

Beyond the Pixels: Deciphering How Gamification Shapes Employee Engagement and Drives Peak Performance

Mehak Sharma

Abstract

Picture this: A corporate utopia in which job chores transform into quests, obstacles into adventures, and routine activities into an exhilarating game of strategy. Our research delves into the transformative power of gamification, namely its ability to capture employees' hearts and minds. We navigate the sophisticated network of game-inspired components that are seamlessly integrated into the workplace fabric, such as point systems, leaderboards, badges, and interactive stories. Hold onto your seats as we reveal the remarkable impact of gamification on employee engagement. Prepare for the presentation of a workplace where passion and commitment erupt, breaking through the monotony of traditional work arrangements.

Keywords: Gamification, Employee Engagement, Workplace Transformation, Increased Employee Retention, Enhanced Creativity

Introduction

What Exactly is Gamification in the Work Environment?

Gamification, a term created by Nick Pelling in 2002, is the incorporation of game-design components and ideas into non-game environments to improve engagement, motivation, and behaviour. Gamification turns the monotonous jobs or procedures into pleasant experiences by including game-like aspects like points, badges, leaderboards, levels, challenges, prizes, and narratives. Psychological aspect, human behaviour, and game design elements are used in gamification to influence and encourage people to do desired behaviours or achieve certain objectives.

Gamification is mainly about understanding internal and external motivation. Internal motivation refers to engaging in an activity for its intrinsic enjoyment and satisfaction, whereas extrinsic motivation is about engaging in an activity to get external rewards or to avoid being punished. Gamification aims to tap into both forms of motivation, beginning with extrinsic rewards to encourage the initial engagement and eventually switching to intrinsic motivation as individuals acquire a true interest in the game itself.

The use of incentives is a core component of gamification. Rewards are used as incentives to promote desired behaviours and outcomes. They might be physical (points, badges, or rewards) or intangible (recognition or status). Rewards promote positive behaviours and drive people to keep participating in activities by offering rapid feedback and reinforcement.

In gamification, points are a common form of reward that serve as a numerical indicator of achievement or advancement. Gaining points makes you feel like you're progressing and succeeding, which motivates you to reach new heights or complete objectives. In the gamified system, points can also be redeemed

for additional features or incentives, which increases user engagement.

Badges are another common form of gamification feature that represent success or competence in specific areas. They are visual representations of the accomplishments that are shown publicly to demonstrate their knowledge or status within a group. Badges also create a sense of accomplishment and validation, which further encourages people to strive for mastery and compete for their own badges.

Leaderboards are the ones that add a competitive aspect to gamification by allowing people to compare their own performance to others. Leaderboards rank the participants according to a various factors, including points, levels completed, and challenges accomplished. Individuals are also encouraged to go up the scoreboard, creating a sense of friendly rivalry and increasing the level of engagement with the game being played.

Levels are the way to organise the development in a gamified system, which breaks it into separate phases with increasing difficulty or complexity with each level. The individual gains a sense of accomplishment while moving up the levels, which encourages them greatly to keep working hard to get to the next level. Levels also act as a road map for skill development, leading individuals on an organised learning path.

Challenges are the activities which are created solely to put skills, knowledge, or talents of the people to the test. The individuals are allowed to show their talents and earn prizes for their hardwork after completion of the challenge. The challenges range in complexity and breadth to cater to the broad varieties of skills and interests of individuals in order to drive them to actively participate and strive for success.

Narratives are stories or themes woven into the gamified experience to create a cohesive and immersive environment. Narratives provide context and meaning to the activities and challenges presented, enhancing engagement and emotional investment. Whether it's embarking on a quest to save the world or exploring a virtual world filled with mysteries, narratives captivate individuals' imagination and drive them to explore and interact with the gamified content.

In summary, gamification is an effective method for increasing engagement, motivation, and behaviour in a variety of settings. Gamification transforms tedious work into engaging experiences by including components such as prizes, points, badges, leaderboards, levels, challenges, and narratives. Gamification, whether used to improve staff performance, promote learning and skill development, or cultivate consumer loyalty, provides limitless opportunities for generating good results and creating meaningful experiences.

Employee Engagement Unraveled: How Does it Impact Organizational Success?

Employee engagement is a multifaceted notion that incorporates emotional, cognitive, and behavioural connections of employees to their job, colleagues, and organisation respectively. It is the indication of employees' commitment, motivation and enthusiasm towards their employment along with their desire to devote effort to achieve the organisational objectives and goals. Employee engagement is defined as a sense of purpose, belonging, and fulfilment in the workplace, which leads to improved levels of job satisfaction, productivity, and organisational performance.

Employee engagement is an important component of organisational success, focusing on the emotional connection to their work, job and organisation. It is not just about the professional satisfaction but also about the feeling of dedication, enthusiasm and determination which a person feels while playing the game to achieve the goals. In today's world, where the business world is extremely competitive, organisations are understand how gamification is keeping the employees engaged further increasing their productivity and creative expression.

To understand the core of employee engagement, consider its numerous components and how they contribute to overall organisational effectiveness. The feeling of having a purpose is the fundamental key of engagement. Employees who are aware on how the work they perform fits to the overall vision and mission are more likely to be motivated and engaged as they feel relevant to the organisation.

Another factor is the quality of the interaction between the employee and manager. The leader who is effective has a significant impact on the team members. The team leaders who act as a guide, mentor and support system is able to buid a really pleasant and productive work environment, as the members feel valued, understood and appreciated.

