HUMAN RESOURCE MANAGEMENT THROUGH GAMIFICATION: A NEW APPROACH

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I. Introduction

People are an organization's most valuable resource, and business leaders' top five worries are related to people issues. Organizations are continuing to step up their global investment as the international economies continue to globalize. (Guthridge and Komm, 2008). The past ten years have seen a significant increase in the emphasis on and momentum surrounding talent, which reflects the crucial role that talented individuals' attraction, development, and retention play in the success of businesses. Gamification, which refers to the use of game elements outside of gaming situations, has emerged as the newest buzzword in the HR industry.

A widely recognized definition of gamification is lacking, according to Werbach & Hunter (2014, p. 28), who define it as "the use of elements of games and technologies of design of games in contexts that are not games."

Herger (2014, p. 8) provides a different definition of gamification, saying that it can also refer to altering behaviors, engaging users, forming habits, and finding game-like solutions to problems...To achieve this use what we learned from videogames and behavior science and motivation theories. That means we apply game elements and principles to make work less boring and more fun. As it turns out, gamification is quite effective".

Games are frequently utilized to acquire a competitive edge by successfully attracting, engaging, inspiring, and retaining talent because of their incredible capacity to hold people's attention for an extended period, form relationships, win recognition, and promote innovation.

A key success factor in improving decision-making and creating more creative business solutions is the digitalization of human resources in the workplace and on leadership teams. According to research, organizations with more gamified digital HR processes initiativesnearly flexibility in thought.

It is not a novel concept to use games in learning.In situations when employees and the organization communicate directly, this is usual.

II. Literature Review

One of the earliest examples of gamification may be found in 1910, when Kellogg's cereals gave away its first "premium," the Moving-Pictures book, with every two boxes in an effort to boost sales. To combat monotony and boredom, workers in a Chicago textile industry started playing a daily ritual game in which they steal bananas. Games are thought to increase productivity and happiness, which has spurred research in this area. Professors at the Massachusetts Institute of Technology started debating the use of gamified components in education in the 1980s. The development of gaming consoles in the 2000s led to the creation of educational games, games that teach social graces, etc. A California-based startup called Bunchball created gaming elements to aid companies in enhancing online engagement. 2011 saw Volkswagen disclose (McCormick, 2013)

The application of game-play mechanics to non-game applications is known as gamification (Deterding et al., 2011). Theoretically, every programme, task, procedure, or situation might be made game-like. By utilizing game-like approaches like scoreboards and personalized fast feedback, gamification aims to increase user engagement (Flatla et al., 2011). increasing the sense of purpose and ownership among the workforce as they engage in jobs (Pavlus, 2010)

A business may establish a high-performance workforce, lower the cost of employee turnover, and attract and keep the greatest personnel by putting a clear emphasis on gamification. Costly resources are used to make video games for educational purposes. Using gamification to make the material
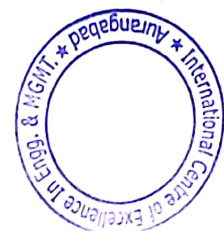
more appealing and engaging for consumers is a less complex but still effective strategy. In order to promote a more effective and enjoyable learning behavior, we want to use gamification in e-learning. When playing video games, B.J. Fogg contends that individuals interact with computers just like they would with other people. (Fogg, 2002).To change or trigger a certain behavior students need to be motivated and at the same time have the ability to solve the challenges.

Every corporation should use employee engagement as a tool to help it compete favorably with other businesses. The most precious asset is regarded to be people, who, when managed and engaged effectively, are one element that cannot be imitated or duplicated by rivals. This point has been emphasized by Baumruk (2004), in that employee engagement is the most powerful factor to measure a company's strength.

Modern generation of workers are more focused on the diverse use of their knowledge, skills, creativity and are looking for freedom and independence at work which makes gamification as relevant as ever (Kamasheva, Valeev, Yagudin & Maksimova, 2015).

