: http://doi.org/10.32750/2025-0442

UDC 005.8:004
JEL Classification: M10, M12, O32

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THE IMPACT OF DIGITAL PLATFORMS ON TEAM EFFICIENCY IN PROJECT MANAGEMENT: AN ANALYSIS OF MS PROJECT, JIRA, AND MONDAY.COM

Abstract. The article examines the impact of digital platforms on team effectiveness in project management. It notes that the digitization of management processes significantly changes the structure, dynamics, and communication mechanisms of teams, forming new approaches to planning, coordinating, and controlling task execution. The purpose of the study is to determine the role and effectiveness of using the MS Project, Jira, and Monday.com digital platforms in improving team performance. The methodological basis is a comparative analysis of the functional capabilities of these tools according to the criteria of coordination, communication, planning, control, analytics, flexibility, and user experience (UX/UI). A generalized model for evaluating the effectiveness of teamwork, covering organizational and structural, communication, analytical, and user criteria, was also used. The results showed that MS Project has the greatest advantage in structured planning and control, but is characterized by lower flexibility and user-friendliness. Jira demonstrates the highest overall performance score (4.5), combining powerful analytics tools, support for Agile methodologies, and advanced team communication tools. Monday.com scores highest in user experience, offering flexible workflow customization and convenient integration with other digital services. The results of the study showed that it is a balanced combination of analytical, communication, and organizational and structural characteristics that determines the overall effectiveness of digital project management tools. The practical significance of the work lies in the possibility of applying the proposed criteria to select the optimal platform for specific organizational needs, as well as for internal auditing of digital tools in companies. Prospects for further research lie in expanding the empirical base by analyzing the user experience of different types of teams and developing an integrated model for assessing the impact of digital platforms on the socio-psychological aspects of interaction in virtual teams.

Keywords: digital platforms; project management; team effectiveness; MS Project; Jira; Monday.com; Agile; digitalization; team communication.

INTRODUCTION

In today's digital transformation of business processes, the effectiveness of project management increasingly depends on the level of use of digital technologies and platforms for coordinating team activities. Globalization, the development of remote work formats, and the growing complexity of cross-functional projects necessitate the search for tools that can ensure operational interaction between team members, transparency in task execution, and control over resources. In this context, digital project management platforms (such as Microsoft Project, Jira, and Monday.com) are becoming key factors in increasing team productivity and achieving the organization's strategic goals.

Digital transformation is already changing approaches to project management: recent studies indicate that the integration of digital tools, organizational and technical interaction, and changes in management are critical components of successful transformation in project-oriented environments [1]. In particular, systematic reviews confirm that digital transformation in project management includes both technological and socio-organizational components, but gaps remain in understanding how digital platforms impact team effectiveness [2].

Despite the considerable attention paid to transformation as a general phenomenon, the question of the impact of specific digital tools on the effectiveness of teamwork remains

insufficiently studied. Most scientific works focus on methodological aspects (Agile, Scrum, Waterfall, etc.), while the technological support of these approaches is often presented in a descriptive manner or with practical recommendations — without in-depth comparative analysis. For example, Đorđe Milojević, Ivan Mačužić, Aleksandar Đorđević, Marija Savković and Marko Đapan [3] conducted a comparative analysis of modern project management systems, in particular Jira, MS Project and Trello, but focused mainly on functional characteristics, leaving out the socio-psychological aspects of team effectiveness. In a similar vein, the study by Ogunbukola M. [4] emphasizes that digital transformation creates new opportunities for team management, but at the same time creates challenges related to user adaptation and changing management culture.

The topic is especially relevant now because the transition to hybrid and remote work formats requires new approaches to maintaining team synergy and controlling project implementation. Digital platforms are becoming not only a means of technical task organization, but also a tool for social interaction, shaping corporate culture, and ensuring the flexibility of management processes. Therefore, researching the impact of systems such as MS Project, Jira, and Monday.com on teamwork efficiency has not only theoretical but also significant practical value for managers, analysts, and researchers in the field of project management. Its results can be useful for managers, analysts, and project leaders who seek to improve team performance by adapting management processes to the conditions of the digital economy.

Problem statement. The active digitization of management processes in business and the public sector has led to the rapid spread of specialized platforms for planning, coordinating, and controlling project activities. These systems — Microsoft Project, Jira, Monday.com, and others — are not only tools for automating tasks but also means of forming new models of team interaction. However, despite the intensive implementation of such solutions, the question remains unresolved as to how exactly digital platforms affect the effectiveness of teamwork and what factors determine this impact in different organizational and methodological contexts.