Furthermore, belongingness and camaraderie in the organisation can have significant effect on the employees level of engagement. Organisations where cooperation and collaboration are valued along with diversity, the employees feel safe and supported. Building excellent interpersonal relationships encourages employee loyalty and dedication, which leads to increased engagement and work satisfaction.

Moreover, empowerment and autonomy are also important drivers of employee engagement. The employees who are given the autonomy and are empowered to make their own decisions and be accountable for the job feel that they are more in control and are important for the decision making process.

Rewards and Recognition are also important for building employee engagement. When the efforts are recognised and rewarded, they feel seen and appreciated, because of which their morale and motivation levels are increased. It can be done through verbal praise, monetary incentives, or career progression chances etc.

Work-life balance and employee well-being are increasingly seen as critical drivers of employee engagement. Organisations that prioritise their employees' physical, mental, and emotional health exhibit a genuine concern for their well-being. Providing flexible work arrangements, health programmes, and stress and workload management solutions not only improves employee happiness, but also contributes to increased engagement and productivity.

Furthermore, chances for growth and development are critical for maintaining employee engagement in the long run. Employees who perceive a clear route for job growth and skill development are more likely to stay involved and dedicated to their company. Training, coaching, and difficult tasks not only improve employees' professional skills, but also reflect the organization's commitment to their future success.

In addition to internal considerations, external factors such as organisational culture, industry dynamics,

and economic situations can all have an impact on employee engagement. A healthy organisational culture that emphasises integrity, openness, and ethical behaviour instills trust and loyalty in workers. Similarly, organisations in fast growing sectors must modify their engagement strategies to suit shifting employee demands and expectations.

While employee involvement has various advantages for organisations, it is not without obstacles. One of the most significant barriers to engagement is disengagement, which occurs when employees feel detached or disillusioned with their work. Uncertain expectations, a lack of recognition, inadequate leadership, and workplace disputes can all contribute to disengagement and a decline in organisational effectiveness.

Furthermore, maintaining high levels of engagement necessitates continuing work and commitment by organisational leaders. Implementing engagement activities on a periodic basis is insufficient; organisations must build an engagement culture that pervades every area of the workplace. This necessitates clear communication, objective and value alignment, and a dedication to ongoing growth.

Furthermore, measuring employee engagement can be difficult since it requires evaluating subjective elements like motivation, morale, and work satisfaction. While surveys and feedback methods might give useful information on employee attitudes, they may not cover the entire spectrum of involvement. To correctly measure employee engagement, organisations must utilise a combination of quantitative and qualitative methodologies.

To summarise, employee engagement is a multidimensional notion that includes the emotional, psychological, and behavioural link between people and their jobs. It entails instilling a sense of purpose, cultivating strong connections, empowering people, acknowledging their efforts, creating work-life balance, and assisting with their growth and development. Organisations that prioritise employee engagement may build a more productive, inventive, and resilient staff, which fosters long-term success.

What Constitutes Employee Performance?

Employee performance is a broad notion that includes the outcomes, behaviours, and contributions of individuals within an organisation. It shows the level to which individuals successfully carry out their duties, responsibilities, and objectives, so contributing to the attainment of organisational goals. Understanding employee performance entails analysing several variables such as productivity, work quality, efficiency, effectiveness, creativity, teamwork, flexibility, and overall contribution to organisational success.

Productivity is an important aspect of employee performance; it refers to the quantity of output or work performed within a certain timeframe. It assesses the effectiveness with which employees use their time, resources, and abilities to complete tasks and goals. High levels of productivity suggest that employees are efficiently managing their workload and producing real outcomes that contribute to the organization's success.

Quality of work is another important part of employee performance, with an emphasis on the correctness, precision, and perfection of employee outputs. It determines if employees meet or surpass defined standards, requirements, and expectations in their job. High-quality work demonstrates attention

to detail, thoroughness, and a dedication to providing results that match or exceed stakeholders' expectations.

Efficiency refers to employees' capacity to deliver desired results with little waste of time, effort, or resources. It entails improving processes, workflows, and procedures in order to simplify operations and maximise output while minimising input. Efficient staff are capable of prioritising tasks, allocating resources efficiently, and completing work on time and under budget, all of which contribute to overall organisational efficiency and performance.

Employee effectiveness is measured by how well they deliver intended results and objectives in line with organisational priorities and plans. It assesses the influence and significance of employee activities, choices, and initiatives in achieving organisational success. Effective personnel exhibit a thorough awareness of the organization's aims and objectives, as well as the capacity to convert them into practical strategies and outcomes.

Innovation is a critical component of employee performance, reflecting individuals' capacity to produce new ideas, solutions, and methods to handle difficulties, capitalise on opportunities, and drive organisational progress. It requires creativity, problem-solving skills, and a desire to question the existing quo in order to discover new alternatives and produce value. Innovative personnel help to increase organisational competitiveness and sustainability by developing a culture of continual improvement and change adaptation.

Collaboration emphasises the value of teamwork, communication, and cooperation among employees in accomplishing common goals and objectives. It evaluates an individual's capacity to collaborate successfully with others, exploit varied viewpoints and skills, and contribute to collective efforts for organisational success. Collaborative personnel have good interpersonal skills, empathy, and a willingness to help and inspire their coworkers to achieve common goals.