Objective of article:

The purpose of this article is to analyze and examine the importance of gamification in order to attain organizational performance by raising employee engagement, it is important to assess and examine the role of gamification in contemporary trends and strategies of gamification in HRM. Employers all over the world consider their staff to be their most precious resource in this day of intense competition and technology. From baby boomers to millennials, different generations of workers bring a range of objectives, attitudes, and beliefs to the workplace.Therefore, it is crucial to investigate how different firms are using novel ways in their employee engagement initiatives by utilizing a variety of gamified methodologies. In order to assist organizations, harness employee loyalty and forge stronger employer-employee relationships, this study compares how gamification has been implemented in various business processes. Finally, we also provided some insight into the future of gamification since games may and will play a significant role in the workplace of the future.

III. Research Methodology

This report is based on a comprehensive analysis of the gamification literature that aims to synthesize the most recent ideas and research to continue to work on gamification and to offer some clarity to the area of digitalization of HRM. The focus is placed mostly on the gamification's drivers and how they are applied in HR tasks that affect employee performance. Internet searches and management journal databases were the main sources of literature for this study. such as EBSCO, EMERALD, Elsevier and SCOPUS

Gamification of HR focuses on being business-oriented, directing actions towards achieving player and corporate goals. You can motivate people to do more of what you want them to do and improve at it by gamifying it. (Simpson & Jenkins, 2015). Gamification of HR focuses on being business-oriented, directing actions towards achieving player and corporate goals. You can motivate people to do more of what you want them to do and improve at it by gamifying it.

GAMIFICATION IN RECRUITMENT AND SELECTION

Gamification can have outcomes that are good for both employees and employers when it comes to the hiring and selection of staff in an organization. On the one hand, the candidate feels less pressured and is more at ease after completing the procedure that included humorous elements because he has forgotten the stress of participating in a hiring process. However, because of the applicant's laid-back demeanor, the employer can learn more about this person from them than they otherwise would have.

Game-thinking can also be used to improve the hiring procedure. Employees can be encouraged to recruit new candidates of include potential candidates in the operations of the recruiting organization by turning recruitment processes into fully realized serious games or more game-like simulations. These goals are achieved through gamified staff referral programmes and through candidate

competitions. The use of gamification can enhance employee referral programmes. For instance, the software company Herd Wisdom developed a smartphone application that gamifies the employee referral programme by rewarding staff members with points and rewards for bringing in new recruits. (Herd Wisdom, 2013). Points are earned by employees for various behaviors (e.g., updating a user profile, sharing job postings) within the application. Earning points through this system then increases employees' chances of winning giveaway contests within the recruiting company (e.g., a tablet computer might be awarded every month to a participating employee, with more participation points translating into more chances of winning). By encouraging more candidates, this type of gamification hopes to improve the applicant pool by encouraging employees to put forth more effort during the hiring process. Competition is another method of gamifying the hiring process. Challenge or conflict components, as well as player engagement while competing against other people, can be found in competitions. For instance, to fill its projected requirement for computer security personnel, the U.S. Department of Homeland Security held a competition for high school students. (Perlroth, 2013). Young hackers were encouraged to enter the tournament in hopes of working for the Department of Homeland Security, which was its intended target audience.

Gamification has been widely utilized to assess candidates' abilities and encourage them to accomplish certain activities since it provides a significant impetus for action. By rewarding and recognizing the top performers in the hiring game, recruiters have been better able to identify individuals that match the required criteria. To improve awareness and draw in new talent, tech titans like Google and Facebook host competitions like Google Code Jam and Facebook Hacker Cup, respectively.

L'Oréal uses their talent detection tool "Brandstorm" to identify and evaluate promising undergraduates. Here, the role of an international marketing director is given to the candidates. A case study and informational packet are given to student teams of three so they can start a market analysis. Under the direction of L'Oréal executives, they are charged with launching a novel product. For instance, students were challenged in 2014 to create a new men's range of Kiehl's skin care items (Dave Zielinski, 2015).

Every year, Google holds the Google Code Jam programming contest. Every year, programmers and coders from over 100 different countries compete in this tournament to show their mettle and win. In languages like JavaScript, LOLCODE, C++, INTERCAL, and Whitespace, the contestants must solve algorithmic challenges. Up to $50,000 in cash is up for grabs. It helps people improve their coding and programming skills while being entertaining and challenging. Additionally, Google uses it to find and hire the best candidates for open positions.

