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GAMIFICATION AS A STRATEGIC TOOL FOR IMPROVING EMPLOYEE ENGAGEMENT AND PERFORMANCE

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Abstract
Gamification businesses may integrate fundamental learning procedures into real-world contexts that closely mimic actual business problems and situations. This strategy can help workers get useful experience, develop new abilities, and learn how to handle challenging and stressful situations. Gamification is also a strategy for improving workplace engagement among employees. It gives employees the chance to pick up new abilities, change their habits, and experiment with creative approaches to problem-solving. Games' built-in accomplishment and reward structures encourage a slow change in behaviour. Moreover, gamified events are usually made to give workers positive feedback, which increases their drive. From a corporate perspective, gamification aims to boost retention rates, encourage loyalty and purchase behaviour, improve overall business KPIs and operations, and engage and motivate people to change their behaviour. The concept of gamification leverages the human tendency to engage in gaming activities and integrates it with work to improve employee engagement. Game mechanics and dynamics can positively affect human behaviour as they are crafted to push players beyond their activation thresholds. Achievements, appointments, bonuses, levels, and points are a few examples of game mechanics—also known as game dynamics—that affect human behaviour and wants. Gamification can be applied to a wide range of internal organizational processes, such as hiring, employee appreciation, performance reviews, training plans, wellness and safety campaigns, and customer-focused applications meant to increase customer satisfaction, cultivate engagement, and build brand loyalty. This study primarily seeks to explore gamification as a strategic tool for employees, the advantages of gamification for employee engagement and performance, the challenges associated with gamification, and its role in driving employee performance and engagement.

Key Words: Gamification, Engagement, Employee, Workers, Strategies.

Introduction

Gamification is the process of incorporating elements of games into non-gaming activities, such employee procedures, in order to increase worker engagement, output, and performance. Gamification turns training into engaging and rewarding experiences by incorporating game-design concepts into routine duties.

