

GAMIFICATION AND HUMAN RESOURCE TRAINING AND DEVELOPMENT

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ABSTRACT

Trends are changing fast in almost all field of management. Gamification is the procedure of applying game design theories to everyday situations. For Human resource management , the principles can be applicable to selection , development, training and other practices pertaining to human resources. Games and Gamification can be used in training as well for increasing the engagement , motivation and interest towards the training activities so that learning can be enhanced out of a training process thereby making a worth out of it . The focus of this paper is to understand how employee engagement, interest and motivation for training activities can be influenced and increased by the use of Gamification .

Keywords : *development, employee motivation , employee engagement ,Gamification,training*

I. INTRODUCTION

Human beings have been hooked to games at some point of time or the other. Whether it was an old world spider man or He man games or a new world Angry Bird or uncharted 4 , games always give us a zeal to perform better every time we undertake them. Gamification is the procedure of applying plot pattern or game theory to everyday situation including business. Gamification has been defined as “the use of game design, elements in non-game situations or settings.” (Deterding et.al.,2011)[1].Kevin Werbach(2013)[2] defines Gamification as “using design proficiency from game in a business circumstance or some other non-game context.” In human resource, this can be understood as the process of designing everyday tasks pertaining to Human resource like recruitment,selection, training etc. and making human resource management to be more game like, enjoyable, interactive and in turn more productive .Werbach (2013)[2] emphasizes that Gamification is more than just rewards and points and is actually a method to change employee and motivate them in a ‘gameful way’. Across literature it is observed that the word ‘gaming’ and ‘serious games’has been used interchangeably. Here we can create a distinction. ‘Serious games’ are undertaken with the objectives that are non-entertaining whilst ‘gamification’ is undertaken with an objective of learning by interacting and entertainment.

II. PROBLEM BACKGROUND

Companies that always aspire to become leaders and forerunners will have to adapt themselves to fit into the expectations of new digital generation (Zichermann and Linder , 2013)[3], It is an established fact that employers are the most important and crucial component in an organization (Zichermann and Linder , 2013) [3]. Employees who are engaged are better performers and hence high achievers with more dedication towards their work (Bakker, 2011)[4].

Human resource is emerging as a challenging domain wherein the problems can be seen in various arenas like training, selection, retention of employees. Hence there is need for applying the gamification principles to these domain, so that the employees enjoy the work they do and hence stay engaged in their work.

III. LITERATURE REVIEW

There is a direct relationship between employee motivation and training output (Aziz and Ahmed 2011; Ballance 2013)[5&6]. Cognitive learning and learning of new skills require a natural motivation and also interest towards the topic so that learning can happen (Ryan and Deci 2000)[7]. Internet is considered to enhance and increase individual learning , reasoning , understanding and comprehension (Hidi, 2000)[8] and is considered as a powerful tool to facilitate learning (Ainley et.al. 2003; Eccles and Wig field, 2000; Hidi , 2001) [8,9,10].

Engagement can be referred to as an individual's involvement and whole hearted enthusiastic participation in the various activities and tasks (Reeve et.al. 2004)[11]. Further it is the engagement that determines how strongly an individual will be involved with that particular activity (Kahn ,1990)[12]. Besides it is not always that engagement has a direction to work upon (Schaufeli and Bakker , 2004)[13] . Engagement can be defined as a feeling of "vigor , dedication and absorption to the activity"(Schaufeli and Bakker , 2004)[13] . Engagement is characterized by energy , involvement and efficacy .

Kahn (1990)[12]also mentions the psychological conditions that are required for engagement to appear between the individual and the environment – these are – meaningfulness , safety and availability. Engagement towards learning new things is a highly individualistic activity but there are certain factors that have an influence on it . These are challenge of the activity, control m immersion , interest and purpose (Whitton 2011)[14]. Similarly Reeve et.al. (2004)[15]point out that relationship between engagement and different motivational types .

IV. OBJECTIVES AND PURPOSE OF THE STUDY

The aim of this study is to analyze the training and development scenario in India and also to understand the role of gamification in training management systems

V. RESEARCH METHODOLOGY

The research is based on secondary data. The results have been compiled from various web resources and articles.

VI. TRAINING AND DEVELOPMENT SCENARIO IN INDIA

Since 1992's liberalization, the Indian economy has been riding on a wave of stiff competition and rapid technological progress. Owing to change, sea changes happened and are happening in the work force dynamics and organizational structure. Hence there has always been a high demand of active and knowledgeable workforce who make an active contribution towards the growth and progress of the organization. Eventually this has lend a huge influence on the training and development wherein the domain of human resources widened and training became an important component of human resource management. In India, actually there are few organizations which are emphasizing on training and development. Training is a systematic and planned intervention to alter and upgrade the knowledge and skill set of the active resources of an organization. Such organizations are the one who allocate resources for training and eventually to improve and sharpen strategic thinking. There are a huge plethora of training methods being used by the organizations. . The vision of Multinational corporations is sharper towards training in comparison to their India counterparts. The emerging scenarios necessitates the review of the existing skills and training systems.

The focus of management should always be on drafting new means and methodologies for training in order to bring about the freshness and newness amongst the trainees.

Ever since 2003, The American Society for training and development (ASTD) has been recognizing the training initiatives undertaken by the organizations by honoring them annually. Indian organization which have contributed exceptionally towards training are awarded by the organization.

VII. GAMIFICATION IN TRAINING

The eventual objective of inducing gamification in learning in learning and development is to create fun and enhance productivity. Gamification of learning and development can help, support an employee on their journey to mastery. This can help an employee to develop their competence and allow risk taking and failure with a safe context.

There are four basic principles to ensure that the gamification is induced into the learning process. The first principle is achieving clarity on company's business objectives. It is extremely important that before gamification process is designed one should have a clarity on company's business objective. E.g If it an increase in ROI, one should be linking the same to business strategies and eventually to the key performance indicators. The second principle is knowing what all is needed to motivate the employees. Gamification hits at the most basic motivation of the employee who is undergoing this. Hence it is very important to know the most basic intrinsic motivator of the employee and that in turn has to be linked with the outcome.

The third principle is formulation of sustainable scales for measurement. Training materials keep on changing over a certain period of time. A gamification solution needs to be well constructed and formulated. If done right, the gamified training platform will eventually evolve, will monitor results, measure business impacts and

support perpetual interactions . Once gamification is integrated into the training platform, one can create a learning program that continues to motivate for a long span of time . With gamification , employees can be attuned to learning over a span of time .The fourth principle is hiring expertise .Gamification works well if we understand the motivating factor in the employees. So if need be one can look in for assistance from outside the organization. People with expertise in measuring motivations can be taken into consideration.

VIII. CONCLUSION

It is clear that one of the successful factors for training activities is the content that has be designed meticulously and is perceived of value and interesting for individuals , so that it serves as the component for engagement and hence contributes towards meaningfulness of training activity . However certain challenges should be taken into consideration before designing and execution of training program . It is important that one has a clarity on the elements and characteristics that are motivational for majority of users and also ensure that the design of the elements is aligned with the general aim and content of training.

Only then can gamification contribute to the real worth.

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