UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

GAMIFICATION OF PROCESSES IN A RETAIL COMPANY

Ljubljana, May 2024   TJAŠA KERNC

AUTHORSHIP STATEMENT

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1 INTRODUCTION

Nowadays, employees in retail companies, as well as across other industries, often struggle with a lack of motivation and engagement for several reasons. On one hand, there are routines and monotonous tasks within the sectors, increasing reliance on technology and automation diminishing the intrinsic motivation, the fast-paced nature of work and business, economic uncertainties, etc. All these factors easily leave employees unmotivated, less productive and less engaged (Huotari & Hamari, 2017). Addressing these multifaceted challenges requires a different approach, incorporating strategies that not only recognize the intrinsic needs and ambitions of employees but also create a workplace that encourages learning and promotion, recognises achievements, provide positive competition. Overall, organization should try to create a workplace where employees feel accepted, motivated and engaged despite the challenges they face at work every day.

"Using game design elements in non-game context to motivate and increase user activity and retention" (Deterding et al., 2011) sounds like a convenient concept in today's business. The mentioned definition refers to a concept of gamification. Going a step behind gamification, we get to gaming industry and games. They represent a source of fun since the beginning of first human civilizations, as well as competition that is rooted in the core of human consciousness.

With the increase of technology and internet and people's free time, they have shown openness to incorporating game elements into other parts of their lives (Bunchball Inc., 2010). Consequently, organizations started using gamification to teach, influence and motivate its users in events that have nothing to do with gaming whatsoever (Deterding et al., 2011). It is not about motivating users by letting them play video games. Moreover, through incorporating game-like elements into everyday context, you get the users to make purchases, share information, write comments, post, participate in forums, read articles, etc. You get them to engage in some way. As gamification is a strategy to influence people's behaviour, it can be used for anyone. From kids, students, patients, customers, users and employees – anyone you want to motivate and engage to participate (Bunchball Inc., 2010).

In my thesis, I research gamification for internal users – employees. The goal of gamification in this case is to increase employee motivation and their engagement in the company and consequently increase their productivity. I have chosen a Slovenian retail IT company, interviewed the management team and based on the findings proposed some possible gamification implementation options that would suit their employee structure and business processes.

The purpose of the thesis is to research whether implementation of gamified internal processes is possible in a retail company of small to medium size and what are the implementation options.

Therefore, my research question with the sub questions is:

1. Is implementation of gamification concept viable in a small to medium sized company?
- Do managers and employees know of gamification concepts?
- Are the employees keen on implementing gamification concepts to increase the motivation and engagement?
- Are managers keen on implementing gamification concepts to increase the motivation and engagement?
- How can gamification concept be implemented?
- What are the reasons for or against implementation of gamification?

Research objectives of the thesis are:
- present the gamification concept,
- identify reasons for and against implementation,
- establish an implementation framework that suits the selected company,
- assess whether managers and employees are keen on implementing gamification concept or not,
- determine whether implementation of gamification concept is viable in the selected company.

Thesis is conducted in two parts, theoretical and qualitative. The first part is composed mostly of secondary sources found on gamification, gamification in retail, gamification at workplace, what impacts gamification, how to implement it, what frameworks exist, what are the examples of gamification use at workplace, etc.

Based on the studied theory I prepared a questionnaire for the company's management whom I interviewed to get insights into the company and their view on gamification and its implementation. The interviews were done with four directors and one manager who together with the CEO form a management team of the company Anni d.o.o. Based on the interview, I research the literature to find whether any similar examples have already been explored and try to establish a framework for possible gamification implementation. Lastly, after the process and literature analysis I conducted an online survey with employees to see their view on motivation and examples of proposed framework and gamified processes. Lastly, I did a final evaluation of the proposed implementation options based on the survey results and provided some changes to final gamification design suggestions.

The structure of the thesis includes Introduction that starts with a summary of the thesis's subject, followed by the purpose, research question and research objectives of the thesis. Next chapter is entitled Gamification and covers the history of the concept of gamification, followed by its purpose and the benefits and drawbacks. Following chapter is on gamification implementation options, the explanation of game elements, different types of frameworks and types of players. This is followed by usage of gamification at workplace and employee motivation. Next chapter is on qualitative research of possible gamification implementation. The research scheme, interview with the management team and its analysis.

Then there are proposed implementation options which were tested with the employees. Following are results, recommendations and limitations. Lastly, there is a conclusion, followed by reference list and appendices.
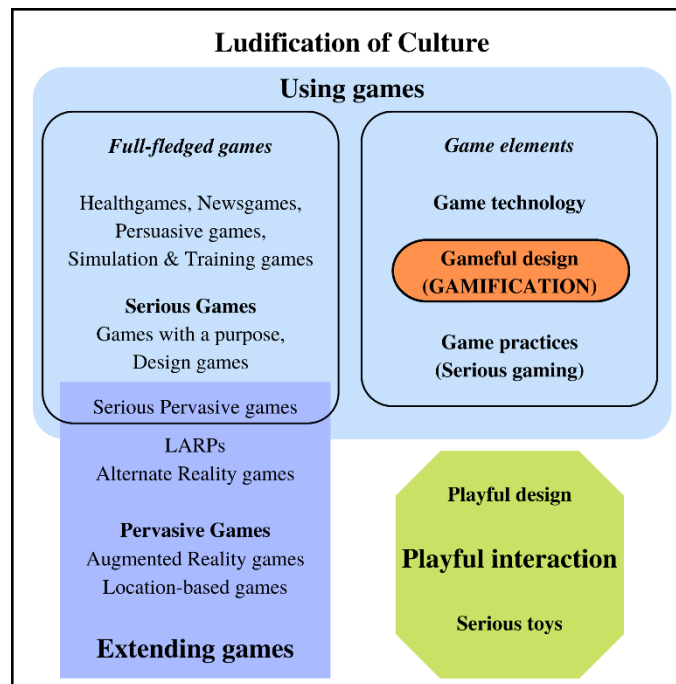
2 GAMIFICATION

2.1 From video games to gamification concept

A video game is a game that can be played on an electronic device – PC, laptop, phone, game console, tablet, etc. The first video games were introduced in the 1970s and have improved drastically ever since as technology keeps developing. Today the market is worth 954,500 million USD (Clement, 2021). Movie and music industries together equal to the size of gaming industry alone, that is how large it has grown in the last decades. Even though it gets less attention, there is over two billion gamers worldwide counting for 26 % of the population (Beattie, 2021).

Making a step away from the gaming industry, we get to gamification. Gamification as a concept has been known for a long time already, however, it was not until approximately a decade ago that it finally got its use around people. The word gamification itself does not say much and usually complicates a conversation when trying to explain its meaning (Marczewski, 2013). There are different terms used to describe this same concept, such as "productivity games", "funware", "applied gaming" (Deterding et al., 2011), in education some call it "serious games", in human computing "games with a purpose" (Liu et al., 2011). However, term gamification still remains the domestic/main term (Deterding et al., 2011). Looking at a definition of gamification in Merriam-Webster dictionary, it is defined as "the process of adding games or game-like elements to something (such as a task) so as to encourage participation" (Merriam-Webster, n.d.). According to Deterding et al. (2011) who analysed different secondary sources, industries, contexts in which term gamification is being used, their definition of gamification is one of only three peer-reviewed definitions for this term (Huotari & Hamari, 2017). It refers to "using game design elements in non-game context to motivate and increase user activity and retention" (Deterding et al., 2011). Figure 1 below shows how the authors situated a term of gamification into a larger field to create a definition.

The concept of gamification and reward system is firstly known to be used at the end of 19th century when a company Sperry and Hutchinson Co. gave out a catalogue to participants of their members club (Christians, 2018). The items from the catalogue could not be normally purchased as participants should first spend money at the retailers whose items were in the catalogue to be rewarded with stamps in return for the money spent. And these stamps could later be used to redeem items from the catalogue. Therefore, the more money they spent at the retailers, the more reward they received in terms of stamps. Such loyalty programs are very common ways of using gamification elements nowadays (Christians, 2018).

