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APPLICATION OF GAMIFICATION IN PUBLIC SECTORS UNITS

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Abstract

This study explores the integration of gamification in public sector units (PSUs). Gamification leverages game elements like rewards and leaderboards to enhance motivation and engagement in non-game environments. It investigates its application in business, revealing its role in improving employee productivity and customer engagement. Moreover, it delves into its use within foreign public sectors, discussing instances in countries like Singapore, Russia, and the UK. However, its successful implementation in Indian PSUs, particularly for white-collar workers, faces complexities due to the lack of standardized performance metrics and differing work dynamics, hindering its extensive adoption.

Keywords: *Gamification, public sector units, employee's engagement, performance metrics.*

Introduction

Gamification is a new age concept. It uses key game elements like leaderboards, rewards, tasks and various other elements, and these are put into the day-to-day activities of the business to make the people more motivated to accomplish the tasks and earn rewards as that of a game. Simply put, Gamification is adding game mechanics into non-game

environments. Gamification is used to motivate the people. The only difference from motivation is that gamification draws more key elements specifically from video games, because video games are incredibly engaging.

The term gamification is an interesting word; it hasn't been around that long. The term started to gain popularity around the last decade and is being used

more and more these days to describe a variety of different things. Gamification can be seen among children, their competitiveness makes them more curious to learn new things. Entrepreneurs applied this concept of gamification in business activities, which should be performed by the employees and workers by making the work fun by turning it into a game.

Gamification has resulted in various advantages, such as increasing user activity, social interaction, or quality and productivity of actions. These desired use patterns are considered to emerge as a result of positive, intrinsically motivating, “gameful” experiences brought about by game/motivational affordances implemented into a service.

OBJECTIVE OF THE STUDY

- To study the efficiency of gamification in increasing productivity in business.
- To find the role of gamification in the public sector.
- To identify the limitation of its application in Indian public service sectors.

Literature Review

1. Gamification of business processes: Re-designing work in production and service industry by Oliver Korn and Albrecht Schmidt (2015): this study examines the use of gamification in the non-game processes; the study covers the history, mechanics, applications, challenges, and the application of gamification in different sectors such as education, health, service, and production sectors. This study tells that gamification has different stages of development and acceptance

depending on the activity, this study further finds that certain ethical and legal issues need to be addressed to implement gamification as part and parcel of modern business processes.

2. Re-inventing Public Services Using Gamification Approaches by Mohamed Buheji (2019): In this study the author provides a theoretical framework on gamification in public services and case studies of the Kingdom of Bahrain, where gamification has been applied in services like the education, water, labor, traffic and etc. this study examines the psychological theories that underlie gamification, such as self-determination theory, flow theory, and goal-setting theory, and tells how they help to understand the motivational effects of the gamification on the people.
3. Gamification in e-Governance: Development of an Online Gamified System to Enhance Government Entities Services Delivery and Promote Public's Awareness by M. Alloghani, A. Hussain, D. Al-Jumeily, A. J. Aljaaf and J. Mustafina (2017): In this article is a case study on application of gamification in e-governance. The author believes that gamification is one of the solutions as the tool that can be accompanied with e-governance. The authors believe that the gamification helped in carving the employees more capable for the job. Many aspects such as efficiency, productivity, and the dedication of the workers can be accessed through the gamification.

4. Gamification in Public Service Provisioning: Investigation of Research Needs by Alexander Ronzhyn, Maria A. Wimmer, Gabriela Viale Pereira, Charalampos Alexopoulos, (2020): In this article the authors coin the term ‘Government 3.0’. This stage focuses on data driven and evidence-based decisions, this requires the involvement of the government, citizens, and other stakeholders. The author believes an increase in the participation of the citizens can be possible through the gamification.

Gamification in Business

In the world of emerging businesses and companies, the people engaged in the business have to deal with the problems and the tasks related to it. The use of gamification made these tasks more fun while increasing the efficiency, effectiveness and engagement all at the same time. Many large cap companies like, starbucks, domino’s, AMC, etc, use gamification in their day-to-day workings of the business to improve the involvement of the users and the employees. According to the Gamification Global Market Report (2023), the gamification market rises from \$14.87 billion in 2022 to \$18.63 billion in 2023. Business uses gamification in the form of rewards for specific actions, rewards for product usage, rewards for advancement, and etc. Hence, gamification is not just about the fun and increased participation; it provides businesses with a wealth of customer behavior data that improves the operational efficiency.

Nowadays, gamification strategy is incorporated in the daily activities of the

corporate fields, to improve the engagement among the employees and the customers. In the business fields, gamification strategy can be incorporated in various departments like sales, marketing, human resources and recruiting. It includes rewards, ranks, leaderboards, incentives and etc. statistics show that 90% of the employees say that gamification strategy increased their productivity and report a 60% rise in the engagement with a gamified work experience. Also, organizations that incorporate gamification strategies are seven times more profitable than those that do not use them. However, it is to be noted that the use of gamification strategy in the workplace does not imply the use of actual games; instead, it focuses on the mechanics of how the game works and incorporates it to make the work more productive.

