

Gamification Elements used in Employee Retention and Enhancing Employee Productivity

S Shyam Nivedhan¹ and R G Priyadarshini²

¹ Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India, shyamnivedhans@gmail.com

² Amrita School of Business, Coimbatore, Amrita Vishwa Vidyapeetham, India, rg_priyadarshini@cb.amrita.edu

Abstract- Nowadays in IT industries retention of employees is a crucial task. Companies try hard to have win-win situation so that both the employees as well as the companies get mutual benefit. Most of the employees tend to change companies regularly as there is no growth in their careers, non-availability of challenging roles and lack of recognition. Another Important problem is to increase the employee's productivity. Most of the roles are saturated as employees keep doing the same work daily and no new challenges have been introduced in their work, to motivate their employees. This paper helps to understand and compare what all elements the IT companies are using to retain their employees and increase the productivity of the company. This study consider some of the reputed companies in the IT industry, comparing their Gamification elements with each other and finding the effective ones.

1. Introduction

IT Companies have been spending a lot in research and money to control the attrition rate of employees which in-turn increases the productivity of the organization. In sports, athletes has been self-motivated because of the passion for the games and they perform extremely well to achieve their goals and rewards. In the case of sports there is no need of any extra motivation given to the people, they are 100% committed towards achieving their rewards. So the IT organization use this strategy of gamification to motivate their employees at work, which reduces the attrition rate of the organization and which in turn increases the productivity of the Organization. The gamification elements used differs from different organizations. The gamification elements used are Learning and development, Rewards and recognitions, Employee Engagement, One on One with every employees

2. Literature Review

The gamification elements are used to understand the process well and obtain maximum efforts from people to achieve the goals.” In this gamification elements are used in real time scenarios and confirmed that it motivates people to achieve their goals” (Michael Sailer, 2017).The word gamification has been used in many of the organizations. “The gamification elements such us leader



boards, rewards, promotions enhances intrinsic motivation and also productivity of the organization” (**Elisa D Mekler**, 2017).

The effect of spiritual values of employees plays an important role in organizational commitment.” When employees are spiritually experience at work, they feel more committed to their organization, experience a sense of responsibility, loyalty towards them and feel less materially committed” (**Morteza Raei Dehaghi**, 2012). In today’s real life scenario organizations need talented people to improve the productivity. “Improving in Talent management like Strategic Leadership, Enhancing employee quality, Performance evaluation, Evaluation of expectations leads to organizational commitment”(Yalcin Vural, 2012).

In recent years job satisfaction and organizational commitment is becoming more important in working life.” If a job done gives a satisfaction for the talented employees they ensure that they will stay committed to the organization” (**Mehmet Altinoz**, 2012). In this technological era, organizations find it difficult to satisfy employees in order to cope up the evolving environment. “In order to increase productivity, effectiveness and job commitment of the employees, organization must satisfy the needs of employees by providing good working conditions” (**Abdul Raziq**, 2015). In this not only satisfaction but emotions also play a major role in organizational commitment.” Negative emotions in employees tends the employees to leave the organizations” (**Oya Erdil**, 2014). To overcome the process of Retention of employees in small and medium industries where the attrition rate is high some of the HR practices must be made available for the employees.” The major HR practices that must be given to the employees are compensation and benefit, performance management, training and employee relations” (**Choi Sang Long**, 2014).

Learning and development is a process where employee could learn and develop their skills so that they can be efficient for futuristic roles. “The employees can be retained if the organization can provide the wants, needs and the expectations of the employee” (**Roya Anvari**, 2013).

In every organization productivity play an important role.” If the Customer information System has been made easy in usage, content and format it helps the employees to increase the productivity of the organization”(Norfazlina G, 2016). In an organization the productivity of the each and every employees must be equally captured so that appraisal will be fair. “Employee based monitoring devices are used to monitor the employee’s performance, productivity, work related behavior, learning and development and mainly it is transparent with the employees” (**David L Tomczak**, 2017). This provides fair appraisal which increases productivity and retention of employees.

3. Conceptual Model

In this model we could see what all the factors that affect the employee productivity and retention of employees. The factors affecting the model are Learning & Development, Rewards and Recognition, Employee Engagement and Taking Feedbacks. We have considered the important variables that are responsible for Employee Retention and enhancing Employee productivity they are learning and development, Rewards and Recognitions, Employee Engagement and Taking Feedback.