Figure 1: Situating gamification as a term

Ludification of Culture

Using games

Full-fledged games

Healthgames, Newsgames,
Persuasive games,
Simulation & Training games

Serious Games
Games with a purpose,
Design games

Serious Pervasive games

LARPs
Alternate Reality games

Pervasive Games
Augmented Reality games
Location-based games

Extending games

Game elements

Game technology

**Gameful design
(GAMIFICATION)**

**Game practices
(Serious gaming)**

Playful design

Playful interaction

Serious toys

Adapted from Deterding et al. (2011).

The concept of gamification was getting its recognition and use way before a term for this concept was "developed". According to Marczewski (2013) the term gamification was used for the first time by a programmer Nick Pelling in 2002. Nick is a programmer and game designer, who used the term to describe his idea how to change the interface for ATM and vending machines using game-like elements (Christians, 2018). It could do with people who played video games in their youth and entered the workforce in the 2010s and started with this new concept, as well as spread of digital media industry (Deterding et al., 2011). 10 years later, an American research IT company Gartner added gamification to its Hype Cycle and from there on, many companies held onto the concept thinking adding game elements will instantly make their product more engaging. As Brian Burke, Gartner's researcher, said companies got absorbed into adding points and badges to everything while forgot to actually develop a meaningful interaction with purpose and incentives (Gopaladesikan, 2012). It needs to be part of the whole service and businesses need to understand how it complements their offering (Huotari & Hamari, 2017).

In 2020 the international gamification market was estimated to 10.19 million USD (9.55 million EUR[1]) and is predicted to increase for approximately 25 % to 38.42 million USD (36.04 million EUR) in the next six years (Mordor Intelligence, 2020). The huge growth in the number and usage of smartphones and tablets in the last decade has made possibility for concepts like gamification to spread in the market. It is estimated that in the last year in the US people used their phones 5 – 6 hours per day (Ceci, 2022), not including work-related

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[1] 1 USD = 0.938 EUR. Currency conversion rate on date 23rd May 2022 (ECB, 2022).

usage. Therefore, smartphones are in majority used in our free time when we seek some entertainment (Ceci, 2022). Gamification concept is recognized to manner human behavior which goes hand in hand with the growth of the gamification market and usage od smartphones. With innovative approaches it tries to encourage user motivation, productivity and engagement (Mordor Intelligence, 2020). Following that, gamification is a very important and one of the most used marketing tools (Sangita Ray et al., 2021). According to Tomaselli and Sanchez gamification concept has really spread also from the business view and is frequently used in companies' strategies, especially for the marketing purposes using it to engage with customers. However, it is becoming a more and more used tool in companies to increase motivation and engagement also for employees (Tomaselli et al., 2015).

2.2 Purpose of gamification

As already mentioned, the main purpose of gamification is to get users, customers, participators engaged. In business, it is about implementing game dynamics and game mechanics into the product or service or a marketing campaign to increase involvement and engagement of users (Bunchball Inc., 2010). Service marketing and technology are mostly combined in sectors of e-commerce and electronic marketing. Especially because service-oriented solutions like gamification can bring the most advantage to e-commerce with the help of technology in fields of education, telecommunication, healthcare, logistics, etc. (Alt et al., 2010). According to Gartner's IT researcher, when gamification became one of the most prevalent trends a few years ago (Huotari & Hamari, 2017) people got hooked up on adding game elements (points, badges, leaderboards …) to their products and services (Gopaladesikan, 2012). However, it is very important to understand the gamification from the service marketing perspective, as only this way, services can really become gamified. Otherwise, we are dealing with only game-like elements added into the service, but the whole process is not actually gamified. According to Huotari et al. (2017) it might have to do with lack of understand the story and logic behind concept of gamification.

2.3 Benefits and drawbacks of gamification

Gamification has a fine line between being a positive tool to motivate employees and being a source of workplace pressure, which could affect the social and mental well-being (Aziz et al., 2017).

People like to play, from the early childhood on. The desire to play and have fun is in the human nature and using gamification to inspire and boost those feelings also means that the productivity of the employees will increase as well as engagement and their involvement in the company (Marczewski, 2013). Either negative or positive, receiving feedback on their work immediately is a very beneficial characteristic of gamification as it can be instantly

connected to the learning objectives. This motivates users to observe their progress and improve (Gupta, 2022).

There is a dark side of the gamification as mentioned by Callan and other authors. This is the undesirable effect most of the applications of gamification may have because of unexpected results they might bring making the workforce less effective or even counterproductive. Most of these failures are ought to be due to badly designed gamified processes. The biggest drawback when deciding whether to gamify or not might be the cost and time needed for that (Callan et al., 2015). Therefore, it is advisable to take even more time and thoroughly think through the whole process to try and save extra cost and time needed to intervene in the already gamified process to "fix" it. The first suggestion by Gartner why gamifying processes may not be successful is that employees might not desire the reward. It is connected to what was mentioned already at the beginning where many companies simply add points and badges to any activity and think that with that the activity/process is gamified. The second Gartner's suggestion is a continuation of the first one. Many organizations decide on gamification before they understand the concept and logic behind it and how it is used. Therefore, the gamification will not follow their business goals from the beginning on and game elements might not have any logic and later effect. The last suggestion deals with employees' motivations that need to be in line with organization's goals of gamified processes (Callan et al., 2015). The competitive side of gamified system might also have unintended negative side effects such as a feeling incompetent between other employees and consequently decrease in motivation (Bahr et al., 2022).

2.4   Motivation

Motivation refers to the driving force or reason behind a person's actions, desires, and behaviours. As Ryan and Deci wrote "to be motivated means to be moved to do something" (Ryan & Deci, 2000). A person who is motivated feels invigorated and stimulated towards the end goal. Usually motivation is viewed by the amount of motivation someone has - being unmotivated, having little motivation or a lot of it (Ryan & Deci, 2000). Nevertheless, being motivated is not only about the level of motivation, but also the type of motivation an employee experiences. There is a difference whether an employee is motivated to finish the task to learn something new or because he wants to acquire an approval of a superior. The level of employees' motivation might be the same, but the reason for their motivation is undoubtedly different. Motivation can be influenced by a variety of factors, including personal needs, desires, values, external rewards, and internal drives. There are two different types of motivation that influence what approach to take to correctly address employee's motivation – intrinsic and extrinsic type of motivation (Ryan & Deci, 2000). With intrinsic motivation, an employee is "naturally" motivated, it comes within an individual. It involves engaging in a behaviour because it is personally rewarding, wants to do something because he enjoys it, sees it as a challenge or it aligns with someone's values. Intrinsically motivated

person does something because he finds it interesting. On the other hand, with extrinsic motivation external factors drive the motivation. It means that a person engages in action or performs a task to earn reward or avoid punishment, therefore a task is done to gain desirable outcome (Boulet, 2016; Ryan & Deci, 2000). In general, intrinsic motivation means you do something because you want to, while with extrinsic motivation you do it because of a reward.

Self-Determination Theory (SDT) differentiates various motivation types by examining the diverse reasons or objectives that cause a particular action. As mentioned in the above paragraph, the most basic division is to intrinsic and extrinsic motivation. Ryan states that whether an employee has intrinsic or extrinsic reasons for their action, the performance and experience can drastically vary (Ryan & Deci, 2020). In SDT the division of motivation goes a step further from only intrinsic and extrinsic; moreover, SDT focuses on extrinsic motivation and based on the level of self-determination divides it further to:

- External regulation: This category is the closest to amotivation, representing the least autonomous form of motivation. Within this framework, actions are taken to fulfil external requirements or attain rewards that are externally required. Those involved in externally regulated behaviour commonly interpret it as being controlled or alienated. You do something because you are told to do it.
- Introjection: Introjection is an internal form of regulation where individuals perform actions under the pressure to avoid guilt, anxiety, or gain ego-enhancements. In this situation, actions are taken with the goal of boosting self-esteem by depending on someone else's view. You do something because someone else thinks this is good and you depend on their view. Some of the behaviour originates internally but they aren't completely assimilated into the self and are still perceived as being influenced by external factors.
- Identification: It is a more self-determined type of extrinsic motivation. In this case, individuals connect personally with the meaning of a behaviour and willingly accept its regulation as their own. You do something because you see value in it.
- Integration: At the top of self-determined extrinsic motivation is integrated regulation, where external regulations become ingrained in one's character, aligning with its' values. Even though sharing similarities with intrinsic motivation, integrated motivation is still extrinsic. You are motivated by the belief that it is useful, even though you're choosing to do it because you personally find it valuable.

