Gamification: Innovative Approach of Human Resource Management

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Abstract

Gamification is the application of gaming elements and activities in a non-game environment. It caters to an individual's sense of desire for engagement, motivation and recognition. The aim of this study is to analyse the tool of the gamification and, concretely, the advantages that can contribute in the area of human resources. But also, it generates new challenges that would demand to be prepared by the organisations. Organizations have to bear two types of adjustments, the human adjustment and the technology adjustment. The article also focuses on the application of gamification in core areas of HR in select organisations. The present article can help the businessmen to solve their problems of motivation and engagement of personnel by application of technologies of games.

Keywords: gamification, human resources, engagement, motivation, technology

INTRODUCTION

Gamification refers to the utilisation of games with a purpose within the training institutions or organisations (Gimson, 2012; Brownhill, 2013). Various researchers and practitioners observed that gamification can be implemented in all processes which includes employees (Callan, Bauer, & Landers, 2015). Gamification of HR processes increases employee's motivation and engagement (Kapp, 2014; Zichermann & Cunningham, 2011).

Mollick and Rothbard (2014) consider that from the employer perspective, gamification can be viewed as a tool to motivate and engage employees in order to attainment of organisational goals. Currently, the applications of gamification are in the areas such as innovation management employee performance, personal development customer engagement, and education. Still, gamification, as a new management fad like very trend goes through a series of success as well as failure.

Researchers recognize the fact that gamification cannot solve all problems, and that there is improvement is still required in the field (Gartner, 2015).

REVIEW OF LITERATURE

Gamification is the application of gaming elements and activities in a non-game environment. (Deterding et al, 2011). Gamification's main goal is to increase the engagement levels of users by utilising game-like techniques such as personalized fast feedback and scoreboards (Flatla et al, 2011) creating a sense of ownership and purpose the when engaging with activities and tasks (Pavlus, 2010).

The focus on gamification would enable the organizations to attract and retain the employees. It also would enable to guild high performance workforce. People respond to computers as were individuals when gaming (Fogg, 2002). Gaming would stimulate a more engaging behaviour towards learning.

Repetitive and monotonous activities for a longer duration are not appealing to the employees. Hence by combining the activities with games, one can create an effective way to engage and motivate people (Chrons and Sundell, 2011).

Need for the Study

The main aim of this article is to investigate the importance of gamification in HR processes at present. Gender differences of employees, would bring different attitudes and values to the organization. Expanding the business process with the mechanics of game has led to considerable improvements in productivity (Smith, 2011). Thus, it is of importance to identify and analyse gamification as an innovative approach to improve the engagement levels of employees. This paper, would provide the application of gamification in various HR processes in organisations. Gamification of HR processes helped the organizations to build better employee and employer relationship.

Objectives of the Study

The main purpose of this study is to analyse the tool of the gamification and the benefits that can contribute in the area of human resources. The paper also focuses on implementation of HR gamification by various organisations. It is observed that it also provides new challenges that has to be prepared by the organisations.

Review of Literature

The present paper is based on a structed review of literature on gamification of HR processes and its impact on the performance. Literature for this article was mainly sourced from World Wide Web and use of management journal databases.

Results and Findings

The study indicates that gamification is not only about virtually creating an experience by using mechanics and game elements, but also designing Human Resource processes incorporating motivation and fun. There is an increasing pressure for HR department in the recent times and gamification can definitely add value in engagement of human resources.

Through gamification, both employee and business objectives can be achieved. The gamified approach is HR is applied to attract, orient, train, develop, engage, motivate and retain employees. It is very important for HR department to understand and develop the gamification strategies effectively in order to attain both individual and organisational objectives.
The application of gamification in HR are as follows:

Recruitment and Selection

Gamification in recruitment and selection is used by Tech giants like Facebook and Google. They organise competitions like Facebook Hacker Cup and Google Code Jam to attract fresh talent.

Marriott International is another organization which developed "My Marriott Hotel", to attract the Millennial candidates. The game allows the candidates to experience hotel restaurant kitchen virtually and also to manage hotel operations like hiring and training employees, budgeting and serving the guests. Candidates are recruited and selected based on their performance in the game.

Talent spotting tool "Brandstorm" is used at L'Oréal, to attract and evaluate promising candidates is done. With guidance from L'Oréal executives, candidates are given the responsibility to launch an innovative product.

Virtual job fairs, puzzles and tests, video-based interviews are some of the innovative games used to recruit and select prospective employees.

Whirlpool, also gamification through using cryptic puzzles to recruit and select prospective employees to keep the brand alive.

HCL developed an interesting monopoly game which the employee has to play and based on the attitude of the employee in the game, the company can analyse the skills, attributes and their intention to join.

Gamification within the recruitment and selection sphere has proved to be highly successful for these companies.