Adaptability refers to an employee's ability to adjust flexibly and effectively to changing events, settings, and needs. It entails being open to new ideas, learning opportunities, and challenges, as well as the flexibility to change priorities, methods, and behaviours as necessary. Adaptable individuals display resilience, agility, and a proactive approach to dealing with unpredictability and complexity, all of which contribute to organisational resilience and agility.

Overall contribution to organisational success refers to the cumulative influence of workers' performance across several dimensions on the attainment of organisational goals and objectives. It recognises the comprehensive nature of employee performance and its impact on organisational success, competitiveness, and sustainability. Employees that make major contributions to organisational success display constant quality, initiative, and alignment with the organization's values and goals.

To summarise, employee performance spans a wide variety of aspects, including productivity, job quality, efficiency, effectiveness, creativity, cooperation, adaptation, and overall contribution to organisational success. It shows the amount to which people successfully carry out their duties, responsibilities, and goals, eventually contributing to organisational performance, competitiveness, and sustainability. To succeed in today's competitive business climate, organisations must prioritise

understanding and improving employee performance.

Literature Review

1. In a study of credit institutions, the influence of gamification on employee behaviour was investigated, with an emphasis on information sharing, team identity building, and organisational commitment. An empirical investigation of 382 employee answers found that game-like experiences had a strong beneficial impact on these behaviours. The findings add to our knowledge of gamification's significance in professional contexts, emphasising its potential to improve organisational performance by encouraging desirable behaviours. The research advocates for the incorporation of gamification tactics into workplace design and gives practical insights for improving employee engagement and behaviour, showing gamification's transformative potential in influencing collaborative work environments. (Manske, J., 2024)
2. This study looked on the relationship between gamification, knowledge management, and employee performance enhancement in metropolitan municipal sports organisations. A descriptive-survey approach and variance-based structural equation modelling were used to analyse data from 384 employees. The findings revealed a good and substantial association between gamification and performance improvement, as well as knowledge management and performance improvement. According to the findings, establishing knowledge management methods can help to bridge the gap between gamification and performance enhancement. Municipal sports managers are advised to prioritise both knowledge management and gamification in order to improve staff performance effectively. (Bahadoran, M. R., Ghasemi, H., Farahani, A., & Hosaini, M., 2023)
3. Gamification emerged as a compelling strategy to boost employee engagement and productivity in the modern workplace. This paper demonstrated practical benefits and limitations based on real-life case studies. Despite obstacles, effective gamification enhanced engagement, motivation, and overall performance. Well-designed strategies, considering workforce dynamics, provided organizations a competitive edge, highlighting the transformative potential of gamification in employee performance management. (Uddin & Das. 2023)
4. This research was administered to see how Gamification helps in the HR Management. It was found that Gamification is an effective way to increase staff productivity and motivation. Gamification can be applied to various HR processes to achieve company goals.(Varis, I., Кравчук, O., & Zaytseva, P. O., 2023)
5. The study looked at employee engagement in India's textile manufacturing business across distinct age groups (Generation X, Y, and Z) in the face of problems such as COVID-19 and generational shifts. Data was collected and analysed using gamification to determine engagement characteristics. Multivariate Analysis of Variance results indicated a variety of impacts: Gen Z by prizes, Gen X by recognition and leaderboards, and Gen Y by training, feedback, and badges. These findings demonstrate diverse engagement preferences across generations, confirming gamification's ability to increase participation in the industry. Implementing personalised gamification tactics may increase engagement and productivity, giving you a competitive advantage in talent acquisition. (Dangle, N., & Bagga, S., 2023)
6. A study was done to explore the positive impact of gamification on IT performance management. It was found that engaging in gamification improves employee perceptions of justice in the performance system, reduces job stressors, and increases organizational support. These enhanced cognitions positively influence overall job performance, offering concrete evidence for the effectiveness of gamification in performance management. (Bizzi, L., 2023)

7. According to a research done on how gamification can enhance productivity it was found that Gamification can increase work engagement and productivity in organizations. However, The effectiveness of gamification depends on various factors such as design, employee preferences, and organizational culture. (Rahiman, Kodikal & Suresh., 2023)
8. This research examined the use of gamification in enhancing soft skills like decision-making and teamwork, measuring effectiveness through before-and-after comparisons in a case study at bank "Technology". Gamification is an effective tool for employee training and development as it can improve employees' soft skills. (Abuladze, L., 2023)
9. In this study, the authors conducted an experiment to assess the usefulness of gamification in improving job performance in a real-world industrial environment with tedious, repetitive duties. They implemented a basic gamification application into an existing information system and compared the work performance of an experimental group (n = 16) to a control group (n = 15) during a one-month period. The adoption of gamification resulted in demonstrable improvements in job performance, mostly pleasant feelings, and enhanced worker motivation. These findings imply that gamification has the potential to improve workplace productivity and engagement. (Jacob, A., Faatz, A., Knüppe, L., & Teuteberg, F., 2022)
10. The study used IT-enabled organisational capabilities, technology affordance theory, and organisational gamification theory to examine the influence of enterprises' use of mobile technology on HR gamification activities, as well as the resulting implications on employee job and financial performance. The core concept was evaluated using a survey dataset from 134 firms. The findings demonstrated that deploying a mobile-enabled HR gamification initiative increased work happiness and employee engagement, hence enhancing job performance and increasing the business value gained from IT. (Benitez, J., Ruiz, L., & Popovic, A., 2022)
11. This paper explored the impact of human-centered performance management, using gamified information provisioning, on the operational performance and work motivation of shop floor employees. Implemented as a Manufacturing Execution System (MES) application within a business game simulation, the study involved 150 trainees in Germany. Results, analyzed through descriptive statistics, demonstrate that gamified metrics-based information significantly motivates participants and improves operational performance. (Ohlig, J., Hellebrandt, T., Pötters, P., Heine, I., Schmitt, R., & Leyendecker, B., 2022)
12. The study aimed to investigate a gamification-based training program through the lens of self-determination theory within corporate training contexts. It integrated self-determination theory, game elements, and learning outcomes to derive insights. Data was sourced from software development companies in Bangalore, India, and analyzed using partial least squares structural equation modeling. The findings revealed that game-based learning enhanced engagement, immersion, and contextual relevance in training. However, the study's focus on a specific sector, software development, may limit generalizability. Future research could explore other industries to further understand the relationship between these constructs. (Kulkarni, P., et.al., 2022).
13. This study addressed challenges in online corporate training, exacerbated by the shift from traditional to remote learning due to COVID-19. Recognizing the engagement issues, the research proposed a set of nine game elements for gamifying online training platforms. Through expert evaluation, these elements, including points, levels, challenges, rewards, competition, progress bar, leader board, badges, and feedback, were found effective in enhancing employee engagement. (Alfaqiri, A. S., Noor, S. F. M., & Sahari, N., 2022)
14. In a study on how gamified e learning can effect employee engagement, it was found that the