There are many different aspects of motivation and not only is every person motivated in a different way, also the same person might need different types of motivation in different situations. Knowing the employees is important to know how to motivate them and what motivates them to keep them engaged and at top of their performance. However, knowing the players in the gamified processes is crucial for the gamification to even be successful. By knowing the employees' characters and needs, you know what way of motivation to choose so you will both be working towards the same goal (Boulet, 2016). Many times, it

happens that an employee is overall motivated but at some task or situation needs a little direction or stimulation, encouragement – a nudge. The idea behind the nudge theory by Thaler and Sunstein is to use subtle interventions to guide people toward making better choices without restricting their freedom of choice. It is a design of choices to influence one's behaviour in a predictable way while still allowing their autonomy. Presenting choices in a certain way or providing information to make certain options more obvious, nudge theory minimizes resistance and confrontation that usually arise with more direct approaches. It has gained popularity in management to address behavioural biases and improve decision-making, acknowledging that individuals don't always make rational choices and are influenced by psychological factors. However, it is also a subject of debate around ethics and transparency and should be used as an actual "nudge" to show direction or for stimulation and not as a "soft-directing" tool where no autonomy is left to the employee (Afshar Jalili, 2020; Businessballs, 2014).

Sustaining employee motivation is crucial for an organization's long-term success, directly impacting its effectiveness. Work conditions, empowerment, and recognition are key factors influencing and elevating employee motivation. It's essential to acknowledge the individuality of each employee, requiring different motivational strategies. People seek financial security to addresses fundamental needs, other factors like rewards, recognition, and feedback have a more sustained and long-term positive impact on motivation (Dobre, 2013). A skilled and motivated workforce is essential for increased productivity. Motivation, in this context, refers to an individual's willingness to pursue organizational goals (Dobre, 2013). Managers face the challenge of discovering effective ways to create and sustain employee motivation. Involving and empowering employees not only improve efficiency, growth, and innovation but also boost their motivation and trust in the organization. When employees feel valued for their contributions and participate in decision-making, their increased enthusiasm and motivation result in improved productivity and loyalty (Dobre, 2013). One of the main reasons why companies use gamification is to motivate the employees. As mentioned above, employee motivation has a significant influence on the whole company performance, therefore gamification can be a helpful concept with a positive influence on employees' engagement and motivation and consequently performance.

3 IMPLEMENTATION OF GAMIFICATION CONCEPT

3.1 Game elements

Most used game-like elements are points, badges and leaderboards. However, when designing a gamified experience, I already mentioned that there needs to be a background for it, simply using points of a website will not instantly drive your results and engagement. There are three different components to every game element and to set those you must understand the preferences, your approach and the goal of the gamification. Based on that,

the chosen elements will then motivate players in the right way and reward their actions. In general, elements are divided into three groups - game dynamics, mechanics and components. Together they form a gamification pyramid that is presented in the Figure 2 below. It shows the hierarchy of the elements according to Werbach and Hunter (Aparicio & Costa, 2017; Werbach & Hunter, 2012). Dynamics are only a few and set the design principles, based on that a larger number of mechanics are chosen which show the actions structure (how you are going to do it) and the decision on components is done lastly to be able to address both mechanics and dynamics (Aparicio & Costa, 2017).

Figure 2: Pyramid of game elements
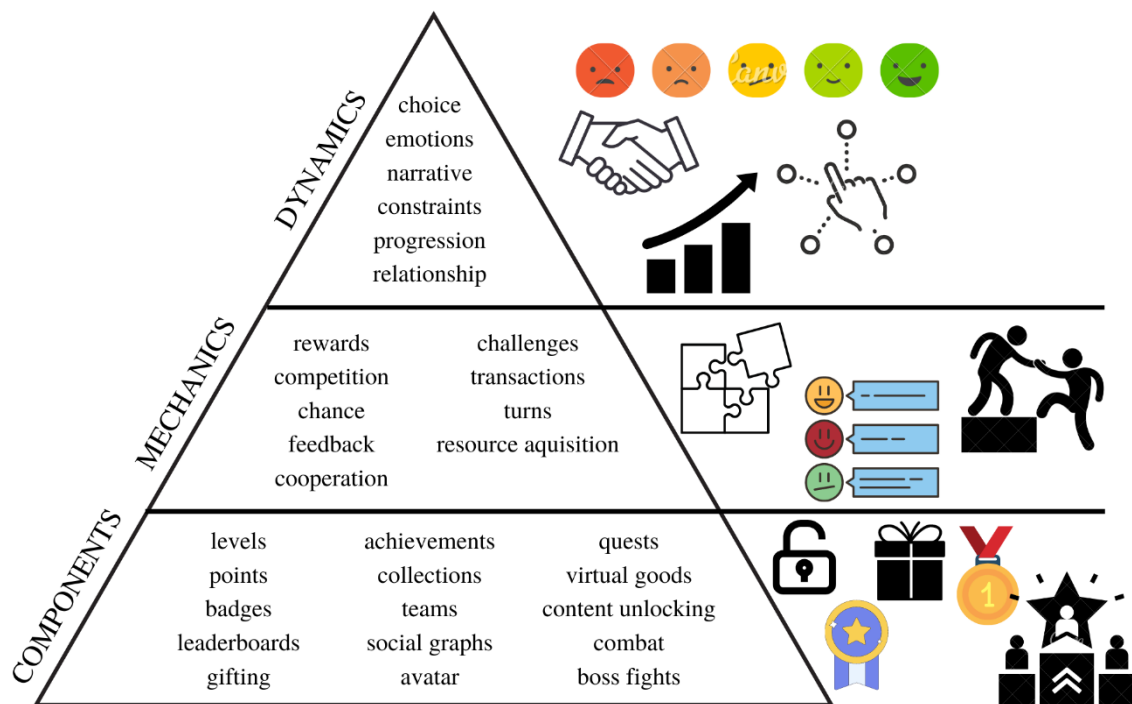
Adapted from Aparicio & Costa (2017).

3.1.1   Game dynamics

The first in the hierarchy are game dynamics that set the conceptual structure of the gamified process. These try to satisfy the fundamental needs and desires of human beings (Christians, 2018):

− Constraints: Usually are introduced as time constraints when completing a task as it adds excitement to the users.
− Emotions: Adding emotional touches connects users to the whole gamified experience.
− Narrative: Storytelling helps to immerse users in the whole experience, this way activities become meaningful and more engaging.

- Progression: Breaking down activities allows users to progress and improve their skills through different stages.
- Relationship: Encouraging social interactions and collaboration among users creates a sense of community and improve bonds between the users.

3.1.2 Game mechanics

In the middle of the pyramid are game mechanics that turn the user experience into actual activities. It is the tools, methods and widgets used to figure the system for gamifying an application, process, website or something else (Christians, 2018). Most common game mechanics are:

- Challenges: Through challenges or quests users must accomplish specific objectives which adds purpose to the activities.
- Competition: A healthy competition is usually a high motivator as people get some sort of satisfaction comparing their results to others. For competition to be successful the environment must be established, and the winner rewarded.
- Cooperation: It is important to stimulate cooperation and collaboration between users through tasks and challenges to create a teamwork.
- Feedback: Indicates to users that their actions has been noticed and reinforces a positive behaviour. This way users understand the impact of their actions.
- Rewards: Are a straightforward motivational driver for the users to emotionally engage in the game, it increases the users' engagement and their appeal for the rewards.
  - There are four types of rewards, divided into two groups:
    - Financial or tangible rewards: monetary value.
    - Non-financial or intangible rewards: status, access, power and stuff.
  - The rewards can be expected and unexpected.
  - With rewards its contingency is important as well (Vasal, 2023).
- Win state: It is the accomplishment for the users that they achieved the desired goal, in gamification loop it is where business objectives and player goals align.