Gamification in Induction and on boarding process:

All businesses must provide induction and orientation programmes for new hires to ensure that they can quickly and comfortably adapt to their new working environment [10]

To assist new workers in understanding and adopting the company's regulations and policies, businesses should develop appealing and appealing programmes. Even fewer companies have changed their onboarding methods to better accommodate the interest levels of millennials. Make My Trip is one of the companies that has carried out this. The Scavenger Hunt is a requirement of MakeMyTrip for the onboarding of new workers. In order to advance on the internal "my perks" point board, the company has also developed picture-card games and quizzes in which participants must choose the right answers from a multiple-choice list. The workers can then use these points to buy gifts and other incentives. [11].

By 2015, 40% of the 1000 largest firms in the world would use gamification, according to a 2013 prediction by Gartner, and more than 50% of corporate processes would be gamified. A crucial procedure for HR is induction and orientation training because it assists in giving newly hired staff the correct knowledge and ensuring optimal productivity as soon as feasible. It enables workers to have their first satisfying interactions with their organization, workplace, coworkers, and team

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members. According to a February 2013 analysis by Aberdeen Research, gamified onboarding significantly increased turnover and engagement levels.

The onboarding game at Deloitte LLP is all about cooperation and teamwork. Here, groups of recent hires with various backgrounds and expertise are established and instructed on the company's compliance, ethics, and privacy. The group then responds with an answer to a question that each team member had previously prepared to ask. If there are any discrepancies, the members talk it out and decide on the best and most suitable response (Rachelle Falls, 2013).

Make My Trip has created a fun training programme where the new employee uses company-provided headsets to play a game. The corporation hopes to effectively familiarize people with the organization's culture and values through this. With the aid of a monopoly game, HCL has created an intriguing game that applicants must play. Based on how applicants behave within the game, the organization can determine the applicants' talents, traits, and purpose to join (Shipra Manchanda, 2014). This is one of the ground-breaking applications of gamification in this field to lower staff attrition rates.

GAMIFICATION IN TRAINING & DEVELOPMENT

Another stage of particular importance in the HR context is training. Many businesses fail to foster employee relationships or do so in an ineffective manner, which is a grave error given how crucial it is for employees to know one another and receive effective training on how to perform their daily tasks.

Gamification can be the tool necessary for the businessmen who do not know how to carry out the actions of training between their members without these tasks seem to be tedious and, by contrast, they become entertaining and manage to compromise the workers.

HCL: MindTickle's learning to undertake and prepare in a manner different from the new members, across games, assisted the IT company in building a community online. To earn points and advance through stages, the candidates had to complete tasks across the platform that were relevant to their future roles inside the organization. The success was huge because there was a nine-fold decrease in abandonment information from the test day to the day of incorporation compared to before gamification was used. Additionally, the business might tailor its training plans more precisely to the requirements of its personnel. (2014) Herger
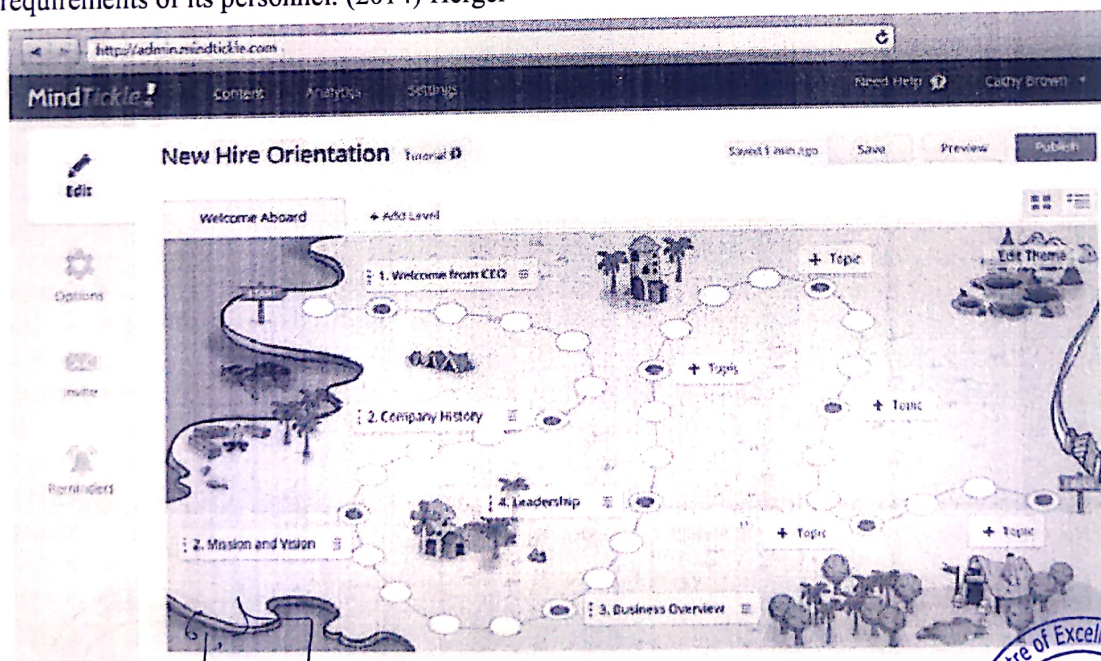