Existing scientific research focuses primarily on methodological aspects of project management — Agile, Scrum, Kanban, Waterfall — while the technological component that enables the implementation of these approaches often remains outside the scope of systematic analysis [1]–[4]. The lack of a comprehensive comparative analysis of digital platforms in terms of team performance criteria (coordination, communication, flexibility, control, analytics) creates a scientific gap that requires further research.

On a practical level, the problem is compounded by the fact that organizations of all sizes and industries often implement software products without a deep understanding of their impact on team dynamics, productivity, and organizational culture. As a result, project management tools are sometimes used ineffectively or even create additional barriers to team interaction.

In the context of current trends — in particular the transition to hybrid and remote work formats — the issue of choosing and adapting digital platforms to the needs of specific teams is gaining strategic importance. Therefore, studying the impact of systems such as MS Project, Jira and Monday.com is important both from a scientific point of view (for developing the theory of digital team management) and from a practical one (for improving the efficiency of real projects in the digital economy).

Analysis of recent research and publications. Thus, in a systematic review by Chen M., Sparano Martins T., Zhang L. and Dong H. [1] found that the digitalization of project management is a complex process that combines technological, communication, and behavioral factors. The authors emphasize that digital tools not only automate planning, but also change the nature of interaction in teams, stimulating more transparent decision-making.

Akhorshaideh A. H. O. et al. [2] study the impact of IT tools on the effectiveness of project management in the public sector, proving that the use of digital platforms contributes to increased productivity by improving team communication and reducing administrative costs. The authors conclude that technological support for management processes is one of the key factors for successful teamwork.

Milojević D., Mačužić I., Đorđević A., Savković M. and Đapan M. [3] conducted a comparative analysis of project management software tools such as MS Project, Jira, Trello, Asana, and Basecamp, evaluating them in terms of functional characteristics, interface, integrations, and ease of use. However, the study is mainly technical in nature and does not take into account the psychological and social aspects of team effectiveness, which is a significant limitation.

In the work [4] Ogunbukola M. emphasizes that digital transformation creates new opportunities for project management, but its implementation often faces resistance from staff and a lack of competence among project managers. The authors emphasize the need to develop new models of team management in a digital environment.

Ukrainian studies also reflect the trend toward digitization of project management, while emphasizing the specifics of implementing digital tools in the national economic and educational environment. Boiko I. M. [5] has developed a project management model in the field of public administration that integrates digital tools to increase transparency, accountability, and efficiency of public administration. The author emphasizes that the use of such platforms makes it possible to control the implementation of tasks, optimize the use of resources, and improve communication between executors at different levels of management. In addition, the work emphasizes the need to develop the digital competence of civil servants, without which the effective use of software in project management is impossible.

Kovalenko V. V. [6] focuses in her research on the role of digital technologies in training IT company specialists and developing informal education, viewing them as a tool for building new models of teamwork and adaptive task management. The author notes that the use of project management platforms contributes to the formation of a collaborative learning environment in which team members can develop professional skills, exchange experiences, and respond more quickly to changes in the project environment. Importantly, Kovalenko V. V. also emphasizes the importance of flexible methodologies (Agile, Scrum) in combination with digital tools, as it is this integration that allows for increased efficiency of teams in the field of IT and education.

Summarizing the approaches of both authors, it can be noted that Ukrainian researchers mainly consider the digitization of project management not only as a technological innovation, but also as a cultural and educational transformation that changes the ways of communication, teamwork organization, and management style. However, most of the existing works focus on individual aspects — educational, managerial, or institutional — without a comprehensive analysis of the effectiveness of specific platforms, which necessitates further interdisciplinary research.

In general, the analysis of the literature shows that despite the growing number of studies focused on digital transformation in project management, the complex impact of specific digital platforms on team performance remains under-researched. Existing publications either focus on individual functional aspects (interface, integration, analytics) or consider the effectiveness of project management in general, without taking into account cross-platform differences.

Thus, a relevant scientific task is a comparative analysis of digital platforms MS Project, Jira and Monday.com in the context of their impact on productivity, communication and coordination of teams. This will allow not only to specify the role of digital tools in increasing the efficiency of teamwork, but also to develop recommendations for their optimal use in different types of organizations.

The purpose of the article is to conduct a comprehensive analysis of the impact of digital project management platforms — Microsoft Project (MS Project), Jira, and Monday.com — on the effectiveness of team activities in the context of digital transformation of organizations, as well as to identify key factors that ensure increased productivity, communication consistency, and flexibility of teams using these platforms.