3.1.3 Game components

Lastly, game components are compared to the other two the most "tangible" as these are the actual examples of dynamics and mechanics implementation (Dolinar, 2021):

- Badges: A visible recognition of successfully completing a challenge, entering a new level, etc. For badges to be useful, there needs to be some sort of dashboard or profile where users can show off their badges.
- Points: One of the easiest and most used elements; people like to collect points as it can be used in many different dimensions, categories, behaviours in the same system. Points can be achieved as a status indicator, unlock content, spend/redeem …

- Levels: Show the level of accomplishment in the system; the higher the level, the bigger the respect.
- Leaderboards: Displaying ranking of points, levels, badges on a leaderboard promotes competition among users and increases engagements as users try to climb higher.
- Achievements: Similarly to badges, these give users a mission to complete several tasks or repeated efforts as they are rewarded with a recognition. It is a visible recognition and needs to have some place where it can be shown off.
- Avatars: By enhancing personalization, emotional engagement and social interaction, avatars contribute to a more enjoyable experience, encouraging players to participate in the gamified system.
- Content unlocking: As the users progress in the game and achieve specific pre-set milestones, new content, levels, features, etc. unlocks for them. This way they are motivated with continuous challenges and rewards and a sense of accomplishment.

As shown in Figure 3 below, you should try and create a "gamification loop" within a non-game context using all of the elements mentioned above (Liu et al., 2011). The most important thing for the start is a well-defined goal/challenge and clear winning conditions. According to every small goal achieved, a player should be given a reward. This reward is usually something to do with point collection. Then a leaderboard is created according to the point and reward system. Based on the leaderboard, badges are later provided as well to increase the competition and motivation between the players. Lastly, this influences the players' position in the system and/or in the community (Liu et al., 2011).

Figure 3: Point system - The Gamification Loop
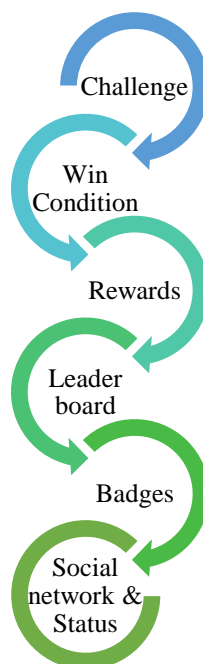
Adapted from Liu et al. (2011).

3.1.4 Examples of game elements in use

One of the first examples of gamifying online platform is Foursquare who created a location-based social network. Based on users current or previous location it gives personalized recommendations what bars, restaurants, museums, etc. to visit. More that users use it and follow recommendations, more rewards, points and badges they receive and therefore climb further on the leaderboard. This increases competition and interaction between users (Frith, 2013). Game dynamics used in this example are progression, constraints and emotions. Game mechanics used are competition, rewards, win states, challenges, etc. And lastly, game components mentioned are badges, points, levels, leaderboards, achievements, etc.

Many Fitness apps like Nike+, Strava, Runkeeper promote healthy lifestyle and motivate people to be active. The apps enable constant progress and milestones monitoring, sharing information, create group activities and challenges. They provide immediate feedback on the activity and compare it to others' activities (Rodrigues et al., 2021). Game dynamics used in those examples are progression, constraints, narrative and relationship. Game mechanics used are challenges, competition, feedback, rewards and win states. And game components that were implemented are points, levels, badges, leaderboards and achievements.

Another simple example is Starbucks' loyalty program where users collect points and reach different levels. This allows company to know better their guests and in return give rewards, e.g. free coffee after ten purchases or cheaper coffee if buying outside of peak hours (Ooi et al., 2017). In this example game dynamics are relationship and progression, game mechanics are cooperation, rewards and competition. Lastly, game components used are badges, points, leaderboards and content unlocking.

3.2 Planning and implementation frameworks

There are different gamification implementation frameworks as gamification is a versatile concept that can be applied across various industries and contexts. Different frameworks offer structured approaches and guidelines for designing and implementing gamified experiences, tailored to the specific goals, target audience, and context of the application. Below are presented three most used frameworks when designing and implementing the concept of gamification. Firstly, there is a 6D frameworks, the least detailed, however, the easiest to use when implementing gamification mainly for fun. Secondly is a Descriptive framework that presents a different perspective between gamification designer and end-user for a tailored experience. Lastly, the Ideation framework is explained which emphasises the importance of constant evaluation and monitoring of the gamified system. All three frameworks can be used when implementing gamification into a system, which type to choose mainly relies on the reasons why are you implementing, what are you trying to achieve with it and what type of system or organization it will be used in.

3.2.1 6D framework

To be successful at gamification a detailed implementation strategy is needed and before that a detailed plan where business objectives, goal of the gamification, employees' motivation and behaviour are taken into consideration. Most used framework for designing gamification is a 6D framework developed by Werbach and Hunter (2012). When implementing gamification, there is no simplified form available or rule of thumb as to what elements would work in most cases. It needs to be flexible and customized for every organization, process, goals, situation, etc. (Alhammad & Moreno, 2020). The 6D framework is a six-step process for developing a gamified structure (Werbach & Hunter, 2012):

1. Define business objectives: Why are you gamifying this process? What is the goal? How is gamification helping the business? When the objectives are defined, it is easier to plan the following steps.
2. Delineate target behaviours: What is expected from players? How do you want players to behave? How to measure the behaviour? Be as specific as possible and define success metrics (rewards).
3. Describe players: Who are the players? Who will be using the gamified system?
4. Devise appropriate loops: What motivates the players to keep using the gamified system? Engagement loops for short-term use to motivate players and give them feedback to be motivated again. A collection of engagement loops leads to a progression loop on long-term. It is the whole journey a player experience.
5. Deploy appropriate tools: What elements will be used? What tools are needed to design the game elements? Based on the gamification pyramid.
6. Do not forget the fun: Players need to play; they need to have some sort of control/autonomy to keep them motivated to keep playing. Players are centre of the game (Werbach & Hunter, 2012).

3.2.2 Descriptive framework

Most known framework of gamification implementation is the before mentioned 6D framework as it is the easiest to understand and follow, however, there are other frameworks that took a step ahead and are even more developed and precise about implementation. The examples of such two frameworks are Descriptive framework by Ruhi (Ruhi, 2015) and Ideation framework by Morschheuser et al. (Morschheuser et al. 2017).

Ruhi says the main thing about the implementation processes is that the gamification must be meaningful for the enterprise. As gamification is becoming a buzzword, it is getting recognized by many managers and organizers. As Ruhi suggests, by using a digital platform to integrate game-like elements in contexts unrelated to gaming, organizations can effectively involve their employees. This engagement holds the potential to offer numerous advantages to companies, such as improved service effectiveness and operations, cultivation

of talent, stimulation of innovative thinking, promotion of collaborative practices, among other benefits (Ruhi, 2015). Ruhi's Descriptive framework is based on three case study organizations. They conducted interviews with organizations' gamification initiatives and separately with gamification designers to deliver a summary of strategy and design. Secondly, the system was evaluated – the functionality and performance of exact gamification systems through black-box testing. Lastly, end-user experience was analysed through surveys. It is easy to "jump on the gamification bandwagon" and implement game elements for employees to collect points, however, for gamification concept to be meaningful and improve employee engagement and company performance, the gamification concept has to be understood – what it is, what it offers, what are the limitations, what would specifically suit the company profile, etc. and then strategically implement it in the existing business context to support employee behaviour on a long run (Ruhi, 2015). If employees become uninterested of the gamification environment, they might stop engaging in the process. Therefore, the system must be well studied to ensure the game elements and gamification is designed in a way that intends to elevate intrinsic motivation of the employees. The key takeaway of the framework is that meaningful enterprise gamification can only be successfully implemented as long as multiple gamifications are provided to end users as employees differ from each other as well as their motivation. No single system can suit to every user (Ruhi, 2015).

