

## A Study of Gamification in Select Service

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### Abstract

The study on gamification aims to provide actionable insights for organizations by exploring employee perceptions, adoption, and challenges of gamification in HR functions across IT, banking, and education sectors. Data collected via structured questionnaires revealed positive employee outlooks on gamification's potential to enhance engagement, motivation, and skill development, but also highlighted concerns about task oversimplification, distractions, and unhealthy competition. Statistical analyses, including ANOVA, indicated significant sector-based differences, emphasizing the need for tailored strategies to address specific challenges in each sector.

**Keywords:** Employee engagement; Gamification; HR functions.

### 1. Introduction

The use of game context and its design elements made the Gamification applications intense in various domains. The current research focused this element on Education, Banking and IT industry. Gamified mobile applications' potential benefits in productivity and IT, calling for more research in underexplored areas like Service Desks (Miranda & Vergaray, 2021). Gamification has potential to bridge cultural gaps and engages digital natives, offering practical guidelines for global implementation Apurvaa Trivedi et.al. (2024)

#### 1.1 Gamification & Banking

The use of gamification in Banking is primarily to attract and enhance customer relations. Customization of gamified systems in banking based on demographic and personality traits influences user preferences and expected benefits (Nasirzadeh & Fathian, 2020). Gamified training improves job satisfaction in banking and improved financial literacy (Marcelo Rodrigues & Magioli Sereno, 2021 and Shilpa Chauhan et al. 2021). Ease of use, usefulness, and convenience are crucial for gamification adoption in e-banking (Tuan-Le Anha et al. 2023) [1]

#### 1.2 Gamification & Education

A Systematic Review" examines 112 articles, showing gamified VR learning environments enhance motivation, engagement, and performance, stressing the need for strategic design in education (Lampropoulos, G., & Kinshuk, 2024). Gamification positively impacts schoolteacher engagement, [12] leadership, and alignment, improving well-being and performance (Saranya & Tamizh jyothei, 2021). It is effective in developing digital skills among future teachers, enhancing academic performance and readiness (Svetlana Desnenko et al., 2021). Gamification as a Teaching Method during COVID-19 finds higher engagement and motivation, despite challenges in online courses (Elvira G. Rincon- Flores et al., 2022) [2]

#### 1.3 Gamification & IT

Research on IT multinationals in Malaysia shows gamification significantly [13] enhances employee engagement and performance, offering insights for HR managers (Abdul Basit et al., 2021). It is able to transform HR processes into interactive experiences, enhancing employee engagement and job satisfaction (Revati Ramrao 2021). Gamification boosts job satisfaction, reduces absenteeism, and increases organizational commitment and Enhances

hybrid Work Engagement. (Priyanka et.al. 2024, Shachi Yadav, 2024 and Apostolos Savvas, 2023) [3]

## 2. Methodology

The Objectives of the Study include To Study employee perceptions of workplace gamification & its adoption in HR functions. To assess gamification benefits and Challenges & analyze benefits and challenges across IT, banking, and education sectors. Hypothesis (H0): No difference exists in gamification [14] benefits and challenges across IT, banking, and education sectors. The study collected primary data through structured questionnaires targeting employees in IT, banking, and education sectors and secondary data from journals, books, articles, and websites. The sample include 121 participants from various demographics, recruited via online channels. Analysis tools included percentage analysis for demographic data and inferential statistics like ANOVA to compare responses across groups.to allow the experiments to be repeated by a qualified reader. [4]

## 3. Results

Data from structured questionnaires were analyzed using descriptive statistics and ANOVA with SPSS. Perception, Use of Gamification, Benefits and Challenges were analyzed by using as Cronbach Alpha is greater than 0.7 the data was found reliable. [5]

**Table1 Reliability Analysis of the scale items**

| Parameter                                              | Cronbach's Alpha |
|--------------------------------------------------------|------------------|
| Employee perception towards gamification (10 items)    | 0.73             |
| Adoption of Gamification in the organization(10 items) | 0.756            |
| Gamification Benefits (10 items)                       | 0.751            |
| Gamification Challenges( 9 Items)                      | 0.805            |

## 4. Discussion

**Table 2 Employee Perception towards Gamification**

| Gamification                                                          | Mean |
|-----------------------------------------------------------------------|------|
| makes learning and work activities more engaging and enjoyable        | 4.49 |
| Motivate people to complete tasks and achieve goals                   | 4.07 |
| Provides a sense of accomplishment and progress.                      | 3.96 |
| Help people develop new skills and knowledge.                         | 4.04 |
| Foster a sense of community and competition.                          | 4.24 |
| It overly simplistic & not reflect the complexity of real-worldtasks. | 5.31 |
| Is distracting and take away from actual work objectives learning     | 3.65 |
| Unfair or discriminatory if not designed thoughtfully.                | 3.82 |
| Lead to a focus on rewards rather than intrinsic motivation.          | 3.84 |
| Effective for everyone and all situations.                            | 3.69 |

