

Gamification in Human Resource Management: Exploring the Dimensions of Gamification Technique in Human Resource Management and its Application in Motivating Employees and Organisational Performance

Ms. Ponnamma KN and Dr. Rethy Bmenon
Department of Management and Commerce, Amrita School of Arts and Sciences, Mysuru
, Amrita Vishwa Vidyapeetham, Karnataka, India

Article Info

Volume 82

Page Number: 12873 - 12879

Publication Issue:

January-February 2020

Abstract:

Gamification in Human Resource Management uses the concept of different games which helps the organization to achieve its goal through the employees of the organisation as it motivates them in many ways. The aim of the research is mainly to understand how gamification in human resource management is influencing business operation and employees of the organisation. Adaptation of gamification technique has created a positive attitude in work atmosphere and it helps the organisation to achieve its goal effortlessly. Gamification in Human Resource Management has helped the organisation to develop communication between employees, inspires creativity and individual innovation and recognition in group and it has also given them a proper idea to relieve stress and to how to overcome the negative situation, this help them to sustain in the organisation for the longer period as it an advantage to the organisation as they need not invest in recruitment and training. The study was conducted on the quantitative research methodology. The sample for the study consisted hundred employees of IT sector. Structured questionnaire on gamification in human resource management as well as direct interview has been used as a tool to measure the degree of Organizational Performance of the employee. Descriptive statistic and correlation used for selecting statistical techniques. The study has come up showing the result that by implementing gamification in human resource management have uplifted the organizational performance of the employees in the IT sector and has boosted the employees both physiologically and psychologically.

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 24 February 2020

I. INTRODUCTION

The number of well- prepared applicants eligible for a new job has increased rapidly these days. The majority of the employee's go to different organizations and have the opportunity to achieve a great working potential. There are many talented and experienced employee in the present-day, from whom the company should choose the best of those employees who can work effectively and innovatively. In the broad crowded of willing and skilled people, business must discovery those who make it necessary to identify those who can make the difference. Organization need to be innovative

and successful at in order to achieve a great competitive advantage, but creativity and innovation should come to employees. The organization must therefore recruit and select the right employee for right position. So how can we identify those with the opportunity, emotional intelligence and inherent characteristics capable of meeting business needs? we need gamification. This study determines the importance and widespread progress in human resource management that gamification has. The gamification technique identifies how the work is combined into system, understanding its operations within the organization and explains some of its

advantages. It focuses on the area of study based on the motivating factor. Gamification is a chosen technique of training because it increases the appeal of learning processes, innovation, fun, productivity, knowledge retaining and new skills. For non-entertainment environment, such as education or work, this approach consists of using thinking and game technique. Motivation is the main aspect of the company. organization need their employees to contribute their own maximum, but most don't manage to stimulate their components to squeeze all their effort in an ideal way. Gamification in human resource management may be potential solution for these problems. This tool manages to improve the performance of people using game technologies to achieve that the fun is the motivating intrinsic one that encourages them to take part in actions that generally require a will effort in a dynamic and proactive manner. Gamification as increased because it can help the workforce become more interactive and successful as business have become more focused on business goals it changes commitment rules and as a result encourages employees to change behaviors.

In the online world, gamification in human resource management has gained a lot attention as a way of engaging employees and construct loyalty. While many are still struggling to understand how playing a game can have a real business impact, businesses that have implemented external, customer-facing Gamification in Human Resource Management have found that there is much more to it than what we can see. These programme have tremendous support and influence to promote. There are many advantage and benefits of implementing Gamification in Human Resource Management in the organization. More and more companies choose to use strategies to boost their employee's efficiency and competitiveness

II. LITERATURE REVIEW

Luderga(2018) conducted a study on “use of gamification in human resource: impact on engagement and satisfaction”. The researcher purpose was to accesses whether gamification can be

used in the system of human resources to improve employee engagement and job sat faction, and to identify that processes of Human resources reacts better to gamification. Data was collected through a direct interview and modelling method for structural equation as used.

Awadzi(2018) conducted study on “gamification and the future work place.” The researcher focuses on who gamification has been used to improve the effectiveness of company and activities of human resources such as recruiting, job training, performance evaluation process and the reward program. The finding of the study reports hoe gamification has been applied in future efforts.

Joy (2017) conducted a study on “an investigation into gamification as a tool for enhancing recruitment process.” In this study, researcher makes us to understand that modern view of gamification business and explores the allegation of gamification on recruitment process. This paper focuses on the theoretical aspects of Gamification techniques.the study was carried out on eight organisations with the aid of case studies. From the study, researcher understands that Gamification can be used to improve employee ability.