To achieve the goal, the study provides for the solution of the following tasks:

- analyze modern scientific approaches to studying the digital transformation of project management and its impact on team effectiveness;
- characterize the functionality and architecture of the digital platforms MS Project, Jira, and Monday.com, identify their common and distinctive features in the context of teamwork management;
- identify the main criteria for evaluating the effectiveness of teams in the digital environment, in particular indicators of coordination, communication, flexibility, transparency of task performance and satisfaction of project participants;
- conduct a comparative analysis of the specified platforms according to the specified criteria for the effectiveness of team interaction;
- assess the advantages and limitations of each platform in the context of different types of organizations (government, corporate, IT sector, educational projects);
- to formulate practical recommendations for the selection and implementation of digital project management platforms aimed at increasing team efficiency and adapting to the conditions of the digital economy.

RESEARCH METHODOLOGY

The methodological basis of the study is a systematic and comparative-analytical approach, which involves a comprehensive study of digital project management platforms (MS Project, Jira, Monday.com) in the context of their impact on the effectiveness of teamwork. The choice of these platforms is due to their widespread use in global and Ukrainian project management practices, their different functional focuses, and methodological orientations (Waterfall, Agile, hybrid models).

To achieve the set goal, the following scientific methods were used in the study:

- analysis and synthesis — to systematize theoretical approaches to digital transformation of project management, identify key trends in platform development and factors affecting team performance;
- comparative analysis — to compare the functional capabilities of MS Project, Jira, and Monday.com according to specific criteria: coordination, communication, planning, control, analytics, flexibility, and user experience (UX/UI);
- content analysis of scientific sources and practical cases — to identify empirical data and best practices for using digital platforms in project management, particularly in IT, public administration, and education;
- structural and functional analysis — to study the relationships between digital platform tools and the components of team effectiveness (planning, role distribution, monitoring, reporting).

The results obtained formed the basis for a generalized assessment of the effectiveness of digital tools and the development of practical recommendations for their implementation in various types of organizations.

RESEARCH RESULTS

The theoretical results obtained and the methodological basis formed made it possible to proceed to the direct analysis of digital platforms that are most often used in modern project

management to improve the effectiveness of team interaction. The choice of Microsoft Project (MS Project), Jira, and Monday.com was determined by their popularity, methodological diversity, and representativeness in various sectors — from public administration and industry to IT companies and educational organizations.

Each of these platforms implements its own project management concept: MS Project – through a classic model of detailed planning and control; Jira — through flexible iterative methodologies (Agile, Scrum, Kanban); Monday.com — through intuitive integration and simplified visualization of work processes. This approach allows you to track how different architectural and functional solutions affect key aspects of team effectiveness, including communication, coordination, task transparency, analytics, and the level of user convenience.

This study presents a detailed microanalysis of three platforms, including a description of their architecture, functional capabilities, application scenarios, and impact on team planning, communication, and control processes.

MS Project is one of the most well-known and consistently used project management systems, belonging to the class of professional tools for a deterministic (classical) approach to planning and controlling task execution. Its functionality is focused on rigid process structuring and clear definition of roles, deadlines, and resources, which ensures a high level of predictability of results in complex multi-level projects. The platform's architecture is based on the principle of detailed planning and strict resource control, making it optimal for the implementation of large-scale, long-term, or regulated projects.

The main modules of the system are [8], [9], [2]:

Task Management module — provides development of work breakdown structure (WBS), formation of dependencies between tasks, determination of critical path (Critical Path Method);

Resource Management module — provides for the distribution of human, material and financial resources, their workload and cost analysis;

Scheduling module — implements the ability to display detailed time frames, stages, checkpoints, and dependencies;

Monitoring and reporting module (Reporting & Analytics) — allows you to track deviations from planned indicators, generate reports on progress, costs, and resource efficiency.

MS Project supports integration with other Microsoft products (Excel, Teams, SharePoint), which improves information consistency and convenience in a corporate environment. This aspect is particularly important in large organizations and government agencies, where there is a need for centralized control, process transparency, and formalized reporting [8].

In the context of team management, MS Project provides a high level of coordination and control over task execution, but to a lesser extent contributes to the development of flexible collaboration and self-organization. The communication mechanisms in the system are predominantly hierarchical in nature — information flows from the project manager to the executors and back, which increases discipline but reduces the speed of information exchange in dynamic teams.