- Gamified E-learning positively affects employees' engagement levels. Gamification creates a competitive and knowledge-oriented environment (Hamza, I., & Tóvölgyi, S., 2022)
15. This paper investigated the impact of gamification on work engagement in a holistic framework. A cross-sectional study with 401 millennial office workers in Jakarta and Tangerang revealed a strong positive influence of gamification on holistic work engagement. Performance, a gamification dimension, significantly affects psychical, intellectual, emotional, and spiritual engagement compared to purpose and motivation. The study recommended incorporating gamification principles into performance management systems for effective millennial worker engagement. (Saputra, N., & Ciptaningsih, E. M. S. S., 2022)
 16. This paper explored the evolving labor market impacted by Society 5.0, Industry 4.0, globalization, and the pandemic, leading to a high demand for employees. However, organizations face challenges in attracting and retaining a qualified workforce. Employee engagement, crucial for organizational performance and satisfaction, is addressed through modern tools like gamification. This paper defined employee engagement in terms of individual, job, and organizational aspects. It investigated how gamification influenced these dimensions and, through quantitative empirical research, identified its strongest impact on individual and job engagement. Key factors included reward and recognition, procedural justice, feedback, supervisor support, and opportunities for career and learning. (Girdauskienė, L., Ciplyte, E. A., & Navickas, V., 2022)
 17. The report looked at how gamification increased employee motivation and engagement in the workplace. A qualitative study of four organisations in Brazil's southern area investigated several gamification tactics. The results indicated the great effectiveness of gamification in enhancing engagement and motivation. (Miri, D. H., & Macke, J., 2022).
 18. This paper explored the impact of incorporating game design elements into work systems on workplace creativity, drawing on affordance theory. Integrating the ability-motivation-opportunity (AMO) framework, it theorized that gamified work systems enhance employees' motivation and competence, fostering creativity. However, it also suggested that work gamification may have constraints on creativity. (Ikhide, J. E., Timur, A. T., & Ogunmokun, O. A., 2022)
 19. The research looked at how gamification affects employee engagement in Indonesian state-owned enterprises, with an emphasis on UlarTangga, a nongaming context learning programme. The quantitative study included 129 responders from departments that used the smartphone app. The findings found that pleasure has a major impact on employee engagement, with gamification and need satisfaction having the greatest influence. Enjoyment completely mediated the link between gamification, need satisfaction, and employee engagement. The findings imply that gamification features can successfully increase worker engagement in state-owned enterprises, emphasising the necessity of taking enjoyment and need satisfaction into account when developing gamification tactics to improve employee engagement. (Wibisono, G., & Abdullah, T. M. K., 2022)
 20. In this study, a natural field experiment was used to investigate the performance repercussions of gamified training in a professional services organisation. The results show that adopting gamified training has a considerably beneficial primary influence on performance. Furthermore, the study looked at the impact of office engagement and leader engagement on results. According to the findings, the benefits of gamified training are increased when employees are more engaged with the platform and more executives actively participate, serving as role models for their team. These findings highlight the usefulness of gamified training for improving employee performance in professional services organisations. (Buell, R. W., Cai, W., & Sandino, T., 2022)
 21. Managers worldwide encountered engagement challenges, with around 80% of employees