Through their case studies they arranged the concepts of the framework as "20 Cs of meaningful enterprise gamification" and added the concepts of game narratives to present a different perspective between gamification designer and end-user.

− Embedded narrative*:* Shows game designer's point of view in terms of structured components and event sequences embedded in a scheme on purpose by the designer. Therefore, embedded narratives correspond conceptually with game mechanics.
− Emergent narrative*:* Created by users through the interactions they have while participating in different gamification activities. Therefore, emergent narratives align conceptually to game dynamics.
− Interpreted narrative: Define how meaningful the end user finds their experience with the gamification activities. Since these narratives are mental portrayals of the players, they naturally correspond to the notion of game aesthetics (Ruhi, 2015).

3.2.3   Ideation framework

Lastly, Ideation framework by Morschheuser, Hamari, Werde and Abe advocates, similarly to Ruhi, the importance of understanding how to design gamification to be able to successfully implement it (Morschheuser et al., 2017). Gamification is not simply adding points, badges and leaderboards to the process; however, it is very complex to design. It must include the source of innovation, need to understand and align with different motivational factors, as well as try to influence behaviour of players. In this paper the authors

merged and integrated existing isolated gamification design frameworks, along with conducting interviews with gamification experts to gain insights into their real-world practices (Morschheuser et al., 2017). A similar process was used by most organizations; the activities were:

1) Project preparation*:* Involves clearly defined activities and objectives - definition, ranking and justification, as well as how to measure them. This step should evaluate if gamification implementation is applicable to the organization.
2) Analysis*:* Includes activities to identify the needed knowledge of players, processes and the project. These are interviews, observations, measurements and analysis of behaviour, surveys, focus groups, etc.
3) Ideation*:* Is already part of gamification design. It is a creative process, usually brainstorming, which result in design ideas to connect game mechanics to user needs and desired behaviour.
4) Design*:* Can be developed once the ideas are collected. Prototypes are commonly used to test and experiment with ideas until they demonstrate efficacy and seem promising in achieving defined goals. It is important to evaluate prototypes and plan further development if goal is not reached.
5) Implementation*:* Types of implementations are different – could be developed by externals, in-house or on existing platforms. Once developed and implemented, constant testing and feedback is crucial to optimize the design.
6) Evaluation*:* The aim of evaluation is to determine whether the implemented gamification design fulfils the desired objectives. This could be evaluated through interviews, surveys, A/B testing, etc.
7) Monitoring*:* In regular time periods the implemented design needs to be monitored to evaluate the game mechanics, find irregularities, check if behaviour and goals are aligned, etc. Based on list of improvements the designers decide whether a new release is needed to minor changes are enough. This is the step that is many times forgotten and not planed as game design is seen as typical software project with start and end, however, many experts warn that gamification project is not a classic software project. It deals with employee behaviour and motivation and if successful, should become a part of the organization process and should therefore be constantly monitored and managed (Morschheuser et al., 2017).

3.3   Gamification at workplace

Gamification can be applied to both external and internal users. For external users, gamification is used to engage and motivate customers, users or other participants who interact with organization's product, service or platform. The goal is to enhance user experience, encourage desired behaviour and create a sense of enjoyment and accomplishment for the users (Deterding et al., 2011). Gamification for external users is used in many different domains, from finance, health, education, entertainment, social media …

With the increasing popularity of digital marketing in the last decades, the use of gamification has rapidly increased as well (Deterding et al., 2011).

On the other hand, for internal users, employees, one of the most used rewards in organizations are financial rewards. It is probably one of the easiest rewards to give and people would rarely say no to money, so it is a good motivator indeed. According to Marczewski (2013), people often ask why use gamification when you can simply offer money. However, engagement is the answer. Through gamification the main goal is to increase engagement of employees (or others involved). Using money as a reward system cannot do that. It is a good motivator but the employees will not be any more engaged in the company if they kept receiving X amount of money if they do Y (Marczewski, 2013).

With a current very low unemployment rate in Slovenia (ZRSZ, 2022), it is even more important to think about the employees and through increased motivation and engagement consequently also improve the employee retention and decrease the staff turnover (Aziz et al., 2017).

Long-term relationships are built on involvement and have a positive influence on business. People contributing and being involved means they are engaged with you and therefore you are building a lasting relationship and through that affecting your prime business. According to Bunchball, business is winning when employees are engaging. Gamification can increase any kind of engagement and participation. It can get very boring doing same tasks every day. Statistics is the key in gamification as it creates a game out of non-game tasks/context and makes it motivating and fun to play. Tracking statistics, communicating standings and rewarding accomplishments create another method to drive involvement. Each activity on its own may not be as exciting but each fulfilled activity leads to another and further into the game (Bunchball Inc., 2010).

From the definition of gamification, we can imagine countless possibilities of gamified options at the workplace. Almost any process connected to workers can be gamified to improve engagement, from employment to training and performance (Callan et al., 2015). As mentioned in the drawbacks paragraph, when integrating game elements into any business process, management should systematically think about how to make things more game-like and consequently drive results (Werbach & Hunter, 2012). Gamified reward system requires more time and work compared to monetized rewards, however, the influence and stimulation it gives to people is also greater (Liu et al., 2011). Furthermore, such games hold employee's attention, build loyalty and increase motivation. It boosts employees' performance of tasks in pleasant and entertaining manner (Aziz et al., 2017).

Deloitte is an example of internal gamification used in recruitment. Company developed a game where candidates had to take decisions to keep "playing it". This way they collected insights into their thinking and candidate's personality; it is a step away from academically assessing applicants which gives an opportunity to many who would otherwise not be seen

(Meister, 2013). Another example is gamified training and development to encourage employees to keep learning, developing new skills or revising old knowledge through modules, quizzes, challenges, earning badges, tracking progress … (Deloitte, n.d.; Meister, 2013).

Microsoft is also on the gamification wagon; it has embraced gamification within its sales teams by promoting programs like the Microsoft Sales Academy. Through the integration of gamified systems, they motivate and acknowledge sales representatives for attaining particular objectives, stimulating healthy rivalry and encourage a feeling of achievement (Stutz, 2015).

The main point of gamifying any internal process in organizations is to interfere directly into daily work activities using game elements. Unlike other options usually used to improve employees' performance, such as trainings and simulations, gamification does not take employees out of their work (Huotari & Hamari, 2017; Warmelink et al., 2020). For internal users, gamification aims to enhance employee engagement, motivation and productivity. It can be used in several areas, such as employee training and development, performance management, team collaboration, knowledge sharing, etc. Game-like elements, similarly as with gamification for external users, are used to make work more enjoyable, increase motivation and drive desired behaviour and goals. It can for example encourage healthy competition or track progress of a project (Callan et al., 2015).

4 QUALITATIVE RESEARCH OF POSSIBLE GAMIFICATION IMPLEMENTATION

In my research I focused on retail company Anni d.o.o. that is a medium sized IT-focused company with 49 employees. It all started in 1991 with the resale of computer equipment and through the decades developed into one of the most important Slovenian companies in the IT sector. Its core activities are sale and resale of computer equipment, equipment service, data recovery, cybersecurity and maintenance of IT networks. In the last few years the company performed well and there were no major problems and challenges addressed (Anni d.o.o., 2022).

The company finds it challenging to retain newer/younger employees. Almost half of the employees have been with the company for more than 10 years and because of different work culture and habits, these employees do not have the intention to change their workplace. However, due to the expansion and new approaches of doing business, company has recruited and still is recruiting new potential employees to bring in the new knowledge. Younger generations want challenges and constant changes and consequently change jobs much more frequent. The biggest challenge of the company is therefore to increase motivation and productivity of all employees - younger generations to challenge them and

not get them bored and the long-employed generation to get them out of routine of doing the same job for so many years (Anni d.o.o., 2022).