From the perspective of assessing the impact on team effectiveness, MS Project is characterized by the following key effects:

- positive impact in projects with a clear structure, defined stages and strict requirements for resources and deadlines (for example, in the government, construction, infrastructure sectors);
- limitations in application in flexible, innovative or creative environments where adaptability, team interaction and rapid change of priorities are a priority;
- high potential for integration with corporate information systems, which makes the platform effective in the context of strategic management of large project portfolios.

Thus, MS Project can be described as a structured management tool that provides control, accuracy and formalization of processes, but requires additional means of communication and collaboration to enhance team dynamics. In modern practice, there is an increasingly common trend of combining MS Project with other digital platforms (in particular, Teams, Jira or Asana), which allows combining the advantages of classic planning with the flexibility of modern approaches to team management.

Jira is one of the leading digital project management platforms developed by Atlassian to support agile management methodologies (Agile, Scrum, Kanban). Originally created as a bug-tracking system in software development, Jira has evolved into a full-featured ecosystem that encompasses planning, communication, analytics, and workflow automation in cross-functional teams. Jira's architecture is built on the principle of iterative planning and continuous improvement, which allows teams to flexibly respond to changing priorities and requirements. The main functional modules of the system include [3], [10], [11]:

Backlog management — creating and prioritizing tasks, grouping them into sprints or epics;

Sprint planning — support for planning short iterations (sprints), defining tasks, responsible persons and performance metrics;

Issue tracking — monitoring the performance of each task (issue) with the ability to change statuses, comment, and track history;

Dashboards and reports — interactive analytical panels that display key team performance indicators, including Velocity, Lead Time, Cycle Time, Burndown Chart;

Integrations and automation — integration with Confluence, Bitbucket, Slack, Microsoft Teams, Trello, creating a single digital environment for knowledge management and communication.

Jira actively supports Agile and DevOps methodologies, ensuring constant feedback between team members, transparency of work progress, and rapid response to changing requirements. With built-in analytics, users can evaluate sprint efficiency, individual team performance, and the quality of team interaction [10], [11].

Using Jira allows you to form self-organized teams, in which responsibility for planning and results is shared between all participants. This increases the transparency of task performance and stimulates collective responsibility for achieving goals. Interactive boards (Kanban boards, Scrum boards) allow you to visually monitor the progress of work and identify "bottlenecks" in the process, which is the basis for increasing productivity.

From the perspective of influencing team efficiency, Jira demonstrates a number of key advantages:

- planning flexibility — the ability to quickly change priorities, deadlines, and scope of tasks in accordance with the results of previous iterations;
- increased communication transparency — all participants have access to the current status of tasks, which minimizes duplication of work;
- analytical support for decision-making — a system of metrics and reports allows you to objectively assess the effectiveness of sprints and team dynamics;
- promoting self-organization and autonomy of teams, which increases the involvement and motivation of participants.

At the same time, implementing Jira requires an appropriate organizational culture — one that is focused on openness, rapid feedback, and adaptability. For teams working in traditional hierarchical structures, transitioning to this platform may require additional training and changes in management approaches.

In general, Jira can be described as a flexible management tool that maximizes team synergy, responsiveness, and process transparency. Its effectiveness is most pronounced in dynamic environments — such as the IT industry, product development, marketing, or

innovative startups — where it is critical to strike a balance between speed, quality, and team member interaction.

Monday.com belongs to a new generation of digital project management platforms that implement a low-code/no-code approach, i.e., they are designed for users without technical training. Its key feature is the ability to independently configure the working environment for specific tasks, teams, or organizational processes without involving programmers or system administrators. This approach provides high adaptability and scalability, which is especially valuable for small and medium-sized businesses, educational institutions, creative agencies, and project teams with a flexible structure [12].

Monday.com's architecture is built around visual control elements — boards, which are the central unit for organizing data and processes. Moreover, Monday.com's architecture follows the principle of flexible customization, allowing you to quickly adapt the interface, task structure, and workflows to the needs of a specific team or project. The main modules of the system cover [13], [14]:

Boards and Workspaces — interactive boards that display tasks, statuses, performers, and deadlines in the format of tables, charts, or calendars;

Automations — automation of routine processes, for example, notifications about status changes, reminders, or creating new tasks according to specified rules;

Dashboards — analytical panels for monitoring key team performance indicators (progress, workload, meeting deadlines);

Integrations — support for integration with popular services (Google Workspace, Slack, Zoom, Microsoft Teams, Outlook, Trello, Dropbox), which creates a single information space;

Docs and Collaboration Tools — modules for collaborative work on documents, commenting, task setting, and internal communication.