To survive in this competitive world the business needs to adapt new techniques and innovations to maintain the market share. The companies that cannot survive in the dynamic market will lose their existence. Through gamification, the business can motivate employees in management and production and can also gamify the activities of the customers. Here is an example, we all may come across the language learning application called “Duolingo”. This application makes learning more engaging and interesting. The user gets gems, coins, and other rewards whenever they complete the tasks and levels. This makes ordinary learning methods more enjoyable. In another case, to sustain existing customers Starbucks introduced “My Starbucks rewards”,

whenever the customer buys star bucks products they earn stars. With those stars they can redeem gifts and rewards. It enabled the company to increase the 40% of the sale through the gamification.

Within business the businesses use gamification to engage their employees and make their work fun. Gamification also creates the platform through which employees' secret profits can be reduced to a small extent. To increase the ranks, they need to make their subordinates purchase products of the company. This increases the sales of the business and allows the employees to earn according to the level of purchases made by their subordinates.

Gamification in Foreign Public Sectors

We can encounter in daily life that the adeptness of the public sector is much lower compared to the private sector. We know that gamification can improve the efficiency and creativity, this can be implemented in Government sectors to improve the efficiency of the government. Gamification can be implemented in the recruitment process. This could be cost efficient, employees' competitiveness can be accessed and increase the involvement of employees. The Singaporean Government used virtual reality to train the Ambulance and fire truck drivers in extra special rescue scenarios, to help patients and evacuate people. By this way we can reduce the real life consequences that arise from the mistakes made by the drivers. The Russian and Spanish local governments use gamification to teach the efficient management of resources through the platform similar to the game known as 'Farmville'.

The engagement used in the gamification approaches lead to knowledge development, opinion expression, common problem solving, and influence governmental decision-making.

It is to be noted that the public sector is slower as compared to the private sectors, while implementing the new techniques. This is caused due to the political and bureaucracy factors which make the decision-making process to consume more time. So, as a result the concept of gamification and its strategies have not been fully implemented in the public sectors. However, there are still countries that have applied the gamification strategies in the public sector, yet the instances are still small.

There are few instances where the governments of other countries have tried to implement the concept of gamification in the public sector. In Sweden, speed cameras were installed, and the fines collected were distributed among the people who obeyed the speed limits. In the United Kingdom, the work and pensions department initiated a project called Idea Market, where the employees of the department can suggest new ways and ideas to improve the efficiency of the work done.

Difficulty of Application in Indian Public Service Sector

As we came to know that gamification can enhance the efficiency of the business in its day to day operations. This study will focus on its applications especially in Indian public sectors. There have been instances where gamification strategy has been successfully implemented in the private sector unit in

India, the companies like 'QuoDeck' and 'Breathe well being' applied gamification strategies which helped to increase employees engagement, productivity, retention and efficiency.

So the question here arises: can the gamification strategy be applied successfully in the public sector units? The answer to this question is not that simple. As when it comes to public sector units, the unit can be divided on the basis of blue collar workers and white collar workers.

Blue collar workers:

Blue-collar worker is a type of worker who works for wages based on the number of work done or time taken to complete the work; he may also be known as manual labor or skilled trades. Here, the application of gamification strategy can be implemented to its full extent. As when it comes to these types of workers, gamification in the form of rewards, bonuses, leader-boards can be used. There are various standards to measure their productivity and based on work done they can be rewarded. Even small rewards and recognition can boost their motivation, In return production is elevated.

White collar workers:

The white collar workers can be further divided into two components, 1. Workers engaged in desk works, managerial works in the various departments of the government 2. Workers who are engaged in the service sectors like health care, teaching profession etc. In both cases, the application of gamification is near to none. Because these types of workers are employed by constant scrutiny of the government through various exams and interviews. So the

remuneration granted to them is more than enough. So by applying gamification, where rewards in the form of bonuses are given, for these workers, these rewards are minimal and unattractive. Hence they are not motivated by mere rewards, and their efficiency can't be increased by this strategy. Although, through the form of leaderboards and ranking systems, their reputation among other workers could be increased. To increase their reputation some workers may be devoted to the work.

The negative gamification problem:

In order to apply the negative strategy of gamification to white collar workers, their performance has to be lower than the standard. But the question may arise, what is the standard here, i.e., what is the yardstick to measure their performance? The answer is that there are no proper tools to measure the standard performance expected of these types of workers. Hence, only positive gamification strategies can be used and negative strategies cannot be used. Therefore, gamification for white collar workers is applied near to none.

Conclusion

Gamification's potential in public sector units (PSUs) reveals a dual narrative. Across global businesses, its implementation enriches engagement and productivity, evident in success stories from major corporations. Yet, in Indian PSUs, its integration faces hurdles due to nuanced workforce dynamics and the absence of standardized performance metrics. While blue-collar workers could benefit from reward-based gamification, the efficacy for white-collar employees

remains limited, hindered by diverse job roles and evaluation complexities.

The complexity of implementing gamification in Indian PSUs requires a nuanced strategy. Customized frameworks, acknowledging the divergent needs of blue and white-collar workers, coupled with calibrated positive reinforcement mechanisms, could pave the way for its successful application. While challenges persist, understanding the unique landscape of Indian PSUs is pivotal in harnessing gamification's potential to enhance engagement and efficiency.

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