4.1   Research scheme and methodology

First stage of the research was interpretation of secondary sources, including literature analysis of mainly foreign articles and research based on the concept of gamification. The overview of the gamification is presented in Chapter 2, the background on how gamification developed from video games, its purpose, benefits and drawbacks, as well as the theory on motivation which is one of the main purposes of gamification. Chapter 3 deals with planning, game design and the implementation process of the concept - what game elements are used, some real examples of gamification and the possible implementation frameworks.

Following, based on the analysis the interview was structured. It was divided into three main parts, first and second part included three questions and third part included two questions. All questions were broad to let the managers freely speak on the given topic with possibility of sub questions in case they did not cover some of the topic on their own. The interviews were recorded with the approval of each manager separately and can be accessed only by the researcher. Interviews were conducted in the Slovene language; therefore, the interview was primarily written in Slovene. It can be found in Appendix 2; the translated version is found in Appendix 3.

After the interviews were conducted, the evaluation of managers' answers started. The presentation of the management team, management structure and a table with summarized version of the interview is found in Chapter 4.2. The original, long version of the interview is presented in Appendix 4. The interview analysis was mainly done by listening to the recordings and writing down the notes. A detailed analysis of each question is presented in Chapter 4.3.
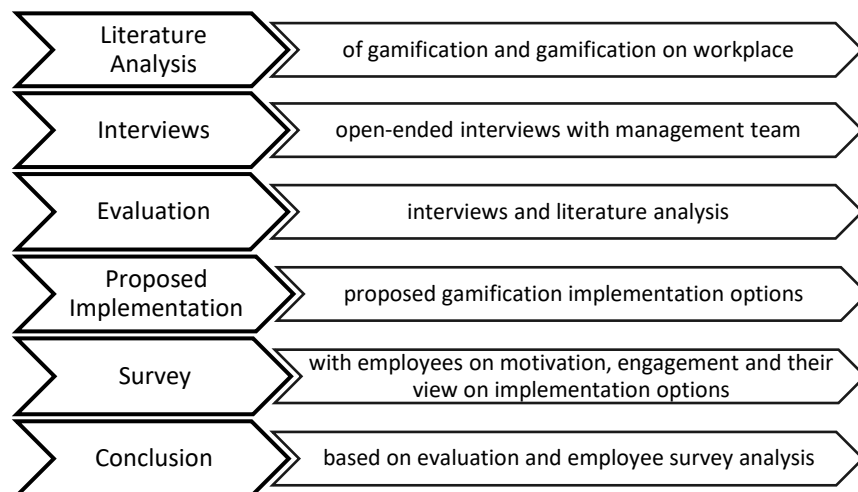
The next stage of the research was to suggest some gamification implementation options Based on the previously studied literature I tried to relate it to the interviews – the company overview, division, motivation status of the employees, are they keen on changes and new implementations, do they even know the gamification, etc. Since managers are open for the idea of a new concept if it impacts the motivation and engagement and consequently performance; on the other hand, they all expressed uncertainty regarding the actual implementation process of such concept. Therefore, based on their concerns and the implementation frameworks presented in Chapter 3.2 I chose to follow the Ideation framework as it states that gamification is a complex design and has a set of detailed steps to align the design with motivation of employees and successfully implement it with constant evaluation and monitoring. In my option this framework corresponds with the company the most as the implementation influences the business performance and objectives and is not there just for fun. The proposed implementation options are presented in Chapter 4.4.

Survey with employees or any sort of testing or evaluation in one of the crucial steps before actual implementation to get some insights of real use. The survey was divided into two parts, the first part about basic information (age, gender, time in the company, department) and motivation was the same for all employees. The second part, however, was on gamification, their acquaintance of the concept and then based on the department they chose in the first part, suggested implementation options were presented. Most of the questions were formulated according to a 5-point Likert scale so that employees needed to decide to what extend they agree with the statements. The survey is found in Appendix 5 and 6, while the survey analysis is presented in chapter 4.4.1.

Based on the interview analysis, proposed implementation options and the insights gained from the employee survey the results and recommendations for the company are given in the Chapter 4.5 and the research limitations are presented in the following chapter. Lastly, the conclusion was done based on the literature overview, what were their findings and how they compare with my findings and how the empirical studies correspond with the research question. Some suggestions are given for the future research as well.

The research scheme and methodology used for this thesis is presented below in Figure 4.

Figure 4: Methodology

Literature Analysis	of gamification and gamification on workplace
Interviews	open-ended interviews with management team
Evaluation	interviews and literature analysis
Proposed Implementation	proposed gamification implementation options
Survey	with employees on motivation, engagement and their view on implementation options
Conclusion	based on evaluation and employee survey analysis

Source: Own work.

4.2   Interview with management team

The management team of company Anni d.o.o. is composed of six people in total – four directors, one manager and a CEO of the company with whom I have not conducted the interview as decisions such as new concept implementations need to be in the first place accepted by the rest of the management team as they have more direct connection and overview of employees. The CEO was however included in the final survey for all

employees where actual examples of possible implementation and changes were introduced and asked for their opinion.

Management team with whom I have conducted the interview is presented below in Table 1 and Figure 5.

Table 1: Presentation of the management team

	Manager 1	**Manager 2**	**Manager 3**	**Manager 4**	**Manager 5**
Position:	Sales Director	Director of Cyber Security	Director of IT Solutions	Director of IT Support	Head of Logistics and Services
Size of the team:	14 employees	7 employees	3 employees	10 employees	12 employees
In the company:	14 years	14 years	13 years	13 years	17 years
On this position:	14 years	11 years	9 years	11 years	14 years

Source: Own work.

Figure 5: Structure of management team of company Anni d.o.o.
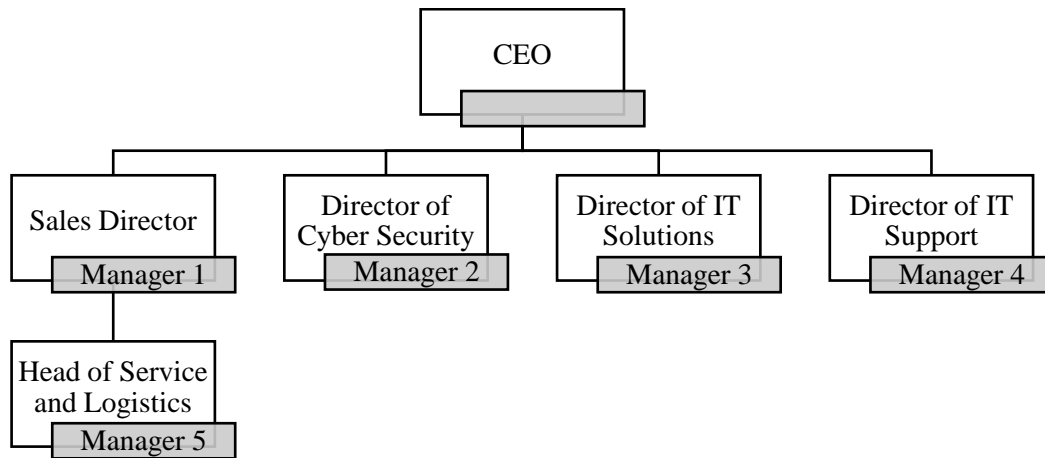
Source: Own work.

Below in Table 2 the summarized managers' answers are presented, the longer version of the interview answers can be found in Appendix 4.