Ferreira(2017)conducted a study on “Gamification in the work place as systematic literature review”. Research presents a methodical review of the theoretical and empirical literature has been conducted in the past 11 years about the application of gamification to the work province. The research was conducted by means ofquantitative method with small sample size and simple research design. This study recommends evidence for the usefulness and relevance of gamification in the work place.

Houtari(2017)determined that, “A definition of gamification: a service marketing perspective.” The research focusses on understanding of gamification has been individually based on the performance of adding systematic game elements into service and the main purpose is to give a new definition for gamification and it was an experimental study.

Jacek Wozniak(2017)conducted a study on“some factors hindering acceptance of three gamification

solutions in motivation system, in small and medium enterprise.” The research aims at determining the use of gamification in motivation system and demonstrates that gamification can be familiarized in organisation without any distress. Primary data was collected between two groups of employees i.e. 73 members of SME employees and 100-line workers.

Armstrong(2016) conducted a study on “Gamifying recruitment selection training and performance management. Game thinking human resource management”. This research was conducted to discover the prospect for game-thinking along with gamification and serious games in human resource based on current and previous human resource literature and to recognize the research area at the connection of game thinking and human resource management.

Negrusa(2015) “Exploring gamification techniques and application for sustainable tourism”. This research aims at identifying gamification technique and applications used by the organisation to progress their justifiable activities in hospitality and tourism industry. The technique used was deep industry survey as well as the case study. The outcome shows the consequence of gamification technique for different types of stake holders.

Robson(2015) “Is it all a game? understanding the principle of gamification”. This article elucidates how it helps manager to contemplate about business practices in new and innovative way, it also describes how gamified experience can be formed.

Marigo (2014) “Towards gamification transparency: A conceptual frame work for the development of responsible gamified enterprise system”. The study does not aim at ascertaining the relevance or effectiveness of enterprise gamification but to deliver a constructive criticism of its application and recommend a conceptual designed frame work process.

Rethy (2018) “A study on corporate social responsibility and business sustainability in today’s competitive world: A case study on joythy laboratories Pvt Ltd”. This paper aims to identify the level of joythy laboratories Pvt Ltd.’s CSR activity

and business sustainability and to discover their relationship. The sample for this research is made up of 100 employees of Pvt Ltd. Questionnaires of the Likert type were used to collect data. The statistical technique was used in the research was statistical description and correlation

Rethy(2018) “Enhancing sustainability employees performance working as faculty in engineering college of Mysuru city through knowledge management practise”. The study aims to identify the level of awareness among teachers of engineering college at Mysore city based on knowledge management and employee performance. The study uses simple techniques of random sampling to collect data from the sample. The researcher took the sample of 100 teachers from Mysuru’s various engineering college and the tools used to collect data contain scale of knowledge management and scale of employee performance. The statistical techniques such as mean, standard deviation, T-test and correlation was used.

III. OBJECTIVES OF THE STUDY

- To evaluate the employee’s perception in IT sector towards gamification technique used in human resource management
- To assess the organizational performance of employees working IT sector.
- To find out the relationship between employees’ perception in IT sector towards gamification technique used in human resource management and organizational performance.
- To find out significant difference on employees’ perception in IT sector towards gamification technique used in human resource management and organizational performance based on gender and locality.

IV. HYPOTHESES

- The perception towards the gamification in human resource management is high among employees in the IT sector.
- There exist high level of organization performance in IT sector

- There exist a very high positive correlation between gamification in human resource management and organizational performance.
- There exist a no significant difference on gamification and organizational performance based on gender.
- There exist a significant difference on gamification and organizational performance based on locality.

V. RESEARCH METHODOLOGY

A survey study has been conducted in order to find out gamification in human resource and organizational performance in IT sector with special to Mysuru city. Primary data has been used for data collection. The sample size of the study is 100 employees which consist of two variables that is gamification in human resource management and organizational performance. Simple random sampling technique is used as sampling technique.

VI. TOOLS USED

- Scale on gamification in human resource management – 30 questions with components of motivation, training, recruitment, team work
- Scale on Organizational performance – 15 questions with components of competency, mission, customer, learning and development, management involvement.

STATISTICAL TECHNIQUE USED

- Descriptive statistic- Mean and standard deviation.
- T-test, correlation.