- worldwide missing active participation. Solutions were either costly or inefficient, exacerbated by younger generations' shorter attention spans. Articles were obtained from five databases as part of a systematic literature review that followed PRISMA 2020 guidelines. Thirty-five articles on gamification in schools and seventeen on gamification at work were reviewed. Six important conclusions, backed up by empirical research, demonstrated gamification's effectiveness in enhancing student and workforce engagement. Mechanisms like points, badges, and leaderboards proved effective. Many Fortune 500 firms adopted gamification, demonstrating its applicability across business units. (Stroop, N. D., 2022)
22. Gamification was used in the workplace to inspire employees and transform classic game principles. Scholars have varying perspectives on its emergence. Using the S-O-R theory, this study investigated the influence of gamification on job performance from the perspective of employees. Empirical study of questionnaire data demonstrated that job gamification increased employee productivity. (Wanga, L., & Zhaob, X., 2022)
 23. The purpose of this research was to identify how gamification influences employee engagement at the individual, job, and organisational levels. The quantitative empirical research assessed the theoretical framework of gamification and employee engagement. The findings revealed that gamification had the greatest influence on personal and professional engagement. Gamification has a significant impact on engagement factors such as reward and recognition, procedural justice, feedback, distributive justice, perceived supervisor support, career development opportunities, and knowledge and learning. (Girdauskienė, L., Ciplyte, E. A., & Navickas, V., 2022)
 24. During the COVID-19 epidemic, a between-group study design contrasted individuals utilising a gamified system application for hygiene, routines, and personal difficulties to those using a non-gamified version. The results revealed that gamification improved job performance quality, increased on-time deliverables, and promoted consistent delivery even after missed deadlines. The study emphasises the advantages of gamification in job completion and suggests implications for management. (Hosseini, C., Humlung, O., Fagerstrøm, A., & Haddara, M., 2022)
 25. This paper introduced the concept of incentive gamification for organizations in the digital era, specifically focusing on improving the performance of online marketers in the marketing department of e-commerce. The study, involving 104 female employees, utilized regression analysis to analyze questionnaire data. The results indicated a significant positive effect of personal dexterity on learning experience and individual performance. Additionally, incentive gamification was found to moderate the relationship between personal dexterity, learning experience, and employee performance. (Adhiatma, A., Sari, R. D., & Fachrunnisa, O., 2021)
 26. The implementation of gamification in the workplace over the last decade has had a tremendous influence on employee attitudes and motivation. The purpose of this study was to investigate the impact of gamification tactics on employee motivation, engagement, and loyalty, with a focus on differences across age and gender groups. SPSS was used to gather and analyse data from an online survey delivered to employees in gamified workplaces. The results showed that gamification has a significant beneficial impact on motivation, engagement, and loyalty. It was advised that businesses focus on using gamification tactics, particularly targeting younger employees who are more open to game-style aspects, to improve their job experience and performance. (Μπουζάκης, A. A., 2021)
 27. The study looked at the favourable benefits of game dynamics on intrinsic motivation, happiness, and job engagement among permanent workers of startup enterprises in Yogyakarta, Indonesia. AMOS Structural Equation Modelling was used to analyse data from 226 employees, utilising Self-Determination Theory and a gamification technique. The findings revealed that game dynamics

- positively affected intrinsic motivation and enjoyment, whereas intrinsic motivation positively influenced enjoyment and work engagement. Furthermore, fun and game dynamics improved work engagement. (Riatmaja, D.S., et al., 2021).
28. The study investigated the effects of gamification on employee motivation, engagement, and loyalty across age and gender groups. An online poll was issued to workers from organisations that use gamification tactics. Responses were analysed with SPSS. The results showed that gamification has a considerable beneficial impact on motivation, engagement, and loyalty. Younger employees were more responsive to gamification components. The findings imply that organisations should prioritise the deployment of gamification methods, particularly those aimed at younger staff. Furthermore, gamification should be integrated into the hiring and training procedures to maximise its efficacy in improving employee attitudes and motivation at work. (Bouzakis, A. A., 2021)
 29. Gamification, inspired by the powerful incentive and hedonic effects of video games, has gained popularity in organisational practice, with the goal of improving employee engagement and behaviour. However, its use in business is still relatively young, with theoretical gaps and conceptual uncertainties. This situational research looks at how gaming features impact employee proactive behaviour. Results from questionnaire surveys of 435 employees from diverse businesses show that immersion and social factors encourage proactive behaviour, whereas accomplishment components discourage it. Furthermore, employees' game behaviour patterns reduce the influence of game components on behaviour, emphasizing the complicated dynamics of gamification at work. (Yuanyuan, C., & Liangmou, G., 2021)
 30. Gamification improves company interactions with consumers and workers, particularly by increasing employee engagement and organisational productivity. This research investigated gamification's impact in organisations, with an emphasis on mechanic alternatives, dynamics, and positive emotions as important factors. The study investigated how gamification affects employee engagement and organisational performance using expert interviews and surveys in a 1,000-member banking organisation. Results showed a considerable increase in happy feelings, demonstrating that gamification has a beneficial influence on staff productivity and engagement. (Fathian, M., Sharifi, H., & Nasirzadeh, E., 2020)
 31. Gamification has been shown effective in non-gaming environments such as education, training, and performance. This study aimed to evaluate how gamification affects the relationship between job stress and employee performance. A quantitative study of 310 non-managerial staff from Sri Lankan commercial banks was undertaken. The study found that gamification had a moderating influence on the connection between job stress and employee performance. Gamification can help mitigate the negative impact of job stress on employee performance. (Tennakoon, W. D. N. S. M., & Wanninayake, W. M. S. M., 2020)
 32. This research explored the integration of gamification into the workplace as a strategy to enhance employee satisfaction and engagement, especially amid the pressures of competitive and digitized work environments. The 12-month longitudinal study, conducted in a large multinational company with a gamified human resource management (HRM) system, analyzed the effects on 398 employees. The findings indicated that gamification positively influences experiential outcomes, contributing to increased job satisfaction and engagement. The study emphasizes the potential of gamified HRM systems in shaping employee attitudes and behaviors at work. (Silic, M., Marzi, G., Caputo, A., & Bal, P. M., 2020)
 33. This empirical research investigated how gamification affects employee engagement and job quality. 160 employees participated in gamified and non-gamified workplaces to examine intrinsic