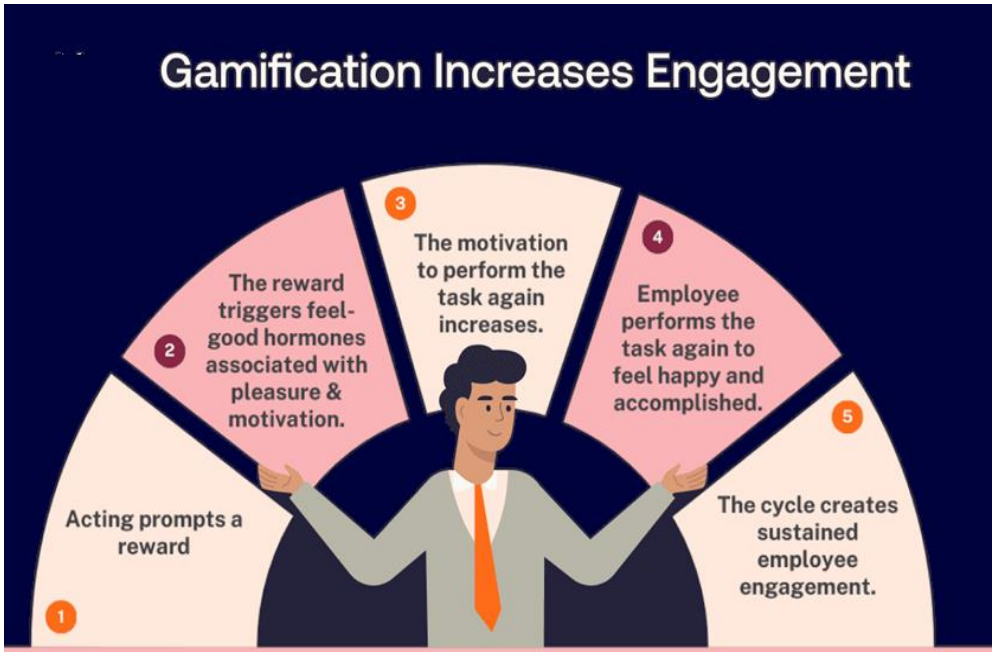

Figure - 1: Gamification Increase Engagement

Traditional management techniques usually fail to sustain long-term motivation, which frequently leads to decreased productivity and job discontent. By incorporating game design elements like challenges, rewards, and interactive experiences into routine work tasks, gamification fills this gap. This method adds enjoyment and significance to routine tasks. The current study explores how gamification can be successfully incorporated into professional settings, how it affects employees psychologically, and how it can change organizational culture by fostering a more productive and engaged workforce.

Review of Literature

According to Sands (2013), the corporate HR department was one of the first to implement gamification mechanics. In order to provide their employees with loyalty-based or game-based applications, pioneers in the function are collaborating with industry analysts and gaming organizations to develop gaming platforms. The literature currently available on this novel but expanding idea will be examined in this thesis, along with the factors that are drawing HR professionals to use gamification platforms to enhance their strategic impact.

Raghavendran and Kumar (2015) the article offers a useful framework for addressing employee engagement in big businesses. Compared to the common gamification solutions used in business settings, this paper presents a better option. Instead of requiring autonomy, mastery, and a sense of purpose, gamification mechanics function best in transactional roles. The Maverick program was created with consideration for the professionals' inherent motivation.

Gatautis et al. (2016) defined the impact of gamification on consumer brand engagement. The term "gamification" describes the application of game elements outside of games. The gamification pyramid approach, which considers cognitive, emotional, and behavioural aspects, is used to analyze gamification in light of the literature review. The results of an empirical study on how gamification affects consumer brand engagement in the Lithuanian market demonstrate that, although the relationship is not very strong, gamification and consumer brand engagement are positively correlated.

This study by Gupta and Gomathi (2017) intends to examine this new idea, its theoretical underpinnings, and literature while highlighting current gamification applications and their contribution to user motivation and engagement.

Saha and Pandita's (2017) there is a thorough analysis of a small number of organizations in various sectors that use gamification initiatives to engage their workforce. The impression of gamification on employee meeting in a variety of governments is better assumed thanks to this paper.

According to researchers Lawanda et al. (2018), "gamification" can be used to increase employee engagement and, as a result, give the company a more strategic role. The inability to regularly create new learning experiences is one of the main reasons HR finds it difficult to keep employees engaged. This problem can be solved by gamification. Therefore, HR's job would be to become an employee advocate and help the company's employees reach their full potential.

According to Gryaznova's (2019) research, gamification is a potent tool that positively affects employee motivation. But the results also demonstrated the importance of properly planning the experience in advance and having a solid grasp of how it will affect employees' behaviour. Gamification is still in its infancy on the Finnish market and is rarely applied to employee engagement.

Performance management system according to Prasad & Rao (2020) The authors talk about the results of applying gamification techniques to the information technology sector in the Hyderabad area, including team building, behavioral change gamification, and intrinsic and extrinsic motivation.

According to Basit et al. (2021), if gamification is done well, sensitively, and creatively within the company, it can foster a highly competitive culture among employees, which will boost engagement and performance. This research demonstrates that in order to fully benefit from gamification ability to improve employee performance, employee engagement is crucial.

Ikhide, Timur, and Ogunmokun (2022) Furthermore, gamification of the workplace may limit employees' creativity, despite popular belief. This conceptual paper, which is theoretically based on established theories and previous research, addresses controversial topics in the literature and creates a research path for future investigations by offering testable hypotheses and practical suggestions.

Girdauskiene, Ausrine Ciplyte and Navickas (2022) present a study that seeks to explore the influence of gamification on employee engagement. During the evaluation of the relationship between engagement factors and gamification, it was found that gamification notably enhances aspects such as reward and recognition, procedural justice, feedback, distributive justice, perceived supervisor support, as well as opportunities for career advancement, knowledge acquisition, and development.