Table 2: Summary of interviews with the management team, short version

Main question:	**Is implementation of gamification concept viable in a small to medium sized company?**				
	Manager 1	**Manager 2**	**Manager 3**	**Manager 4**	**Manager 5**
Interviewees:	**Sales Director**	**Director of Cyber Security**	**Director of IT Solutions**	**Director of IT Support**	**Head of Service and Logistics**
Q1: Tell me about motivation in your team. - How do you motivate them? Do you have different approaches? Do you prepare for it?	- variable part of the salary - notice and comment on good work, give constructive feedback - talk if something is not going the right way	- motivation not a problem - variable part of the salary - self-motivated - know the team - different for every employee and the job	- variable part of the salary - know the team - team should work for the same goal - can't prepare in advance, motivate them how you think is the best way at given moment	- motivation is not a problem - variable part of the salary - self-motivated - young team - motivation are advice based on experience - let them decide how to perform the task	- very hard to motivate employees - work environment is intense, pressure from customers - listen to them and their needs to create team spirit - different for every employee and the job
Q2: How do you award your team? - What kinds of award do you use? More types of awards used? Discuss with employees?	- monthly variable part of the salary - employee's personal evaluation - hard to evaluate all jobs the same - subjectively divided	- monthly and yearly variable part of the salary	- monthly and yearly variable part of the salary - partners' event, still work but usually counts as a reward - room for improvement	- monthly variable part of the salary - different approach to employee evaluation - not just sum of all finished projects - include more rates and make it fairer	- monthly variable part of the salary - employee's personal evaluation is problematic - listen to their needs and try to help when they need it
Q3: How is the engagement in your team? - Are employees	- tries to involve them in decision-making - already had stimulation in the	- tries to involve them in decision-making, making them in charge of	- tries to involve them in decision-making - always inform about any new	- tries to involve them in decision-making - gives option to decide how to take on their projects as they	- tries to involve them in decision-making - team spirit, listen to opinions

involved in the team or only do their tasks?	past for engagement - not enough encouragement for employees to engage - many still try to give feedback	some decisions, projects, etc.	decisions - wants independent employees – responsible for their work and decisions	are the ones accountable for it	- always informs about any decisions and options
Q6: Are any of these examples familiar to you? Do you use any of such applications?	Yes, knows and used in the past one of the given examples.	Yes, knows and uses two out of three given examples.	Yes, knows examples.	Yes, knows and used in the past one of the given examples.	Yes, knows examples.
Q7: What is your opinion on gamification concept? - Do you see any benefits, drawback? Would you use such concept? Do you think it would be suitable for current employee structure?	+ positive effect + tries to improve the well-being and employees as such - challenging how to implement such concept - had something similar 15 years ago, too hard, negatively accepted + give employees opportunity to speak, especially younger ones who have completely different view	+ positive effect + competition increases motivation - implementation fair and equal for all employees - gamification would need to be implemented as an extra reward (won't trade variable salary) + use it for overall engagement + doesn't see employee structure as a problem	+ positive effect + money is not everything + important to keep positive environment for employees to feel good and accepted + doesn't see employee structure as a problem - would need to be adapted to each team specifically	+ positive effect + useful concept, - hard to prepare evaluation that would be fair for all – different jobs, different tasks for the same job … - team need to work for the same goal and help and complement each other, they are not task workers	- doesn't like it - instead of relieving employees of their obligations, this would only add more and make overworked employees even more overworked - workers in warehouse can't leave early if shop is still open

Source: Own work.

4.3   Interview analysis

The interview was conducted with five members of the management team of company Anni. Managers were interviewed in the first week of September 2022. Everyone was asked the same eight main questions as seen in Appendix 3 with some further sub questions that slightly differ from each manager, depending on how the conversation developed and if additional information was needed.

All my interviewees are men, from 40 to 52 years old. They are all employed in the company for more than 10 years. Manager 3 and 4 has the shortest employment, 13 years, Manager 1 and 2, 14 years, while Manager 5 is in the company for 17 years already. Their length of employment in the company does not differ that much, as well as the number of years on their current positions in management team as they were all employed for this position in the first place. On the other side, their team sizes differ quite a lot. On one hand, Manager 1 has the biggest team with 14 employees, while on the other hand, Manager 3 has only 3 employees in his team. Therefore, Manager 1's team is slightly more than 4 times bigger than Manager 3's. In between these two team sizes are Manager 4 with 10 employees, Manager 5 with 12 employees and Manager 2 with 7 employees.

The first block of the questions in the interview is general, to get management's perspective of their team, work, etc. The first question is therefore about motivation in their team, how they motivate them, do they have any different approaches for different employees and how they deal with motivation in general. The answers between managers were very similar, except for Manager 5.

Four out of five managers do not have problem with motivation in their team, everyone pointed out that motivation is based on variable part of the salary that is added monthly to their fixed salary based on employee's and team's overall performance. Manager 1 tries to motivate by noticing and commenting on their good work and give constructive feedback. He always tries to have a conversation as soon as some negative thing occurs, e.g. if something was not done the right way, so that it can be avoided in the future. Regarding different approach for different employees, he does not have any system but motivate when he notices that someone lacks motivation and tries to motivate in the best way at that moment. Same was pointed out by Manager 3. Manager 2 however explained that in his team he notices differences in motivation between employees. Some employees almost do not need motivation as they are highly self-motivated – some through the intrinsic motivation, to learn new skills, get new references and feedbacks, finish projects and help customers, whereas some have high extrinsic motivation because of the money reward at the end of the month. On the other hand, a few employees need constant motivation, however it is different regarding the job. Sales people easily track their progress and what part of their goal they have already reach, while technicians get new tasks everyday based on the problems customers experience and is therefore very different to track their progress or plan

it ahead. Manager 4 and 5 similarly pointed out that motivation in their teams differentiate between employees. In his team there are a few very young employees who lack experience and their best motivation are advices from other experienced employees or him as a manager.

As mentioned before, Manager 5, Head of Service and Logistics, is the only one in the management team who has problems with motivation in his team and finds it hard to motivate employees. He brought up the topic of intense work environment and pressure from customers, and pointed out it is crucial to improve work environment for employees. Regarding motivation Manager 3 and 5 highlighted that it is very important for the team to work towards the same goal and create team spirit so that employees feel good in the team.

Moving on from motivation, Question 2 was based on award. How do they award their team, what kinds of awards they use, are there more types of awards, do they discuss it with employees or work on their own. All managers had similar answers, monthly variable part of the salary was mentioned by everyone. Manager 3 mentioned partners' events as part of the award. Events still count as work but usually count as a reward as well. He indicated that in terms of rewarding employees there is still room for improvement as money is not the only possible reward. Additional vacation day or work from home were proposed. Manager 1 and 5 explained that variable salary is based on employee's personal evaluation that managers must do every month. Moreover, similar problem as in question 1 was mentioned – different evaluation for different jobs. E.g., Manager 1 has team divided into Sales, Procurement and Marketing, whereas all these jobs are different and must use three types of evaluation that somehow need to be as similar as possible so they can be compared. Manager 5 expressed a problem with transparency in personal evaluation. He wants to share everyone's personal evaluation so that employees can understand his decisions and overall evaluation, however, there is a problem with personal data and confidentiality. Furthermore, manager 4 developed a different approach in personal evaluation specifically because of the problem mentioned by other managers that same evaluation cannot be used for everyone. His evaluation is not composed of only sum of finished tasks; however, he includes more rates to make it fairer – how many days of sick leave someone had, how many hours of overtime work, preparation time for tasks, time spent at partners' locations, etc.

Question 3 was about the engagement in the team, whether employees are involved in the team or only do the tasks their supposed to do. All managers emphasized that they try to involve team in the decision-making process. Managers 2, 3 and 4 try to involve them as much as possible to make employees in charge of some decisions or projects as it makes them feel in charge and consequently increases their motivation and creativity. In case that employees cannot be part of the decision-making or their opinions do not match, managers always at least inform them about any changes or new decisions. Manager 1 pointed that in the past (approx. 15 years ago) they already had some stimulation for employee engagement and ideas for improvement, however, he thinks management at that time was too harsh on employees in terms of "it is not as easy as you think", "we already tried that", etc. and employees stopped engaging at all. Moreover, he mentioned there is no or at least not enough

encouragement for employees to engage, however, since many employees are employed for more than 10 years, they still come to management and try to give some feedback if they feel something could be done differently.

Next set of questions is about management's knowledge of the topic of gamification. Question 4 and 5 are not presented in the Table 1 above as their answers were yes or no. To Question 4, whether they know the gamification concept they all answered with no. In case they might not know the concept, I prepared in advance a paragraph explaining what gamification is and read it to them before continuing with the next question. A paragraph can be found in Appendix 2 (Slovene) and Appendix 3 (English).