Descriptive statistics while ANOVA compared challenges and benefits vary across various sectors. Reliability of the scale items is given in table-1. From mean values in Table-2 it is observed that the employees have positive perception that it makes learning and working makes enjoyable [15] and it also motivates to complete tasks on time (Mean value observed to be above 4). However, concerns include potential oversimplification (mean- 5.31), distraction (mean 3.65), unfairness (mean -3.82), overemphasis on rewards (mean 3.84), and skepticism about effectiveness (mean-). Careful, tailored implementation is needed to address these issues. banking, and education sectors. The study collected primary data through structured questionnaires targeting employees in IT, Table 2 shows the Employee perception towards Gamification. [6]

**Table 3 Gamification Adoption in HRM**

| Gamification                                                                 | Mean |
|------------------------------------------------------------------------------|------|
| Increase employee engagement in HR initiatives                               | 4.05 |
| Improve knowledge retention of procedures & policies                         | 3.77 |
| Motivates to participate in wellness programs and healthy habits.            | 4.06 |
| Fosters a culture of positive competition and collaboration.                 | 4.14 |
| Attracts a wider range of qualified candidates.                              | 4.01 |
| Creates a culture of unhealthy competition and stress.                       | 3.99 |
| Ineffective for all types of employees or learning styles.                   | 4.21 |
| Overly simplification can trivialize important HR processes and information. | 4.08 |
| It is time-consuming and expensive.                                          | 3.95 |
| Might not bring behavioral change in the workplace.                          | 4.00 |

Motivated and have sense of accomplishment & positive reinforcement, gamified activities helps to achieve goals by providing clear pathways. Table 3 shows the Gamification Adoption towards HRM. [8]

**Table 4 Benefits of gamification**

| Gamification                                                | Mean |
|-------------------------------------------------------------|------|
| Increases user motivation and engagement with activities.   | 4.31 |
| Helps achieve goals by providing a clear pathway            | 4.13 |
| Promotes a sense of accomplishment & positive reinforcement | 4.24 |
| Encourage healthy competition & collaboration among users.  | 4.15 |
| It increases motivation levels among participants           | 4.32 |

Table 4 representing the benefits of Gamification includes employees agreement on all of the Challenges of gamification are observed in table-5. The data clearly indicates that the major challenges are time consuming and it may not be adaptable to all the users. Moreover, long-term effects and user behavior cannot be measured. [7]

**Table 5 Gamification Challenges**

| Gamification                                                                                                | Mean |
|-------------------------------------------------------------------------------------------------------------|------|
| Focuses too much on rewards, making itself less enjoyable                                                   | 3.59 |
| People cheat the system to get rewards without doing the required work                                      | 3.58 |
| Measuring user behavior can be challenging                                                                  | 3.50 |
| The points, badges, and leaderboards in this gamified Experiences are poorly designed and feel inauthentic. | 3.37 |
| Maintaining user motivation and engagement over time can be difficult.                                      | 3.41 |
| Implementing can be time-consuming.                                                                         | 3.59 |
| Integrating with existing systems & workflows can be complex.                                               | 3.31 |
| Not all users are receptive to gamification techniques.                                                     | 3.56 |
| The long-term effects on user behavior are not well understood                                              | 3.50 |

Mean values in table-3 indicates that Gamification being part of Human resources (HR) activities though time consuming and at times over simplifies its processes and may not be effective for all of its activities it still attracts qualified candidates, fosters employee engagement with culture of positive competition and collaboration. [9]

**Table 6 Gamification in three sectors**

|            |               | Mean  | Std.<br>Deviation |
|------------|---------------|-------|-------------------|
| Benefits   | IT sector     | 4.302 | 0.327             |
| Benefits   | Bankingsector | 4.095 | 0.494             |
| Benefits   | Education     | 4.197 | 0.331             |
| Challenges | IT sector     | 3.429 | 0.496             |
| Challenges | Banking       | 3.645 | 0.585             |
| Challenges | Education     | 3.381 | 0.518             |

When comparing means for benefits and challenges no much deviation is observed, but analyzing deeply the mean values indicate that IT statements which state that employee feels witnessing maximum benefits, whereas banking sector is facing more challenges when compared to IT and education sectors. Table 6 shows the Gamification in three sectors. [11]

### Conclusion

Gamification has brought immense changes in the ways of work in different fields. From the current study is it understood that employees have predominantly positive perception towards its functioning as it is stretching its operations in various HR functions. All the sectors of the study are witness both benefits and challenges but IT is reaping maximum benefits and Banking sector is facing more challenges when compared to other sectors of the study. So the study recommends that the design of game elements and its implementation should be given attention so that various demographic employees reap its benefits and face its challenges confidently. It is also suggested that all the three sectors to continue the gamification practices as the employees are productive and are happy to work in encouraging culture. Banking organizations needs be cautious about the challenges so as to minimize the complexities of gamification. Gamification positively impacts schoolteacher engagement, leadership, and alignment, improving well-being and performance (Saranya & Tamizh jyothi, 2021).

It is effective in developing digital skills among future teachers. [10]

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