The platform combines task management, communication, and analytics functions in a single environment, facilitating rapid information exchange and reducing the administrative burden on managers. Compared to more traditional systems (MS Project) or flexible professional tools (Jira), Monday.com emphasizes ease of use, visual clarity, and accessibility for users of all levels. The system's interface is intuitive, minimizing the need for lengthy staff training and facilitating rapid implementation of the platform in project activities. Thanks to its intuitive interface and quick setup, Monday.com is actively used in creative teams, educational projects, and small and medium-sized businesses.

In terms of impact on teamwork effectiveness, Monday.com provides:

- improved communication through centralized display of tasks, statuses and comments;
- increased transparency of processes thanks to integrated control panels;
- increasing productivity by automating repetitive operations;
- strengthening team interaction through flexible customization options that allow you to create your own collaboration scenarios.

The platform is also inclusive, as it provides a single environment for collaboration between both technical and non-technical specialists. This promotes the formation of cross-functional teams, in which management processes become more open and decision-making becomes collective.

Despite its numerous advantages, Monday.com has certain limitations, including less detail in budgeting and resource planning compared to MS Project, as well as the lack of in-depth Agile analytics characteristic of Jira. However, in situations where efficiency, visual clarity, and ease of interaction are priorities, the platform demonstrates high effectiveness in improving team coordination and reducing administrative costs.

In summary, Monday.com can be defined as an integration tool that combines planning, communication, and analytics functions in a single environment. Its use contributes to the formation of an open, collaborative management culture, where not only formal processes but also the quality of internal team interaction become key factors in effectiveness.

Before conducting an analytical comparison based on performance criteria, it is advisable to consider the basic functional potential of three digital project management platforms (see Table 1). Each of them has its own architecture, process organization logic, and typical scope of application, which determines its advantages in the context of team interaction.

Table 1

Comparison of the functionalities of MS Project, Jira, and Monday.com platforms

Functional category	MS Project	Jira	Monday.com
Main purpose	A classic project management system with an emphasis on planning, budgeting, and resource control.	A platform for agile management (Agile/Scrum/Kanban) focused on IT teams.	A universal cloud tool for team management and process automation (low-code/no-code).
Architecture type	Client-server or cloud (Project Online, Project for the Web).	Cloud and server (Data Center, Cloud).	Fully cloud-based SaaS platform.
Methodological support	Classical approach (Waterfall, Critical Path Method).	Agile, Scrum, Kanban, Scrumban.	Hybrid: support for both classic and flexible approaches.
Task management	Work breakdown structure (WBS), dependencies between tasks, critical path.	Boards, epics, user stories, sprints; backlog and workflow.	Custom tables, statuses, automatic reminders, timelines.
Resource management	Detailed resource planning, calendars, and load tracking.	Limited resource planning functionality; focus on tasks and roles.	Visual resource tables, integration with calendars and HR systems.
Budget management	Support for cost calculation, variance analysis, and Earned Value reports.	Not provided in the basic configuration (possible through Tempo Budgets plugins).	Minimal financial analytics; possible integration with Excel or CRM.
Integrations	Microsoft 365, Power BI, Teams, SharePoint.	Confluence, Bitbucket, Slack, GitHub, Jenkins.	Slack, Google Workspace, Teams, CRM systems, Zapier.
Reports and analytics	Advanced reports, graphs, charts, Power BI support.	Agile metrics: Velocity, Burndown, Lead/Cycle Time.	KPI dashboards, visual charts, automatic data updates.
Mobile support	Yes, through the Microsoft Project Mobile app.	Yes, full mobile version for iOS/Android.	Yes, with an intuitive UI and push notifications.
Implementation complexity level	High; requires staff training.	Average; depends on experience with Agile.	Low; intuitive interface, quick start.
Typical users	Large organizations, public sector, engineering companies.	IT teams, startups, product developers.	Cross-functional teams of small and medium-sized businesses, marketing, HR.

Source: developed by the author based on a summary of source materials [3], [8]–[14]

As can be seen from the table, MS Project is focused on structured, formalized management with an emphasis on planning, resource control, and budgeting. Jira, on the other hand, is built around the principles of agile development, ensuring transparency and adaptability to change. Monday.com occupies an intermediate position, offering a hybrid approach with a low entry threshold and extensive integration capabilities without the involvement of IT specialists.