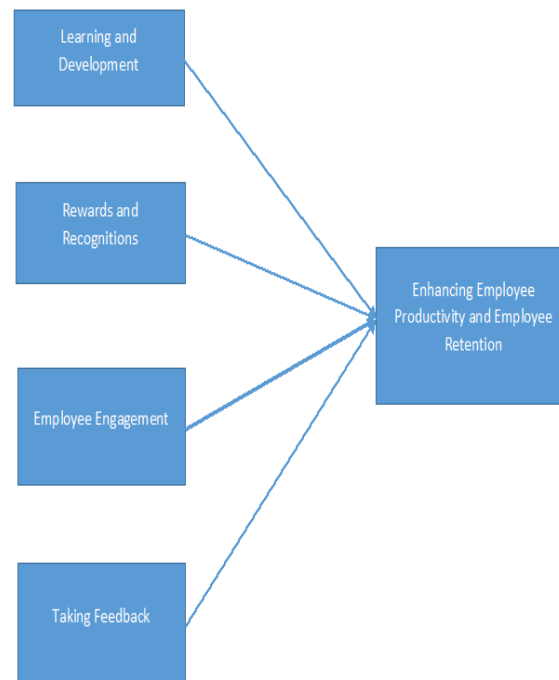


Figure 1. Conceptual model of Gamification

4. Methodology

In this an in-depth interview has been conducted with Assistant Managers/ Managers of Human Resources of different IT sectors in the Industry. After the discussing about what all problems in the IT sectors and what all the solution that can be made feasible in the real time scenario are noted down. A pilot study has been conducted in enhancing productivity and retention of employees. Then Questionnaires has been modified and in-depth interview has been conducted to identify the feasible solutions.

5. Questions

1. What are the Gamification elements used by the company?
2. Is the Gamification elements used monthly, quarterly or yearly?
3. After introduction of Gamification elements have employee absenteeism and boredom reduced and by what percentage?
4. What percentage retention and productivity has been increased or decreased after Gamification elements has been introduced?
5. Is there any Drawbacks of Gamification so that it can be resolved in the future?
6. Whether Gamification provide equal opportunities for all the employees in the organization?
7. Whether Introduction of Gamification reduces conflicts between employees and Mangers?

6. Analysis

To increase productivity and in retention of employees following elements play an important role:-

6.1. Optimized Hiring

Many Organizations hire people who are mismatch for the organization which in turn result in increase in attrition rate for the organization. To avoid this, many organization provide a process called employee referrals, where the employees within the organization could refer his/her colleagues by providing the information of the organization, work culture and what all they expect from new employees. This process decreases the recruitment cost and employees are rewarded with incentives for the each new recruits. This process is mainly done for experience candidates to make sure they needed less training programs. Incentives are used as a gamification element to engage the employee to find suitable candidates to improve productivity, to retain employees and to reduce the cost of the Organization.

6.2. Effective Induction program

Most of the organizations have taken induction seriously and they are doing the best to educate the employees about the organization and what all they expect from their employees in return. Some companies have scheduled first 1 or 2 months of induction program for the employees to understand well about the company. In the Induction program the employees will be given exposure to what all roles available in the project and will make sure employees are aware about the projects and their functional roles. Some organizations even cross train their employees in the induction program and when they have vacancies in the future they use the employees to make sure the project have delivered in time. Employees are made to work in challenging roles and reduces the stag mentation of work in their life. This motivates the employees to work for the organization and stay committed.

6.3. Learning and Development

IT companies have investing heavily to make sure all the employees has been trained to the current application in which they are working and also being cross trained to other tools that are available. Many companies have added Learning and development as a part of their KRA to every employees and ratings are given accordingly. In some companies it has made mandatory to complete 2 to 3 learning and development courses in order to be eligible for the appraisal. In many IT industries, learning and development has been made available in internal portals for all the employee of the organizations for free of cost. The courses differ from different positions according to their positions the courses will be made available for the employees. Employees can utilize this courses from anywhere, at any point of time in order to increase their knowledge in their own domain and also can work on their futuristic roles. This decreases the boredom in organization and which in turn increases the productivity of employees.

6.4. Maintaining good relationship with employees

Team work is the essential part in an IT organizational, employees can't work alone and complete the projects, it can be only achieved with help of team work. Organizations started providing HR games where employees are put into different groups and the employees must work together as one to resolve the issues. Organizations also provide team outing, team dinner where employee get to know each other better and also relationship between employees improves. In this way there will be less conflict between employees and top level management.

6.5. Improve the work conditions

Organization must make sure the working condition are made available for every employees. Most of the Organizations have changed their computers into laptops and each employee is given a laptop to

work on, employee can work on a place where they are comfortable. Some of the Organizations help employees by providing work from home policies especially for woman employees for working at night shifts, when they are pregnant. It is also applicable for employees who have broken legs or unable to travel to office for work. And they are also given flexible work schedules for the employees to help promote a work-life balance.

6.6. Rewards and Recognitions

Employees have been rewarded for their performance quarterly and yearly to make sure their productivity has been maintained, it also motivates other employees to improve their productivity. The rewards will be in types of incentives, gift vouchers and international tours. Some companies provide flash points which in turn can be used for online shopping. Some of the rewards have been given to the whole team as a whole for the successful competition of project by having team dinner or incentives for all the employees in that team.