Fig. 1 MindTickle (the project of HCL)
Source: Herger (2014)

DELOITTE (TRAINING AND DEVELOPMENT:
The Deloitte Leadership Academy is an online resource that provides a sizable quantity of coursework on a broad range of consulting-related topics. The goal is to increase senior executive workers access to training programmes. Deloitte incorporates gamified components including leaderboards, status symbols, and badges with the aid of Badgeville Game Mechanics. They aided in keeping track of status symbols and leaderboards. This assists in tracking the number of executives who enroll in and finish the course, provides immediate feedback on their progress, and directs them towards course completion.This was created to motivate senior executives to enroll in and complete training courses. They had no interest in doing it or internal motivation to accomplish it. Following discussions with Badgeville and changes to the framework, there has been a 50% increase in course completion speed, a 47% increase in employee daily return rates, and a 36% increase in retention (weekly).

McDonald's turned the environment into a game with points, objectives, timers, and feedback in order to train its personnel on the new cash register and ordering system. It was acceptable for the personnel to make errors and grow from them. The game's success led to a GBP 23 million increase in revenue. WalMart similarly created a Safety Education Programme to instruct staff members on safety and compliance protocols. This was a game-based approach where employees could pick their own levels and learn at their own pace. The programme produced tremendous effects because it was brief, clear, and points focused. After six months, WalMart reported lost time reduced by more than 50% and fewer mishaps than the industry average.

GAMIFICATION IN PERFORMANCE MANAGEMENT
Gamified performance management (GPM) is primarily about the coaching experience while traditional performance management is about measuring performance. According to a CEB study, only 6% of Fortune 500 businesses still utilize rankings, which were formerly the norm for HRM. Annual performance rankings and assessments will no longer be used at Accenture, the company has stated. Fast feedback cycles, continuous feedback, and shorter-term goals are the main focuses of gamified performance management. Everyone is evaluated using the same criteria and in the same way under this fair and open approach. (Rimon, 2015)

