

## Chapter 2

# An Overview of the Use of Gamification on Enterprises to Motivate Human Resources

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### ABSTRACT

*Organizations are concerned about how they can increase the motivation and engagement of their employees. Gamification arises in this context as an opportunity to address this issue. Thus, gamification has attracted greater attention from companies. The idea of using game elements to solve problems in their processes is starting to be seen as a solution. This study aims to analyse the gamification concept and its benefits and explain how it can be applied in human resources management. This mechanism can help companies to solve employee motivation and engagement problems in different areas of human resources. This chapter analysed eight studies in the areas of recruitment, training, team building, and administrative processes. So a SWOT analysis able to help understand the different models of gamification applied in human resources, its objectives, and its ability to create advantages for companies and their employees was constructed.*

## **INTRODUCTION**

The term gamification may be new to some, but the idea of using game mechanics and thinking to solve problems and engage audiences is not exactly new (Zichermann & Cunningham, 2011). To date, the term remains without a standard meaning, as different authors ascribe different meanings and typical applications, some of which are contradictory. At the same time, the concept faces division in its academic value, underdeveloped theoretical foundations and a paucity of standard application guidelines (Seaborn & Fels, 2015).

Starting from the idea that Gamification can be a valuable concept when applied within organisations and companies in various areas, this article intends to give an overview of Gamification and show its application in Human Resources (HR). The goal is to describe and compare some existing applications of this concept in real-world companies, understanding its focus on users, the application model and the results obtained. For that, a benchmarking analysis was performed to know how the gamification mechanisms can be implemented in human resources and how they improve employee motivation and engagement at work. This analysis compared different strategies and shows the most suitable solution.

This article has three sections besides introduction and conclusion. It begins by addressing the concepts of Gamification and Human Resources, then presenting a history of combining these two concepts through the presentation of the models in which it can be done and mentioning some practical cases.

Then, it presents the research methods used to carry out this work, moving on to the description and analysis of the practical cases identified throughout the research.

Finally, the study results and the benefits that Gamification can bring to companies, Human Resources Management, and its collaborators are analysed.

This article is part of a project referring to a survey of the current state of Gamification applied to human resources. It will be used to develop a framework and the respective web solution to support it.

## **BACKGROUND**

This section presents the main topics of this chapter with a focus on gamification and human resources management and their relationship.

### **Gamification**

According to the author (Almeida & Simoes, 2019), Gamification is an emerging phenomenon, which stems directly from the popularisation and popularity of games. Its intrinsic capabilities to motivate action, solve problems and enhance Learning in the most diverse fields of knowledge and life of individuals. The author (Reiners & Wood, 2015) defines Gamification as a synonym of rewards, emphasising that to induce more engagement on tasks, most gamification systems focus on leader boards, levels, points, or badges.

Seaborn & Fels (2015) said that Gamification uses game elements and mechanics in non-game contexts. Using this definition and comparing Gamification with games, it is possible to achieve that the primary goal of games is entertainment, while in Gamification, the main goal is to use game mechanisms to accomplish something other than just fun.

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