ANALYSIS AND INTERPRETATION

Descriptive

To find out the level of gamification in Human Resource Management. Table has been made to measure the level of gamification in Human Resource Management and organizational performance. If the mean score ranges between (1-

50) rated as low-level, (51-100) rated as moderate-level and (101-150) rated as high-level

Table 1.0. Gamification In Human Resource Management – Descriptive Statistics

Descriptive Statistics	Gamification in human resource management
Mean	130.89
Standard deviation	9.400

Table one tells that the mean value is 130.89 with the Standard deviation of 9.400. Based on the table mentioned above, there exists a high level of Gamification in Human Resource Management amongst the employees in IT companies with special reference to Mysuru city

Table 1.1 To Find out the Level of Organizational Performance- Descriptive Statistic

Descriptive Statistics	Organizational performance
Mean	63.71
Standard deviation	5.912

Table two tells that the mean value is 63.71 with the standard deviation of 5.912. Based on the table mentioned above there exists a high level of organizational performance amongst the employees in IT companies with special reference to Mysuru city

VII. CORRELATIONS

Table 1.2 Correlation Of Gamification In Human Resource Management And Organizational Operation.

		Gamification in human resource management	Organizational operation.
Gamification	Pearson Correlation	1	.874**
	Sig (2-tailed)		.000
	N	100	100
Business Sustainability	Pearson Correlation	.874**	1
	Sig (2-tailed)	.000	
	N	100	100

Table three reveals that correlation of gamification

in Human Resource Management and organizational performance results shows that there exists a high correlation

Table 1.3 Comparison Of Gamification In Human Resource Management Of Employees Based On Genders

Gender	Number	Mean	Standard Deviation	T	Sig-value (2-tailed)
Male	53	131.66	9.823	.869	.387
Female	47	130.02	8.924		

Table four reveals that the data concerning to gender wise analysis on gamification in Human Resource Management. The p value shows 0.387 then there is no significant difference exists in the gamification in Human Resource Management among Male and Female employees in IT companies with special reference to Mysuru city

Table 1.4 Comparison Of Organizational Operation Of Employees Based On Genders

Gender	Number	Mean	Standard Deviation	T	Sig-value (2-tailed)
Male	53	64.28	5.908	1.030	.306
Female	47	63.06	5.914		

Table five reveals that the data concerning to gender wise analysis on organizational performance. The p value shows 0.306 then there is no significant difference exists in the organizational performance among Male and Female employees in IT companies with special reference to Mysuru city

Table 1.5 Comparison Of Gamification In Human Resource Management Of Employees Based On Locality.

Location	Number	Mean	Standard Deviation	T	Sig-value (2-tailed)
Rural	50	133.56	7.929	2.949	.004
Urban	50	128.22	10.056		

Based on the Locality wise analysis on Gamification in Human Resource Management. the Table six reports that p value is 0.004 which indicates that there exists a significant difference in the Gamification in Human Resource Management among employees in Rural and Urban sector of IT companies with special reference to Mysuru city

Table 1.6 Comparison Of Organizational Performance Of Employees Based On Locality

Location	Number	Mean	Standard Deviation	T	Sig-value (2-tailed)
Rural	50	65.42	5.729	3.007	.003
Urban	50	62.00	5.642		

According to Locality wise analysis on Gamification in Human Resource Management, the Table seven reveals that p value is 0.003 which shows that there exists a significant difference in the Gamification in Human Resource Management among employees in Rural and Urban sector of IT companies with special reference to Mysuru city

VIII. FINDINGS

- The level of gamification in human resources management and organizational performance exists high level among the employees of IT sector in Mysuru city
- The analysis of data relating gender wise the gamification in human resource management and organizational performance exist no significant different among the employees of IT sector in Mysuru city.
- The analysis of data relating locality wise the Gamification in Human Resource Management exist the significant difference in rural and urban sector of IT sector in Mysuru city.
- The analysis of correlation based on Gamification in Human Resource Management and Organizational Performance contain the high result.

IX. TENABILITY OF HYPOTHESIS

- The first and second hypothesis is completely

accepted since there exists high level of Gamification in Human Resource Management and Organizational Performance.

- The third hypothesis is fully accepted since there exists high positive correlation between Gamification in Human Resource Management and Organizational Performance.
- The fourth hypothesis is partially accepted since there exists significant difference based on locality for employee's perception towards Gamification in Human Resource Management and Organizational Performance

X. SUGGESTION

1. Gamification in human resource management helps in effective workplace for employees which enhance business operation. Gamification in human resource management to new employees gets them motivated to complete more tasks within the company.
2. Applying Gamification in Human Resource Management have a great influence on the current employees which motivates them to achieve the organisational goals effortlessly. Carrying out Gamification in human resource management in the workspace will also help the employees to encourage the organizational culture and retain employees who are essential to the company.
3. Executing Gamification in Human Resource Management in the workspace is a great way to cheer employees to acquire more and participate more in training procedures. Recruiting talented employees for organization can drastically enhance the organizational performance of the company.
4. The finest method to retain employees and avoid inflated turnover is to keep them involved and to make them feel like an important part of the organization.
5. When employees are rewarded for their team

work with other departments through Gamification, positive company culture and interpersonal skill internal relationship are promoted. Gamification in human resource management develops employees' attitudes and efficiency in workplace.