LiveOps, a firm with more than 30.000 call center workers dispersed over the world working autonomously from their homes, chose to implement gamification into its system of performance rating. Although this kind of operation lowers costs, it may provide issues with efficiency, incentives, and training when standardizing processes. With the intention of motivating, educating, and fostering staff growth, the organization started using Nitro Bunchball LIveOps, a gamified platform. The game involved performing tasks linked to, among other things, increasing the formation, finishing a call in the shortest amount of time, or satisfying the client. Employees with the most game points earned more work, which increased their likelihood of making more money. As a result, the performance evaluation was made public. (Valera Mariscal, 2013)
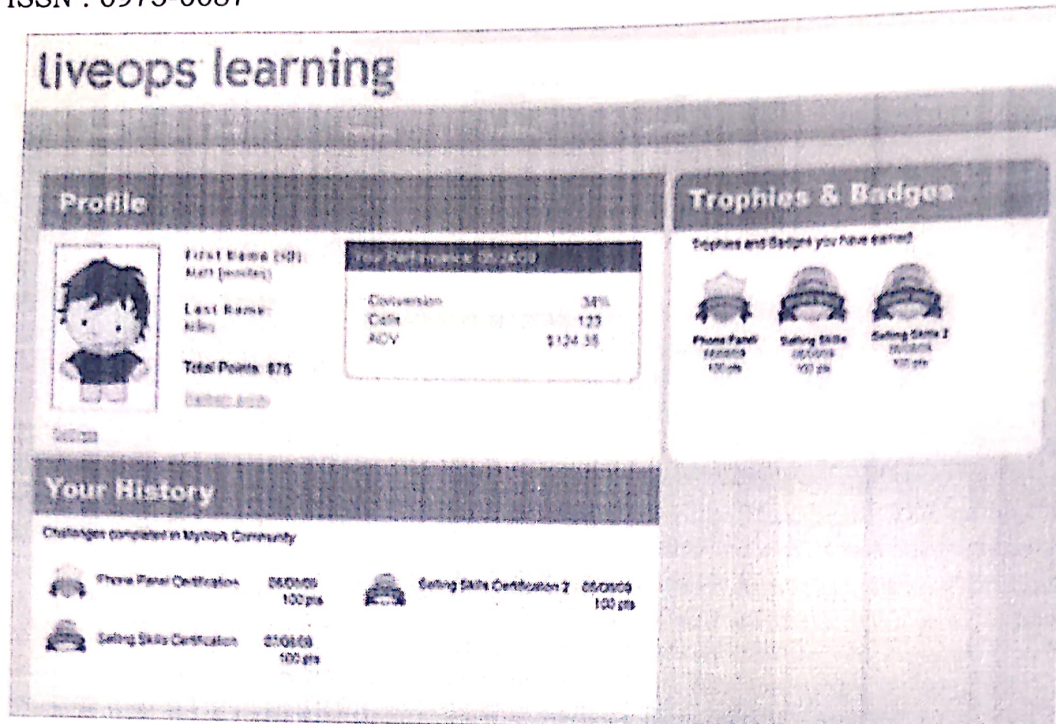
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Fig 2 Nitro Bunchball LiveOps
Source: Valera Mariscal (2013)

Recently, gamification has been utilized successfully in websites to foster brand recognition, customer loyalty, and effective marketing engagement (Foursquare, Stack Overflow) (Daniels, 2010). However, based on our observations, it can also be applied successfully in the educational setting. There are several effective gamification examples, including Nissan's Zero Emission programme employed for their environmentally friendly Nissan Leaf car. An app called Kobo Reading Life aims to make reading more fun, and Nike ID is an e-commerce game that lets users create their own shoes, with the most popular creations earning points. The health and wellness sector has many gamification applications, including Keas, FitBit, and Lose It. Examples of motivation and learning include Stick.com, Mind Snacks, and English Attack.

In order to increase motivation and engagement, gamification aims to mix internal and extrinsic incentive. Altruism, competition, cooperation, sense of belonging, love, or hostility are a few examples of intrinsic motives, which arise from within the user or actor and determine whether to do a certain action or not. On the other hand, extrinsic motivations happen when something or someone forces the user to take a certain action, such as classifications, levels, points, badges, awards, or missions.

GAMIFICATION IN EMPLOYEE ENGAGEMENT

Employee engagement is defined by Schmidt et al. as "involvement with, commitment to, and satisfaction with work." The "Path to Success" quiz-based Facebook app from Accenture measured users' ability while engrossing them in fun games. In order to go up the corporate ladder, participants had to roll the dice to land on a tile, at which point they were presented with a trivia question and awarded for each right response. Using the information gathered from the game, the business was able to engage its workforce and subsequently create a talent pipeline.