According to Bizzi (2023), this article explains how gamification can help improve job performance and the ways it does this. It suggests that when employees get involved in gamification, it positively changes how they think, which then influences their attitudes and actions at work. These better ways of thinking can lead to better job performance because fairness plays a role in how this all works.

According to Oke, Aliu, Mwanaumo, Abayomi, and Kahanji (2023), identifying and assessing the gamification application areas in the construction sector would assist stakeholders and construction

organizations in making well-informed decisions about the incorporation of game elements into crucial areas like workforce development, safety and quality, project management, innovation, and efficiency.

Uddin and Das (2023) provide empirical evidence from real-world case studies to support their paper's practical benefits findings of Siswanto et al. (2024) indicate that incorporating gamification elements like rewards, challenges, and teamwork addresses employees' psychological needs and fosters a more vibrant and productive workplace.

Piya Sindal and Nachiket Bhate's (2025) using data from real-world case studies, the study shows that gamification can lead to measurable improvements in a variety of performance indicators. However, it's also important to recognize the associated challenges, which call for careful planning and tenacious effort.

Sakthi (2025) tangible & intangible rewards on employee behaviour and their commitment to the organization, particularly highlighting the role of reward systems in sustaining engagement. Uwakwe et al. (2025) Organizations, learning and development experts, human resource managers, and instructional designers who wish to gamify employee training in order to boost its effectiveness will benefit greatly from the findings of this research review.

Objectives of the Study

1. To understand the Gamification as a strategic tool for an employees.
2. To regulate the Benefits of Gamification for employee Engagement and Performance.
3. To evaluate the Implementation challenges of Gamification.
4. To determine the Gamification drives employee Performance & Engagement.

Research Methodology

This study uses a mixed-methods approach to investigate how gamification affects employee engagement and performance. Information was acquired from primary and secondary sources. Using online examination tools, standardized forms were issued electronically to gather more information concerning managers' and workers' experiences with gamification tactics across a range of industries. The survey employed closed-ended enquiries using a five-point Likert scale (from "strongly agree" to "strongly disagree") to consider participants' routine and engagement levels. Secondary data came from business reports, analytics dashboards, scholarly journals, and past studies on employee engagement and gamification. These resources aided in the theoretical framework's development and the comparison of the findings with previously published works.

Analysis and Interpretation of Data

Table - 1: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.763	37

Table - 1, the questionnaire is highly reliable because its Cronbach Alpha score is greater than 0.763.

Table - 2: Department

Department	Frequency	Percent
Human Resources	31	12.4
Marketing	62	24.8
Finance	28	11.2
Operations	75	30.0
Sales	54	21.6
Total	**250**	**100.0**

75 respondents (30.0%), the Operations department accounts for the majority of the 250 respondents. With 62 respondents (24.8%), the marketing department is the second-largest group, followed by the sales department with 54 respondents (21.6%). With 31 respondents (12.4%), the Human Resources department is the most preserved, accompanied by the Finance department with 28 respondents (11.2%). Diverse departmental representation in the study is ensured by the data, which h show that most respondents come from core functional departments like operations, marketing, and sales.

Table - 3: Type of Organization

Type of Organization	Frequency	Percent
IT	32	12.8
Healthcare	73	29.2
Retail	45	18.0
Marketing	55	22.0
Tourism and Hospitality	45	18.0
Total	**250**	**100.0**

Among the 250 respondents surveyed, the largest group is from the Healthcare sector, comprising 73 individuals (29.2%). The Marketing sector follows as the second-largest, with 55 respondents (22.0%). Both the Retail and Tourism and Hospitality sectors have equal representation, each with 45 respondents (18.0%). The IT sector has the least representation, totalling 32 respondents (12.8%). This study encompasses participants from various organizational backgrounds, with the highest number from Healthcare, succeeded by Marketing, Retail, and Tourism and Hospitality, thereby ensuring a diverse representation across sectors in the research.