To comprehensively assess the impact of digital platforms on the effectiveness of team project management, a comparative analysis of the three most popular tools — MS Project, Jira, and Monday.com — was conducted (Table 2). In order to objectively assess the impact of digital platforms on the effectiveness of team activities, it is advisable to define a set of generalized criteria that reflect the main aspects of project management in a digital environment. Within the scope of this study, seven criteria were selected to compare MS Project, Jira, and Monday.com: coordination, communication, planning, control, analytics, flexibility, and user experience (UX/UI). Each criterion characterizes a specific aspect of team effectiveness in the context of project lifecycle management. The choice of these criteria is due to the need for a comprehensive approach to assessing project management effectiveness, which covers both organizational and process factors as well as technological and human factors of team interaction.

Thus, the selected criteria cover the entire project management cycle — from planning and coordination to control and analytics — and allow for both technical and behavioral assessment of the impact of digital tools on team performance.

Table 2

Comparative characteristics of MS Project, Jira, and Monday.com platforms based on key team performance criteria

Criteria	MS Project	Jira	Monday.com
Coordination	Provides centralized management of tasks, resources, and deadlines; effective for large hierarchical structures (government, construction, infrastructure sectors).	Supports coordination through Scrum/Kanban boards; provides transparency of task execution processes and a shared vision of team goals.	Focused on real-time collaboration; allows you to create individual workspaces with integration with Slack, Teams, etc.
Communication	Communication features are limited to integration with Microsoft Teams and Outlook; there are no social or asynchronous channels.	Provides task comments, @mentions, change history; deep integration with Confluence.	It has built-in comments, notifications, and the ability to integrate with over 40 communication platforms.
Planning	Powerful planning tools (Gantt, WBS, PERT); deep task detailing, critical path.	Planning within sprints, backlogs; supports short iterations, Agile frameworks.	Planning using interactive timelines, calendars, and automated triggers (no-code scripts).
Control	Provides advanced performance tracking (Baseline, Earned Value Analysis); precise budget and time control.	Uses Velocity, Burndown, Lead time metrics to monitor sprint progress.	Supports automated reminders, statuses, and performance dashboards; convenient for small teams.
Analytics	A developed system of reports, charts, and resource analytics; the ability to export to Power BI.	Offers flexible sprint performance reports and team workload analytics.	Provides visual dashboards with KPIs, graphs, and the ability to integrate Google Data Studio.
Flexibility	High structural stability but low flexibility; difficult to adapt to Agile approaches.	Very high flexibility: supports Scrum, Kanban, Scrumban; ability to customize workflow.	Medium flexibility: no-code process setup, automation using templates.
User experience (UX/UI)	The interface is geared towards professional managers; it is complex for beginners.	The interface is functional, but overloaded for non-professional users.	The interface is intuitive, convenient for teams of any level of technical training.

Source: developed by the author based on a summary of source materials [3], [8]–[14]

Analysis shows that MS Project remains the most effective for large-scale, structured projects with strict deadlines, hierarchical structures, and the need for precise control of costs and resources. Its advantage lies in its deep integration with Microsoft 365 and powerful planning tools. Its disadvantage is its low adaptability to flexible methodologies and its complexity for non-technical users.

Jira is the optimal solution for Agile teams (especially in the IT industry) that require flexible task management, quick response to changes, and effective tracking of team productivity metrics (Velocity, Lead time, Burndown). Its functionality allows it to adapt to different frameworks, but the abundance of technical settings can be a barrier for non-professional users.

Monday.com demonstrates the highest level of integration and ease of use. Thanks to its no-code/low-code approach, the platform enables rapid process customization without the need for programming. It promotes the development of self-organized teams, increased communication transparency, and the formation of a culture of shared responsibility. The main challenge is the limited functionality of detailed budget control compared to MS Project.

Therefore, the comparison results show that the choice of a digital platform directly depends on the type of project, organizational structure, and team maturity. Monday.com is the most balanced option for cross-functional teams in medium-sized organizations, while Jira is best suited for IT projects, and MS Project is ideal for large corporate and government initiatives.

The results of the comparative analysis based on the specified criteria allow us to conclude that each of the platforms considered has its strengths and areas of most effective application. MS Project is distinguished by a high level of functional depth in the field of planning and control, which makes it optimal for large and structured projects. Jira demonstrates the highest scores in terms of communication, flexibility, and analytics, which is consistent with its focus on flexible management methodologies (Agile, Scrum, Kanban). Monday.com, in turn, provides the best user experience (UX/UI) and ease of customization, which contributes to the effective work of small or cross-functional teams focused on creative or marketing tasks.

To visualize the results and identify the relative advantages of each platform, a spider chart was constructed, summarizing the level of compliance of the tools according to the selected criteria. This visualization allows us to clearly define the balance between technical power, analytical capabilities, and user-friendliness, providing an integrated view of the effectiveness of digital platforms in the context of project management (Fig. 1).