Maverick from Deloitte's US India Offices is a classic illustration of gamification's ability to increase staff engagement. Deloitte has successfully reached the "sweet spot" with Maverick, as correctly stated by (Raghavendran & Kumar, 2015). began in 2009, The programme was designed to leverage gamification to assure employee engagement, experimentation, talent discovery, and creative expression in order to develop an innovative organizational culture.
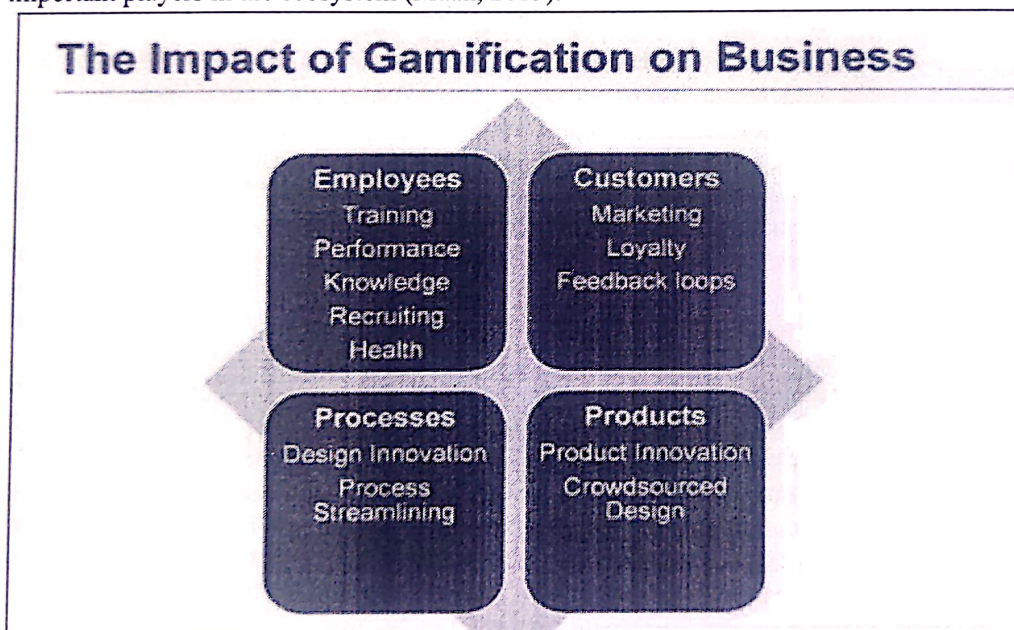
Maverick was not only an effective tool for boosting employee engagement, but it also helped Deloitte build its employer brand. Potential candidates were persuaded that the company completely supports its personnel, which helped to create a positive perception of the brand in their thoughts. (Raghavendran & Kumar, 2015)

Bluewolf is a salesforce consultancy business and is owned by IBM. They launched the #GoingSocial initiative. With the aid of Bunchball's Nitro for Salesforce solution, they have gamified information exchange and incentivize social interaction among staff members. They accomplish this by posting "Pack Profiles" of employees on the business's social, knowledge-focused website. The employee is in charge of each profile on his own. Bluewolf has provided incentives for its employees to network.

Employees (from the sales force) get points for both external and internal collaboration, such as writing a post on a website or responding to a discussion thread, among other things. To assist the staff in becoming "social," they have established a "one-stop shop" with all the necessary materials, including presentations, pdfs, and video tutorials. The Bluewolf workforce are much more empowered and engaged thanks to our gamified approach.

IMPLICATIONS OF GAMIFICATION

By matching game objectives with the desired outcome in the organization, gamification has significantly increased the success of many social business projects within the organization and introduced new ways of thinking (Maan, 2013). With the aid of gamification, Millennials may now achieve goals and targets in a much more relaxed and enjoyable setting, rewarding positive behaviors and skills. Additionally, it has permitted effective departmental and employee communication, revolutionizing how businesses operate today as a result, next-generation organizations have a great opportunity to investigate new game practices in order to comprehend the foundations of enterprise gamification. These organizations would then use gaming principles to impact the conduct of important players in the ecosystem (Maan, 2013).

The Impact of Gamification on Business

Employees
Training
Performance
Knowledge
Recruiting
Health

Customers
Marketing
Loyalty
Feedback loops

Processes
Design Innovation
Process Streamlining

Products
Product Innovation
Crowdsourced Design

(Refer Fig. 4)
Impact of Gamification on Business
Source: Burke, B. (2012).

Businesses have been able to unite their four key areas—employees, customers, processes, and products—by fusing practicality and gamification. Because of the gamified approach's transparency and openness, processes have been streamlined. Brands utilize gamification to foster friendly

competition,boost customer engagement, and foster brand loyalty. With the rise of strategic Human Resource Management techniques in the workplace, businesses have become more tech savvy.