Employees have been recognized by providing momentum and also internal promotion according to the performance of the employees. These recognitions has been mentioned in the leader board of the organization to motivate other employees to work towards recognitions.

6.7. Employee Engagement

Organizations have started to concentrate more on this part by celebrating all the National festivals in office and making sure employees doesn't feel they have been ill-treated. This reduces employee absenteeism and also provide relaxation for the employees.

They also have started introducing Tech Talks which improves the imagination of employees to come up with new ideas and it has been taken into account by the organization. If it's a genuine solution it has been applied in the organization and employees are rewarded for the extra effort they have made.

6.8. One on One with every Employees

In this process the organization tries to understand the needs/ wants of the employees such as trainings, futuristic roles, higher education, whether there is any conflict with managers, new ideas for the project etc, have been accomplished. This helps the organization to know more about the employees and could easily help the employees in the area of weakness. Organizations have started following the process and it's mandatory that all employees have gone through the process. This increases the trust of employees towards the organization.

6.9. Taking Feedback

All the IT companies have started accepting feedback from each and every employees in the organization to make sure that they really grow together as one. Organization as a whole will find it difficult to identify the problems in a team or in a project, but employees could easily be able to identify the problems in this kind of scenario but won't be able to resolve the issues alone. Employees use this feedback as a platform to showcase their views about the company, manager, project on which he/she is working, wants and needs of the company, conflict with team members/ managers. This has been made mandatory to every employees and they must fill the feedback every 6 months or 1 year. Separate team is allocated to understand the views of the employees and within a limited period of time the problems will be resolved.

7. Limitations

1. Most the employees are not aware of the gamification elements and its benefits.
2. Lack of Transparency between the organizations and their employees

3. This may increase the conflict between managers and employees as the managers are skeptical in nature.

8. Conclusion

By using the Gamification elements like Optimized Hiring, Effective Induction program, Learning and development, Maintaining good relationship with employees, Improve the work conditions, Rewards and Recognitions, Employee Engagement, One on One with Every employees and Taking Feedback the absenteeism and boredom has been reduced to 30 to 35%

The Productivity and retention of employees has been increased to 10 to 15%.

9. References

- [1] Norfazlina, G, Sharidatul Akma A S, Nurul Adrina S & Noorizan, M M (2016) *Procedia Economics and Finance* **37**, 7 – 12
- [2] Jalal Hanaysha (2016) *Procedia - Social and Behavioral Sciences* **229**, 298 – 306
- [3] Roya Anvari, Nur Naha Abu Mansorb (2014) *Procedia - Social and Behavioral Sciences* **129**, 172 – 177
- [4] Choi Sang Longa, Musibau Akintunde Ajagbeb, (2014) *Procedia - Social and Behavioral Sciences* **129**, 99 – 104
- [5] Hely Innanem, Asko Tolvanen, Katariina Salmela-Aro (2014) *Burnout Research* **1**, 38–49
- [6] Abdul Raziqa, Raheela Maulabakhsha (2015) *Procedia Economics and Finance* **23**, 717 – 725
- [7] Tuna Cenkci, Ayşe Begüm Ötkenb (2014) *Procedia - Social and Behavioral Sciences* **150**, 404 – 412
- [8] Jalal Hanaysha (2016) *Procedia - Social and Behavioral Sciences* **229**, 289 – 297
- [9] Mehmet Altinoz, Demet Cakiroglu, Serdar Cop (2012) *Procedia - Social and Behavioral Sciences* **58**, 322 – 330
- [10] Morteza Raei Dehaghi, Masoud Goodarzi , Zahra Karimi Arazi (2012) *Procedia - Social and Behavioral Sciences* **62**, 159 – 166
- [11] Oya Erdila , Büşra Müceldilib (2014) *Procedia - Social and Behavioral Sciences* **150**, 447 – 454
- [12] Yalcin Vural, Pelin VARDARLIER, Abdullah AYKIR (2012) *Procedia - Social and Behavioral Sciences* **58**, 340 – 349
- [13] Iveta Ozolina-Ozolaa (2014) *Procedia - Social and Behavioral Sciences* **156**, 223 – 226
- [14] Xhavit Islamia,, Enis Mulollia, Naim Mustafab (2018) *Future Business Journal* **4**, 94–108
- [15] Elisa D Mekler , Florian Brühlmann, Alexandre N Tuch, Klaus Opwis (2017) *Computers in Human Behavior* **71**, 525-534
- [16] Richard N Landers , Kristina N Bauer , Rachel C Callan (2017) *Computers in Human Behavior* **71**, 508-515
- [17] Boopathi, K., Sreejith, S., & Bithin, A. (2015). Learning cyber security through gamification. *Indian Journal of Science and Technology*, 8(7), 642-649.
- [18] Rathi, N., & Lee, K. (2015). Retaining talent by enhancing organizational prestige: An HRM strategy for employees working in the retail sector. *Personnel Review*, 44(4), 454-469.