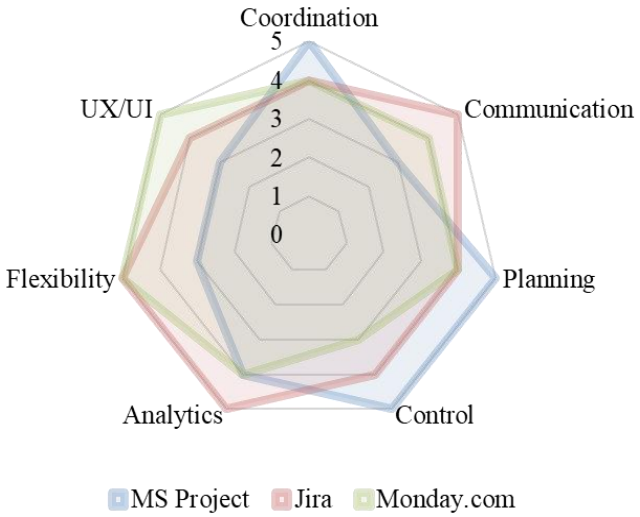

Fig. 1. Comparative assessment of digital project management platforms based on key team performance criteria

Source: developed by the author

Analysis of the data shown on the radar chart (Fig. 1) indicates that Jira demonstrates the most balanced performance profile among the platforms considered. It combines high flexibility, advanced communication tools, and powerful analytics, which supports flexible management methodologies (Agile, Scrum, Kanban) and promotes transparency in team interaction. MS Project, despite lower scores for UX/UI and flexibility, retains its leading position in the areas of planning and control, remaining an indispensable tool for managing large projects with a clearly defined structure. Monday.com performs best in the categories of flexibility and user experience, making it an effective solution for medium-sized and cross-functional teams that value quick adaptation, task visualization, and ease of use.

Thus, the results of the study confirm that the effectiveness of using digital project management platforms directly depends on the relationship between the complexity of tasks, the scale of the project, and the maturity of the team. This indicates the advisability of a combined approach to the selection of management tools, where the key factor is the compliance of the platform's functionality with the specific needs of the team and the organizational context.

The results of the comparative analysis of digital project management platforms confirm the need for a systematic approach to assessing their impact on team effectiveness. To this end, the study recommends using a generalized model for assessing teamwork effectiveness, which is based on structuring criteria into four groups: organizational and structural, communication, analytical, and user. This approach allows not only to assess the functionality of the tools, but also to identify their compliance with the characteristics of team dynamics and management culture.

Organizational and structural criteria cover aspects related to building the internal logic of the team's work: the ability to distribute roles, form a hierarchical or flexible structure, establish dependencies between tasks, and implement a performance control system. In this context, MS Project demonstrates the highest efficiency due to its advanced planning and resource management mechanisms, while Jira and Monday.com provide greater adaptability to the Agile environment.

Communication criteria reflect the level of integration of communication channels, transparency of information exchange and the presence of a shared workspace. Jira provides the most comprehensive support for team interaction thanks to flexible commenting tools, notifications and integrations with Slack, Microsoft Teams and other messengers. Monday.com is characterized by an intuitive visual collaboration space, while MS Project has a more formalized communication system aimed at large organizations.

Analytical criteria include the availability of reporting tools, building performance metrics, and visualizing progress. Jira offers the most advanced analytics system, including automated reports (Velocity, Burndown, Lead Time), while MS Project integrates with Power BI for in-depth analysis of indicators. Monday.com, although inferior in depth of analytics, provides a basic set of reports with a visual presentation, which helps to quickly understand the dynamics of project execution.

User criteria are related to the assessment of ease of use, interface solutions, and customization options. In this group, Monday.com takes the lead thanks to its intuitive UX/UI, quick template adaptation, and flexible panel configuration. Jira requires a higher level of user training but offers more customization options, while MS Project is geared toward experienced managers and is less user-friendly for new users.

A comparative analysis showed that none of the platforms is universal, and their effectiveness depends on the suitability of the chosen tool for the type of project, team structure, and methodological approach to management. Jira demonstrated the highest flexibility and collaboration scores, while MS Project provides the best level of planning and control, and Monday.com offers the highest user accessibility.

Thus, the results of the study confirm that digital platforms are not only a technical tool but also a factor in shaping the organizational culture of a team, influencing communication models, the distribution of responsibility, and the speed of management decision-making.