Table - 4: Type of Gamification

Type of Gamification	Frequency	Percent
Leader boards	43	17.2
Reward Points	41	16.4
Badges / Certifications	42	16.8
Performance Challenges	27	10.8
Team Competitions	46	18.4
Mobile App-based Gamification	51	20.4
Total	**250**	**100.0**

With 51 respondents (20.4%), mobile app-based gamification is the most popular gamification technique among the 250 respondents. With 46 responders (18.4%), team competitions rank as the second most popular tactic. The adoption rates of leader boards (43 plaintiffs, 17.2%), badges/certifications (42 defendants, 16.8%), and reward points (41 suspects, 16.4%). With just 27 respondents (10.8%), Performance Challenges has the lowest representation, suggesting that structured

challenge-based approaches are used less frequently. Overall, the results show that companies use a range of gamification strategies, showing a blend of digital innovation and motivational practices in the workplace. They also have a greater preference for mobile app-based systems and team-oriented competitive strategies.

Table - 5: Type of Organization and the Gender

Crosstab				
		Gender		Total
		Male	Female	
Type of Organization	IT	18	14	32
	Healthcare	39	34	73
	Retail	27	18	45
	Marketing	42	13	55
	Tourism and Hospitality	22	23	45
Total		148	102	250
Chi-Square Tests				
	Value	DF	Asymptotic Significance (2-sided)	
Pearson Chi-Square	9.824[a]	4	.043	
Likelihood Ratio	10.259	4	.036	
Linear-by-Linear Association	.371	1	.542	
N of Valid Cases	250			
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.06.				

The distribution of respondents by gender and type of organization is displayed in the cross tabulation. There are 148 men and 102 women among the 250 responders. With four degrees of freedom, the p-value is 0.043 and the Pearson Chi-Square value is 9.824. The outcome is statistically significant since the p-value (0.043) is below the conventional significance level of 0.05.

Table - 6: Year of Working Experience and the Age

Crosstab							
		Age					Total
		Below 25 years	26–30 years	31–35 years	36–40 years	Above 40 years	
Year of Work Experience	Less than 1 year	4	2	8	7	6	27
	1–3 years	10	6	21	4	10	51
	4–6 years	5	5	10	7	2	29
	7–10 years	34	38	10	0	14	96
	Above 10 years	8	4	24	1	10	47
Total		61	55	73	19	42	250
Chi-Square Tests							

	Value	DF	Asymptotic Significance (2-sided)
Pearson Chi-Square	87.492[a]	16	.000
Likelihood Ratio	89.396	16	.000
Linear-by-Linear Association	5.788	1	.016
N of Valid Cases	250		
a. 6 cells (24.0%) have expected count less than 5. The minimum expected count is 2.05.			

The relationship between the 250 respondents' years of work experience and age is displayed in the table. Less than 0.05 is the p-value of 0.000 and the Pearson Chi-Square value of 87.492. This suggests that there is a statistically substantial correlation between age and years of work experience. Consequently, we draw the conclusion that there is a significant correlation between age and work experience. This indicates that the respondents' age group has an impact on their work experience.

Table - 7: Department and the Job Position

Crosstab							
		Job Position					**Total**
		Entry-level Employee	**Team Leader / Supervisor**	**Middle-Level Manager**	**Senior Manager**	**HR Executive**	
Department	Human Resources	7	14	3	2	5	31
	Marketing	17	26	3	8	8	62
	Finance	5	6	5	5	7	28
	Operations	10	28	8	10	19	75
	Sales	21	14	8	6	5	54
Total		60	88	27	31	44	250

Chi-Square Tests			
	Value	**DF**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	26.148[a]	16	.050
Likelihood Ratio	26.801	16	.044
Linear-by-Linear Association	.087	1	.769
N of Valid Cases	250		
a. 5 cells (20.0%) have expected count less than 5. The minimum expected count is 3.02.			