- motivation, extrinsic incentive, and behavioural change. Likert-type surveys assessed varied consistency. Using a positivist method, hypotheses were developed, tested, and analysed using multiple regression. Gamification was shown to have a considerable impact on engagement, with no major demographic disparities. The study suggests that gamification has the potential to improve employee engagement and job quality across sectors. (Prasad, K. D. V., & Rao, M., 2020)
34. In this research, the authors looked at how gamification affects user engagement and performance in warehouse operations. Goal setting and feedback were integrated into a wearable warehouse management system (WMS) interface, and self-reported and neurophysiological engagement metrics were assessed. The findings demonstrated gamification's short-term effectiveness in increasing engagement. The combination of self-set objectives and feedback stood up as a particularly effective method for creating long-term intrinsic motivation and meaningful engagement. This study provided light on the possibility of gamification in improving employee performance in manual jobs in warehouse settings. (Passalacqua, M., et al., 2020)
 35. This study looked at the influence of gamification in the workplace using an online poll of 114 employees who used Habitica for work assignments. The qualitative research demonstrated organisational advantages, while the quantitative data showed greater job satisfaction and productivity, particularly among leaders. The findings emphasised the need of taking work-related aspects into account in gamification research, as well as the potential for improving workplace dynamics and productivity. (Gerdenitsch, C., et al., 2020).
 36. The challenge offered by technical improvements and the pandemic was to shift employee behaviours from offline to online job participation. This study sought to experimentally evaluate the relationship between digital engagement, gamification, and psychosocial safety climate (PSC) on job engagement. Using a quantitative method with structural equation modelling, the study examined numerous exploratory and confirmatory factors to determine the correlations between the variables. Primary data, acquired through a questionnaire completed to 164 respondents using purposive sampling, revealed that digital engagement and gamification had a strong beneficial influence on PSC and job engagement. The features of digital transformation, which were aided by digital engagement and gamification, affected PSC, increasing work engagement. Furthermore, the association between gamification mediated via PSC revealed a beneficial benefit on reinforcing job engagement. (Haahr, L., & ApS, L., 2020)
 37. The study provided a comprehensive overview of previous works on Gamification in Knowledge Management and proposed a conceptual model. Over the last decade, academics encountered difficulties in transferring game design ideas outside of gaming situations. Recognising the value of knowledge in the Knowledge Age, encouraging knowledge exchange among employees became critical. Gamification has surfaced as a viable answer. A thorough literature analysis conducted between 2015 and 2018 indicated that gamification has a favourable influence on staff engagement and knowledge sharing. (Sampaio, M. C., Sousa, M. J., & Dionísio, A., 2019)
 38. The purpose of this research was to identify how gamification influences employee engagement at the individual, job, and organisational levels. The quantitative empirical research assessed the theoretical framework of gamification and employee engagement. The findings revealed that gamification has the greatest impact on personal and professional engagement. In the process of assessing the engagement factors and gamification relationship, gamification makes the most substantial impact on reward and recognition, procedural justice, feedback, distributive justice, perceived supervisor support, career, knowledge, learning, and development opportunities. (Hussain, S., Qazi, S., Ahmed, R. R., Streimikiene, D., & Vveinhardt, J., 2018)

39. This critical study investigated the use of gamification in education, specifically in college settings, to increase motivation and engagement. The study summarised the literature on conceptualising gamification, its benefits over traditional techniques, theoretical frameworks, and practical application. The findings indicated a gap between theory and practice, emphasising the necessity for more study and comprehensive implementation recommendations. This study helped to better grasp gamification's potential in tackling educational difficulties. (Alsawaier, R. S., 2018)
40. The study examined the efficacy of narrative gamification in enhancing sales performance. Over two months, 81 employees across two franchise units participated, with one unit implementing narrative gamification. Analysis of sales volume data revealed a significant increase in sales performance in the gamified unit, surpassing the control group. These findings support narrative gamification as an effective tool for boosting sales performance within organizations. (Grobelny, J., Smierzchalska, J., & Czapkowski, K., 2018)
41. Using a sample of 53 managers from a Brazilian bank, this study looked at the impacts of gamification on training transfer through work engagement. Participants were divided into three experimental groups: gamified training, traditional training, and an untrained group. Secondary data from the bank system spanning 14 months were analysed. The findings revealed that both gamified and traditional training had an initial beneficial influence on task engagement, with gamified training resulting in higher engagement. (Cechella, F., Wagner, R., & Abbad, G., 2018)
42. This study examined how gamification affects knowledge-sharing behaviours among users, drawing on Flow theory and Kahn's theory of engagement. We conducted an online survey with 147 participants from a major organisation that used social engagement and motivating systems to promote internal knowledge sharing practices. Our study found that employment motivation is primarily driven by enjoyment, reciprocal benefit, and acknowledgment, resulting in increased job engagement and performance expectations. (Silic, M., & Back, A., 2017)
43. This study investigated the impact of smartphone-based gamified job design (SGJD) on computer numerical control machine operators in the Chinese manufacturing industry. The results showed a significant increase in job motivation, job satisfaction, and operational performance with SGJD. (Liu, Huang & Zhang, 2017)
44. Gamification, or the incorporation of game design principles into non-game services, has received a lot of attention in recent years. Despite the lack of scientific data to back up these assertions, discussions frequently connected gamification to increased user engagement, service profitability, and goal dedication. This research presented the results of a two-year field experiment in which a service was gamified with badges. The experiment entailed monitoring a pre-implementation group (N = 1410) for one year and a post-implementation (gamified) group for an additional year (N = 1579). The results showed that users in the gamified condition were substantially more active, including making trade offers, executing deals, and participating in conversations. (Hamari, J., 2017).
45. The study focused on the role of employee happiness, engagement, and productivity in organisational survival. Companies have traditionally depended on statistical data for assessment, but this strategy has proven challenging owing to temporal gaps and obsolete information. To solve these difficulties, numerous organisations have implemented gamification to increase employee performance effectively. The article examined the notion of gamification, as well as the challenges and concerns that surround it. Gamification evolved as a feasible approach for boosting employee performance in a timely fashion. This study provided insight on the possible advantages and limitations of introducing gamification in organisational settings. (Sengupta, N., & Sengupta, M.,