Future Gamification Frameworks will provide templates for employee- and customer-facing projects for a sophisticated and quick deployment of Gamification. (Maan, 2013)

DISADVANTAGES OF GAMIFICATION

We have observed that gamification is beneficial in many HR roles to raise employee engagement and productivity levels. However, it is not always the best course of action. To get better results, managers need know when and when to use a gamified strategy. The following are some drawbacks of gamification: • If not done appropriately, gamification can lead to the creation of a number of false incentives. Employees may excel in games and be leaders in training and development, but they may not be able to apply what they learned to their jobs.

• If gamification is solely motivated by money, motivation may be destroyed. Today's millennials desire difficult jobs with deep purpose. Gamification could demotivate people and turn out to be harmful if it is solely motivated by financial gain rather than beneficial learning.

• Implementing gamified learning comes at a significant cost because it calls for purchasing hardware, paying for software, and paying for instructor training.

• Setting up a game needs extensive planning and research in advance, which takes time and is tedious. Many times, in order to help the staff members, grasp the game's goals and mechanics, the game's designers must first play it themselves.

IV.   Conclusion

The goal of this work was to conduct an in-depth analysis of gamification, including its potential managerial applications, the advantages it can offer organizations and their constituent parts, and an analysis of some successful implementations of the same, both at the general level of the entities that choose to use this tool and of the businesses that choose to do so in the area of human resources. By achieving motivation, happiness, and engagement, it is possible to claim that gamification is a mechanism of particular relevance for 21st-century businesses that want to grow by evolving simultaneously to their constituent parts and seating the pillars of organizations with perspectives of growth and improvement. In this way, it is feasible to advise businessmen and executives to consider this new management tool and to employ the entrepreneur that they carry within. Despite its innovation, gamification is having a significant beneficial impact on a large number of organizations that have chosen to apply it. Additionally, it would be intriguing to learn more about the researchers' in-depth research and exploration of this mechanism's mesenteries in order to find new managerial applications and improve the workplace conviviality of the organizations that support happiness, amusement, and commitment to those organizations.

On the other hand, it is important to emphasis that gamification goes beyond assuming the numerous benefits that have previously differentiated themselves and actually prompts a change in the behaviors of the employees in a fun way. This doesn't mean to ignore the important and genuine goals, but it tries to use the expansion that the games unleash to stimulate the positivity inside the organizations, without giving of side to the responsibility that carries any working place, and offering a sense to the tasks that must be realized to achieve the complete involvement of the individuals in the actions.

It is essential to emphasis the significance of gamification in terms of the future and the crucial part that millennials have played in the development of this tool. The generation who will work in organizations and occupy the space mentioned above for decades is distinguished by a few unique traits strongly influenced by the crucial development they have experienced next to the games. The millennial generation has played throughout their life and still does, which has fostered a strong bond with gaming. But this is not a problem; rather, it is an advantage because of gamification, which has allowed organizations to see the avalanche of talent players who were entering the firm and has turned

this potential into a gamified tool to manage motivating and compromising employees with organizations using the same force as that which is associated with their games.

Gamification can transform into a powerful tactical tool for improving the performance outcomes of businesses when properly implemented to be integrated throughout the entire organizational structure. In the context of business, the role of HR in formulating and implementing employee engagement policies is of utmost significance. According to the experts, 'Gamification' can be utilized to increase employee engagement and so give it a more strategic role inside the company.

Making a game is not required for gamification. It involves enhancing HR activities without jeopardizing their legitimacy and increasing employee engagement. Employees are motivated to work towards their roles and KRAs with the aid of gamification, and because of the encouraging feedback they are propelled forward and are piqued to learn more. Gamification can be a strong motivator for employees to learn and read more. The key indicator of gamification success is engagement.
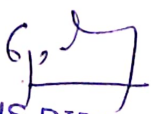
Due to advancements in analytics technology, a variety of measures to measure engagement can be incorporated into such a web application. Page views per visitor, time on site, total time per user, frequency of visit, participation, and conversions are some of these indicators. The goal of gamifying an online course for learning and development is to improve performance rather than to completely replace the student's intrinsic drive, which is stronger and more long-lasting.

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