The table displays the 250 respondents' Department and Job Position relationships. The p-value is 0.050 and the Pearson Chi-Square value is 26.148. The result is marginally significant because the p-value is 0.05. Job roles differ amongst the organization's departments due to the strong correlation between department and job position.

Table - 8: Years of Work Experience and the Type of Gamification

Crosstab							
		Years of Work Experience					Total
		Less than 1 year	1–3 years	4–6 years	7–10 years	Above 10 years	
Type of Gamification	Leader boards	3	8	6	15	11	43
	Reward Points	4	6	7	17	7	41
	Badges / Certifications	9	10	2	15	6	42
	Performance Challenges	3	6	0	9	9	27
	Team Competitions	1	10	12	16	7	46
	Mobile App-based Gamification	7	11	2	24	7	51
Total		27	51	29	96	47	250

Chi-Square Tests			
	Value	DF	Asymptotic Significance (2 sided)
Pearson Chi-Square	33.959[a]	20	.026
Likelihood Ratio	36.229	20	.014
Linear-by-Linear Association	.374	1	.541
N of Valid Cases	250		

a. 9 cells (30.0%) have expected count less than 5. The minimum expected count is 2.92.

The table displays the correlation between the type of gamification employed in organizations and the number of years of work experience among the 250 respondents. With a p-value of 0.026 and a Pearson Chi-Square value of 33.959, both are below 0.05. This suggests that Years of Work Experience and Gamification Type are statistically significantly correlated.

Table - 9: One-Sample Statistics - Benefits of Gamification for Performance & Engagement

Benefits of Gamification	Mean	t	Sig. (2-tailed)
Higher Engagement	4.14	58.859	.000
Improved Performance & Productivity	3.78	43.461	.000
Better Training Retention	4.20	52.659	.000
Enhanced Recruitment & Retention	4.10	47.458	.000
Boosts motivation	3.69	44.459	.000
Encourages healthy competition	4.19	58.215	.000
Improves completion rates	3.77	40.956	.000
Better Goal Tracking & Performance	3.09	34.539	.000
Enhanced Team Collaboration	3.29	36.496	.000
Reduced Risk in Training	3.36	37.615	.000

The mean scores, t-values, and significance levels for the different gamification benefits are shown in the table. The p-value for each of the benefits on the list is 0.000, which is less than 0.05. This shows that every factor is statistically important, indicating that respondents firmly believe that gamification offers these advantages. The findings demonstrate that gamification has a major positive impact on organizational performance, employee engagement, motivation, training efficacy, and productivity. Its

ability to increase training retention and promote healthy competition is especially valued by respondents.

Table 10: Job Position and Challenges in Gamification Implementation

ANOVA						
Challenges of Gamification		**Sum of Squares**	**DF**	**Mean Square**	**F**	**Sig.**
Misalignment with Objectives	Between Groups	14.324	4	3.581	2.631	.035
	Within Groups	333.420	245	1.361		
	Total	347.744	249			
Over-reliance on Extrinsic Motivation	Between Groups	40.216	4	10.054	5.668	.000
	Within Groups	434.620	245	1.774		
	Total	474.836	249			
Cultural and User Resistance	Between Groups	18.646	4	4.662	2.614	.036
	Within Groups	436.878	245	1.783		
	Total	455.524	249			
High Costs and Technical Issues	Between Groups	31.610	4	7.902	4.130	.003
	Within Groups	468.794	245	1.913		
	Total	500.404	249			
Over-Competitiveness and Anxiety	Between Groups	18.345	4	4.586	2.446	.047
	Within Groups	459.451	245	1.875		
	Total	477.796	249			
Data Privacy and Security	Between Groups	20.501	4	5.125	3.600	.007
	Within Groups	348.843	245	1.424		
	Total	369.344	249			
Design Complexity	Between Groups	26.372	4	6.593	3.563	.008
	Within Groups	453.344	245	1.850		
	Total	479.716	249			
Lack of Long-Term Engagement	Between Groups	21.000	4	5.250	3.175	.014
	Within Groups	405.100	245	1.653		
	Total	426.100	249			

The groups' perceptions of gamification challenges differ statistically significantly, as evidenced by the p-values for all challenges being less than 0.05. This implies that respondents in various categories have varying opinions about the dangers and restrictions of gamification. Out of all the factors, the differences between groups are comparatively stronger for over-reliance on extrinsic motivation, high costs, and technical issues.