In general, the generalized model provides a multidimensional assessment of the effectiveness of digital platforms, combining both technical and behavioral aspects of team interaction. This approach creates a basis for further formalization of an integrated index of team effectiveness in a digital environment, which may become a promising direction for further scientific research.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

The study conducted a comparative analysis of digital project management platforms — MS Project, Jira, and Monday.com — to identify their impact on teamwork efficiency. The results allow us to draw a number of general conclusions.

The digitization of project management is a key factor in improving team efficiency in modern organizations. The use of integrated platforms contributes to improved communication, process transparency, rapid decision-making, and task execution control.

MS Project provides a high level of structure, planning detail, and control, making it an effective tool for large and complex projects, particularly in the public sector or industrial corporations. However, limited interactivity and interface complexity reduce its suitability for flexible management methodologies.

Jira demonstrated the highest overall level of effectiveness among the tools considered. Its flexibility in supporting Agile methodologies, advanced analytical tools (velocity, lead time, burndown charts), and integration capabilities with other services create optimal conditions for team self-organization and continuous process improvement.

Monday.com proved to be the most convenient platform in terms of user experience (UX/UI). Thanks to its low-code/no-code approach, visual workflow customization capabilities, and easy integration with communication systems (Slack, Google Workspace, etc.), it facilitates effective collaboration in small and medium-sized teams focused on flexibility and rapid adaptation.

According to the generalized model for evaluating teamwork effectiveness, Jira (average score of 4.5) is the most balanced solution, combining organizational, structural, communication, and analytical advantages. MS Project remains the benchmark planning tool, while Monday.com is the most convenient platform for an adaptive team environment.

The practical significance of the study lies in the formation of a systematic approach to choosing a digital project management platform depending on the type of team, the complexity of tasks, and the organizational context. The proposed criteria can be used for internal auditing of digital tools in companies and developing recommendations for the digital transformation of project management.

Prospects for further research are related to expanding the empirical base by surveying users of these platforms, as well as developing an integrated model for assessing the impact of digital tools on the socio-psychological aspects of team dynamics, in particular motivation, communication cohesion, and the level of trust in virtual teams.

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ВПЛИВ ЦИФРОВИХ ПЛАТФОРМ НА ЕФЕКТИВНІСТЬ КОМАНД У ПРОЄКТНОМУ МЕНЕДЖМЕНТІ: АНАЛІЗ MS PROJECT, JIRA ТА MONDAY.COM

Анотація. У статті досліджено вплив цифрових платформ на ефективність команд у сфері управління проєктами. Зазначено, що цифровізація управлінських процесів суттєво змінює структуру, динаміку та комунікаційні механізми роботи команд, формуючи нові підходи до планування, координації та контролю виконання завдань. Метою дослідження є визначення ролі та ефективності використання цифрових платформ MS Project, Jira та Monday.com у підвищенні результативності командної діяльності. Методологічну основу становить порівняльний аналіз функціональних можливостей зазначених інструментів за критеріями координації, комунікації, планування, контролю, аналітики, гнучкості та користувацького досвіду (UX/UI). Також використано узагальнену модель оцінювання ефективності командної роботи, що охоплює організаційно-структурні, комунікаційні, аналітичні та користувацькі критерії. Отримані результати засвідчили, що MS Project має найбільшу перевагу у сфері структурованого планування та контролю, однак характеризується нижчою гнучкістю та користувацькою зручністю. Jira демонструє найвищий інтегральний показник ефективності (4,5), поєднуючи потужні інструменти аналітики, підтримку методологій Agile та розвинені засоби командної комунікації. Monday.com виявляє найвищі показники у сфері користувацького досвіду, забезпечуючи гнучке налаштування робочих процесів і зручну інтеграцію з іншими цифровими сервісами. Результати дослідження дозволили встановити, що саме збалансоване поєднання аналітичних, комунікаційних і організаційно-структурних характеристик визначає загальну ефективність цифрових інструментів управління проєктами. Практична значущість роботи полягає у можливості застосування запропонованих критеріїв для вибору оптимальної платформи під конкретні організаційні потреби, а також для внутрішнього аудиту цифрових інструментів у компаніях. Перспективи подальших досліджень полягають у розширенні емпіричної бази шляхом аналізу користувацького досвіду команд різного типу та розробленні інтегрованої моделі оцінювання впливу цифрових платформ на соціально-психологічні аспекти взаємодії у віртуальних командах.

Ключові слова: цифрові платформи; управління проєктами; командна ефективність; MS Project; Jira; Monday.com; Agile; цифровізація; комунікація в командах.

Стаття надійшла до редакції 24.10.25
Рецензовано 07.11.25
Опубліковано 21.11.2025 р.