6. Gamification in Human Resource Management has improved employee's self-esteem and productivity and also aided and abet in finishing every step in organization.
7. To engage customers and build loyalty in online world, Gamification in Human Resource Management has shown its upper hand.
8. Motivating techniques are applied by gamification in human resource management which are taken from traditional and social games to non-games surroundings.
9. Gamification techniques create an environment in which employees feel rationalized and are also rewarded for their achievement. Through gamification technique an employee is rewarded for his task which makes employee more competitive thereby achieving the company's goal.
10. To improve the organizational performance of the company gamification in human resource management plays a vital role since it has a direct impact on the overall development of the organization.

XI. CONCLUSION

In organization settings, entertainment is very important. It acts as a motivational factor. A positive working environment directly influence the productivity of the business operation of the organization. The research study proves that there is positive correlation between gamification in human resource management and business operation. Therefore, it can conclude that the absence of gamification will lower business performance. Hence the implementation of effective gamification would contribute to the efficiency of the business operation. There exists positive correlation between gamification in human resource management and

organizational performance. Gamification technique are used to control the confidence and cooperation of employees with the same concentration as those associated with their companies. This does not mean forgetting a serious and real goal but it tries to take advantage of the growth that the game unleashes to stimulate the positivity within the organisation without assuming the responsibility that any workplace carries. To give meaning to the task to be done in order to achieve the complete participation of the citizen in the acts listed above.

REFERENCES

1. Dr Carrie Awadzi(2018), “gamification and future work place” International Academic journal of Organization Behaviour and Human resources management vol.5, no. 1,pp.10-14, ISSN 2454-2210.
2. Lveta Ludviga (2018). “Use of gamification in HUMAN RESOURCE MANAGEMENT: Impact on engagement and satisfaction, ISSN 2029-44\|ISSN 2029-929X, ISBN 978-609-476-119-5, Eisen 978-609-476-118-8, doi-10.3846\| bm 2018.45, 10th International Scientific conference.
3. Manu melwin joy (2017), “An investigation into gamification as a tool for enhancing recruitment process”, An international multidisciplinary e-journal, ISSN-2454-857X, Impact Factor: 1.785(12OR).
4. Ana Teresa Ferreira (2017). “gamification in the workplace: A systematic literature review”, conference on paper in advances in intelligence system and computing, DOI:10.1007/978-3-319-56541.5_29.
5. Kai Houtari (2017) “Defining gamification- a service marketing perspective” electronic markets 27(1), 21-31.
6. Jacek wozniak(2017).” some factor hindering acceptance of three gamification solution in motivating systems in small and medium enterprises. Vol.5(2017) no4, pp.663-680; DOI 10.25019/MDKE/5.4.11, ISSN 2392-8042, management dynamics in the knowledge economy.
7. Michael B Armstrong (2016) “gamifying recruitment selection training and performance management: game thinking in human resources”, Emerging research and trends in gamification, pp-26, DOI:10.4018/978-1-4666-8651-9.ch007.
8. Adina Letita Negrusa (2015) “Exploring gamification technique and application for sustainable tourism”, open access sustainability, ISSN 2071-1050,7, 11160-11189; doi:10.3390/su70811160.
9. Karen Robson (2015) “it all the game? understanding the principal of gamification” Business Horizons, 58(4), 411-420.
10. Marigo Raftopoulos (2014), “towards gamification transparency: conceptual frame work for the development of responsible gamify enterprise system”, journal of gaming and virtual worlds, volume 6, number 2, pp.159-178(20)s
11. Dr Rethy B. Menon and Vivek Narendra (2018), “A study on corporate social responsibility and business sustainability in today’s competitive world: A case study on joythy laboratories Pvt Ltd. vol9, pp.687-693-693, articleID: IJMET_09_01_075ISSN 0976-6340 and ISSN 0976-6359.
12. Rethy menon and Sahana.S.C (2018),“Enchaining sustainability employees performance working as faculty in engineering college of Mysuru city through knowledge management practise“vol9 pp.207-215, Article ID: IJMET_09_01_025 ISSN:0976-6340 and ISNN:0976-6359.
13. Negrușă, A. L., Toader, V., Sofică, A., Tutunea, M. F., & Rus, R. V. (2015). Exploring gamification techniques and applications for sustainable tourism. Sustainability, 7(8), 11160-11189.