- 2015)
46. This research investigated the incorporation of game-like design features, known as gamification, in a tertiary education context at the University of Hong Kong. A quasi-experiment was undertaken to determine the influence on student learning and engagement. Quantitative data from control and treatment groups, including pre- and post-test scores, participation rates, and extra-assignment scores, were gathered and analysed. The findings showed that gamification tactics, when linked with educational objectives and user context, were beneficial in increasing student involvement and boosting extracurricular learning. These findings add to our understanding of gamification's potential in tertiary education settings. (Huang, B., & Hew, K. F. 2015)
 47. A study was explored on Linking Motivation and Employee Engagement through Gamification in Remote Working. It was founded that Gamification elements like Points, badges, leaderboards, challenges lead to Increased intrinsic motivation, engagement, and perceived performance. (Justine Jude Pura, 2014)
 48. The study investigated the impact of gamification on learner behaviours, concentrating on specific game elements such as leaderboards. Learners were randomly assigned to either the gamified or control versions in order to explore the gamified learning theory's mediation mechanism. The results indicated a causal relationship, with gamified group learners spending much more time on task. According to a bootstrapping analysis, the effect of gamification on academic achievement was mediated by increased time on task. Leaderboards effectively improved course achievement in suitable situations, confirming the mediating mechanism of gamified education theory. (Landers, R. N., & Landers, A. K., 2014)
 49. Gamification is a growing trend that has been shown to enhance organisational performance. The study aimed to investigate the impact of gamification on a perception diagnostic task. Forty participants finished a 22-minute visual search exercise. To study the impact of game mechanics, participants were separated into four conditions based on a factorial mix of the narrative and control mechanics, as well as the points and no-points control condition. Measurements of attention, motivation, and job engagement included performance measures, functional near-infrared spectroscopy (fNIRS), and self-report questionnaires. The study found that points greatly improved task performance, whereas narratives enhanced intrinsic motivation and prefrontal oxygenation. (Ong, M., 2013)
 50. This research sought to create a model that combined performance management, motivation principles, and gamification to increase employee engagement in haulage companies. The model was customised to the work conditions of truck drivers using qualitative case study research that included interviews and observations. The findings revealed that gaming features might improve each phase of the performance management cycle while remaining flexible to different work situations. This technique offers haulage enterprises a strategy to foster employee engagement, possibly delivering competitive advantage. (Biloch, A., & Löfstedt, A, 2013)

Research Methodology

Independent Variable: Gamification

Dependent Variable: Employee Performance and Employee Engagement

Research Objectives

1. To analyse comprehensively whether Gamification has a significant impact on employee engagement
2. To comprehensively analyse whether gamification has a significant effect on employee performance

- To know how accepted are gamification implementation in organisations for increasing engagement and performance of employees.

Hypotheses

- There is a positive and significant relationship between the gamification techniques implementation and employee engagement levels.
- There is a positive and significant relationship between the implementation of gamification techniques and performance levels of employees.

Primary Research Design

A standardized tool developed by Abdul Basit et al. is being used which is measuring three main dimension, namely, Gamification, Performance Level of Employees and Engagement Level of Employees.

The reliability of each dimension was assessed and are as follows:

Dimension	Reliability Coefficient
Gamification	$\alpha = 0.903$
Employee Engagement	$\alpha = 0.852$
Employee Performance	$\alpha = 0.892$

Secondary Research Design

The research includes a thorough examination of the literature on the Gamification and how it impacts the engagement and performance of the employees to gain a better understanding about the variables and their dynamics.

Sampling

Purposive Sampling technique was employed and 376 responses were collected for the study. The google form survey was distributed electronically across social media platforms.

Data Analysis

SPSS was the software used to analyse the data collected. The following tests were administered:

- Descriptive Statistics was used to describe the sample.
- The relationship and correlation among the variables was determined by Pearson's Correlation.

Data Analysis, Findings and Interpretations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid F	196	52.1	52.1	52.1
M	180	47.9	47.9	100.0
Total	376	100.0	100.0	

Gender distribution is generally balanced in the sample of 376 people. 196 people out of the entire population identify as female, accounting for 52.1% of the sample. In contrast, 180 people identify as

male, accounting for 47.9% of the overall sample. The statistics suggest that gender representation in the analysed population is about equal.

WorkEx

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 -1 Y	141	37.5	37.5	37.5
2-5 Y	122	32.4	32.4	69.9
More than 6	113	30.1	30.1	100.0
Total	376	100.0	100.0	

Work experience in the sample population of 376 people falls into several categories. The vast majority of these people fell into three categories based on their employment experience. To begin, 141 people, or 37.5% of the whole sample, have zero to one year of employment experience. Following closely, 122 people, or 32.4% of the sample, have a job history spanning two to five years. Finally, 113 people, or 30.1% of the total, have more than six years of work experience.