Table - 11: Gamification Drives Performance & Engagement

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	541.272
	Degrees of Freedom (DF)	45
	Sig.	.000

An acceptable level of sampling adequacy is indicated by the KMO value of 0.675. The existence of adequate correlations between variables is confirmed by Bartlett's Test ($p = 0.000$), allowing factor analysis to proceed.

Communalities		
	Initial	**Extraction**
Increased Motivation & Engagement	1.000	.630
Real-time Feedback & Learning	1.000	.782
Enhanced Productivity & Efficiency	1.000	.706
Improved Talent Management	1.000	.708
Enhanced Motivation	1.000	.587
Improved Learning & Development	1.000	.753
Stronger Collaboration	1.000	.744
Higher Retention	1.000	.610
Increased Sales & Revenue	1.000	.663
Sustainable Behavioural Change	1.000	.616

The factors are well represented in the factor analysis, and all communalities are above 0.50. This suggests that the factor model is suitable for the data and that the extracted components sufficiently explain the variance of the observed variables.

Total Variance Explained									
Component	**Initial Eigen Values**			**Extraction of Sums Squared Loadings**			**Rotation of Sums Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	2.396	23.964	23.964	2.396	23.964	23.964	1.898	18.983	18.983
2	1.876	18.756	42.720	1.876	18.756	42.720	1.882	18.819	37.803
3	1.415	14.145	56.865	1.415	14.145	56.865	1.593	15.926	53.728
4	1.112	11.118	67.983	1.112	11.118	67.983	1.426	14.255	67.983
Extraction Method: Principal Component Analysis.									

Rotated Component Matrix[a]				
	Component			
	1	**2**	**3**	**4**
Increased Sales & Revenue	.782			
Higher Retention	.775			
Enhanced Motivation	.709			
Real-time Feedback & Learning		.857		
Enhanced Productivity & Efficiency		.829		
Improved Learning & Development			.848	
Sustainable Behavioural Change			.730	
Improved Talent Management				.750
Increased Motivation & Engagement				.668
Stronger Collaboration				.595

Four significant components were identified by the factor analysis, each of which represented a distinct aspect of the advantages of Gamification

1. Performance of the Organization
2. Efficiency of Productivity and Feedback
3. Development of Learning and Behaviour
4. Engagement & HR Development

The benefits of Gamification can be divided into four main categories, as confirmed by the distinct and robust factor loadings (mostly above 0.60), which show a well-structured factor solution.

Recommendation and Conclusion

Through a variety of incentive schemes and other motivating components, this study has scientifically confirmed that gamification plays a critical role in raising employee engagement. Additionally, this study evaluates employee performance and contributes to the corpus of incentive theories. Human resource managers now place a lot of emphasis on employee engagement because it is closely related to customer satisfaction, organizational success, and even financial results.

By transforming tedious and repetitive chores into interesting and meaningful activities, gamification may be a powerful tool to increase employee engagement. It provides more drive and direction when performing daily duties. Gamification has the potential to greatly increase employee learning and reading. Organizations may increase employee satisfaction and productivity by converting staff processes into dynamic, captivating, and satisfying tasks. While the degree of technical adoption might affect the efficacy of gamification platform implementation, organizational culture can affect how employees view and use gamification components. To develop more flexible and long-lasting models for gamification adoption, more study is also required, taking into account how social components and personalization affect team performance. When used carefully, social components like competitiveness and teamwork can greatly increase employee engagement.

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