Correlations

		EP	G
EP	Pearson Correlation	1	.989
	Sig. (2-tailed)		.024
	N	376	376
G	Pearson Correlation	.989	1
	Sig. (2-tailed)	.024	
	N	376	376

The correlation value of 0.989 reveals a substantial positive relationship between gamification and employee performance. A correlation value close to 1 indicates a virtually perfect linear connection between the two variables. In this situation, it appears that as gamification in the workplace grows, so does employee performance. The significance level of 0.024 shows that the observed connection is statistically significant at the 0.05 level.

This finding implies that using gamification tactics in the workplace can considerably improve employee performance. Gamification is the process of adding game-like aspects such as incentives, competition, and feedback mechanisms into non-game environments like job assignments or training programmes. Organisations that use these motivating strategies might possibly increase employee engagement, productivity, and overall performance levels.

Correlations

		G	EE
G	Pearson Correlation	1	.871*
	Sig. (2-tailed)		.031
	N	376	376
EE	Pearson Correlation	.871*	1
	Sig. (2-tailed)	.031	
	N	376	376

The correlation value of 0.871 reveals a substantial positive relationship between gamification and employee engagement. A correlation value close to one indicates a strong linear link between the variables. In this sense, it implies that as gamification in the workplace rises, so does employee engagement. The p-value of 0.031 shows that the observed connection is statistically significant at 0.05.

This finding demonstrates that using gamification tactics in the workplace might dramatically improve employee engagement. Gamification is the process of adding game-like aspects such as incentives, competition, and feedback mechanisms into non-game environments like job assignments or training programmes. Organisations that use these motivating tactics might possibly enhance employee enthusiasm, dedication, and interest in their job.

Discussion and Conclusion

In recent years, there has been a boom in research on the influence of gamification on numerous areas of employee performance and engagement. The conclusions of these research present a persuasive picture of gamification's positive impact in the workplace.

One consistent thread running across the research is the recognition of gamification as an effective method for increasing employee engagement and productivity. Gamification's effectiveness is demonstrated by its capacity to create a dynamic and interactive environment that appeals to today's workforce. From HR management processes to employee training and development, gamification emerges as a versatile tool capable of solving a wide range of organisational issues.

The findings of the investigation provide fascinating insights into the dynamics of gamification, employee engagement, and performance, as well as demographic aspects of the investigated population.

The distribution of work experience within the sample population shows unique patterns, with the bulk of persons falling into three primary categories based on their tenure. Significantly, a significant fraction of persons have less than a year of experience, followed by those with two to five years and a large section with more than six years of expertise. This distribution highlights the sample's range of experience levels, which may have consequences for many aspects of workforce management, training initiatives, and career development plans within organisations. Similarly, an assessment of gender distribution reveals a reasonably equal presence of male and female persons in the sample group. This gender parity is significant in encouraging diversity and inclusivity within organisational contexts, emphasising the need of addressing gender balance in workforce planning and policy implementation.

The correlation research shows that gamification has a substantial positive association with both employee engagement and performance. With correlation values of 0.871 and 0.989, these findings indicate a strong linear relationship between the application of gamification tactics in the workplace and positive outcomes in terms of employee engagement and performance. The statistical significance of these correlations, as indicated by p-values of 0.031 and 0.024, adds to the trustworthiness of the observed associations.

These findings highlight the potential benefits of implementing gamification strategies into organisational processes to improve employee engagement and performance. Organisations may create a more engaging and productive workplace by including game-like aspects such as incentives,

competition, and feedback mechanisms. The findings suggest that such motivating tactics can raise employee passion, dedication, and interest, hence improving overall performance levels.

Finally, the study sheds light on the links between gamification, employee engagement, and performance, as well as the demographics of work experience distribution and gender representation in the sample population. The substantial positive correlations shown between gamification and employee engagement and performance highlight the potential benefits of implementing gamification tactics into organisational practices to boost employee motivation and productivity. Furthermore, the wide diversity of experience levels across individuals emphasises the importance of specialised methods to workforce management, training, and career development inside organisations. Furthermore, the sample's roughly balanced gender distribution highlights the need of promoting diversity and inclusivity in the workplace.

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Appendices

Questionnaire by Basit et al.

Gamification

1. I think the gamification app is fun and interesting.
2. Gamification app provides me the opportunity to keep track of my records and future progression.
3. Gamification app provides me the accurate feedback which is helpful to understand my competence and skills.
4. Gamification app provides me the function to compare my performance with my colleagues.
5. A challenging task in a gamification app motivates me.
6. Gamification app usage improves communication with my team.
7. Gamification app helps me to coordinate with my team members.
8. Gamification app helps me to improve my performance.
9. I find it exciting to achieve objectives and goals using the gamification app.

Employee Engagement

1. At my work, I feel bursting with energy.
2. I trust my manager and colleagues.
3. The organisation has a stimulating environment.
4. At my job, I always persevere even when things do not go well.
5. My job role makes good use of my skills and abilities.

Employee Performance

1. I maintain a high standard of work.
2. I can handle multiple assignments for achieving organisational goals
3. I always complete the duties specified in job description
4. I believe that mutual understanding can lead to a viable solution in an organisation
5. I fulfil my responsibilities required by my job.