After reading the description of the concept to each of the managers, the following Question 5 was based on their knowledge of any examples of gamification. Four out of five managers answered that they do not know any such example, except for Manager 2 who just heard of something similar done in another company and therefore knows one example. I can conclude that they do not know anything or barely know something about gamification concept and its usage.

As part of the Question 6 I read a few examples of gamification in real life and then asked them whether any of these examples are similar to them and if they use any such application. To this question everyone answered that they know at least one of the examples. Managers 1, 2 and 4 also use one of the applications mentioned in the examples. Manager 3 pointed out that he uses something similar in his team already to boost positive environment. Some vendors create quizzes for all sellers around Europe to increase knowledge about their products and to get to know each other as well. Manager 4 already pointed out that the problem with this concept is the implementation and to keep it up to date.

The last two questions in the interview were to test whether management is in favour of gamification or not. Question 7 is about their opinion, do they see any benefits or drawbacks, would they use such concept and whether they think it is suitable for their company and employee structure. Regarding their view on gamification four out of five managers have positive opinion about the concept except for Manager 5. They pointed out that such concept improves the well-being of employees and keeps them motivated and engaged to keep doing good work, not like social media that keeps you engaged but consequently you procrastinate. Manager 2 and 3 noted that money is for sure not the only possible award even though it is the easiest. Money can make each employee individually satisfied; however, it does not have big impact on overall environment. In this case gamification can have a big impact on creating positive environment for employees to feel good and accepted. About the employee structure none of the managers mentioned it as a problem, although Manager 1 highlighted already in the first question of the interview that employee structure is specific in this case since such big percentage of employees have been employed in the company for a very long time. The only drawback that was mentioned by all managers is the implementation of the concept. They all see it as complicated and especially difficult to make it fair and equal for

everyone nevertheless of all different jobs and tasks there are. Manager 4 made clear that none of the positions in the company is only task related in terms of "do 1000 pieces of product A" and then who does it the fastest or with the least mistakes, gets most points, etc. In this case, he would not have any second thoughts on implementation. Manager 2 also indicated that employees are used to getting monthly variable part of the salary and in his opinion, no one would be willing to decrease the amount of money. Therefore, gamification needs to be implemented as an extra reward, otherwise employees might complain. He made a good point about using gamification concept for overall engagement in the company, not for every job separately. The only one who does not see positive aspect of gamification is Manager 5. He thinks that implementing gamification elements would only add more work to already overworked employees instead of relieving them of obligations.

The last question of the interview is not included in the above table as the answers were unite. In Question 8 I asked them if they were granted that gamifying processes would increase motivation, engagement and/or productivity, there would be less mistakes, deadlines would be met, etc. – would they decide for it. All managers unitedly agreed, that in that case, they would absolutely decide for gamification. However, to have all these positive aspects, first implementation needs to take place and this step can be problematic.

To sum up the interview, the management team did not express much problem with the motivation in their teams. They all pointed out the variable monthly part of the salary that is based on personal evaluation and performance, which is currently the main motivator for most of the employees. Money is the easiest reward for the employees and they would rarely turn it down, however, this kind of reward can only increase motivation up to some point and does usually not increase employee engagement and productivity. Therefore, gamification is still a useful concept for overall improvement (Marczewski, 2013). Managers have mainly a positive view on the gamification concept, except for one manager who thinks the employees are already overworked and these elements would only add additional tasks and requirements to their to-do lists.

All other managers see gamification as promising and would give it a try, however, they are all concerned about its implementation. In order for gamification to bring all of the promising benefits, the implementation must be done precisely and adapted to their company culture, business processes and employee structure. Indeed, this is the biggest challenge when using gamification concept as many ideas might seem perfect on the paper but when in real use, they fail. Therefore, it is important to evaluate the gamification design – to survey or interview users about it, do A/B testing, etc. And even when implementation takes place, there needs to be constant monitoring of the processes that game elements are implemented into to evaluate the behaviour, goals, find improvements that are then taken care of. Only this way gamification can be successfully implemented into the processes and become a part of the organization (Morschheuser et al., 2017).

4.4 Proposed implementation options

The proposed implementation options presented below are not mutually exclusive, therefore, company can choose one option, different combinations of options, all of them or none.

4.4.1 Option 1: Gamified internal trainings

As found in the literature, trainings are one of the most common gamified processes in companies. It has grown in popularity as it can be used to teach a wide variety of topics (Scholefield & Shepherd, 2019). Trainings are usually composed of longer lectures or a lot of reading material that employees easily get bored of and therefore do not take it seriously. They might see training as their "free time from work" or go back to work rather than participate in training so they do not need to work extra hours to cover the work that they missed (Boopathi et al., 2015; Continu Team, 2023).

One of the first implementation options I would propose is related to the team of Cybersecurity (Manager 2). Given the widespread use of online services today, from e-mails, social media, online banking and just everyday use of the internet, it becomes crucial for users to possess fundamental security practices to ensure their online safety. With the constantly evolving and advancing methods of cyberattacks, this highlights an educational gap in this domain and in company Anni they are already thinking about organizing trainings on this topic for all employees (Boopathi et al., 2015; Scholefield & Shepherd, 2019).

Since internal trainings are usually not considered seriously, gamifying them would engage employees to cooperate. The first proposed implementation option is therefore to gamify the whole cybersecurity training process. Before beginning with trainings, employees would receive a quiz to test their general knowledge on the topic – terminology, examples on correct vs. scammed sites and e-mails, how to proceed if something happens, how they would prevent attack, etc. At the beginning of the quiz every employee would have an option to set up their profile and create their own avatar. This would personalize their experience and loosen them up before the quiz so they see it as a fun interaction instead of something boring and mandatory.

During the quiz there would be a "countdown" chart showing a percentage of how many questions are still to answer and/or a timer countdown. This would prevent employees to search correct answers on the internet as the quiz would have a limited time. Results from the quiz would then count as a base for later lectures and presentations on the given topic. In the programme employees would see a path of their training journey, from their profile to first quiz, first lecture, then again, a quiz to see how they progressed, etc. until the last part of the training. This way they would know how far along they are and as they moved through different parts of the training, their avatar would move along the path and stimulate them to continue the learning to move all the way to the end. During this process, they would be collecting points as well – for correct answers in the quizzes and engaging in the

conversations during the lectures. Their points could be presented only to themselves or as a leaderboard to everyone else who is participating to increase positive competition and motivation to perform well and climb up to be presented on top of the leaderboard.

There are already some platforms that could be used for this kind of training or at least for gamified quizzes, e.g. Kahoot, Microsoft 365, Quizizz, QuizWhizzer, Typeform, some easier types could also be created in PowerPoint. This example of gamified cybersecurity training could then be reused for all other trainings held in the company. The framework stays the same, but the topic could be changed or current topic could be updated and used again to refresh memory or use when recruiting so that new employees are on track with company's regulative.

4.4.2   Option 2: Gamified recruitment and onboarding of new employees

Employee profiles change with every generation and compared to a decade ago when employees were used to being employed in the same company for almost all of their years of service, there has been a large increase in fluctuations between jobs in the last years. In the company Anni they also experienced many new hires in the last years and with every recruitment process a lot of time is spent on traditionally going through cover letters and resumes, doing tests and rounds of interviews before finally deciding who to employ. This way the hiring cycle is long and many times ineffective (Obaid et al., 2020).

Therefore, this is the second proposed option to digitalize, modernize and gamify the process of recruitment and onboarding of new employees to get maximum out of every candidate and to get a scope of candidates who actually look for this exact position and not job seekers who apply to every available job (Obaid et al., 2020). The concept involves using a game-based solution for personnel selection and assessment in an organization. This approach aims to address specific job challenges realistically, providing a platform for candidates to showcase their talents and offer a modern, engaging, and enjoyable learning experience that fosters creativity and motivation before joining a new team (Depura & Garg, 2012).

After going through resumes and cover letter, it is hard to take a clear picture on who a candidate really is as a person. Someone might seem like a perfect fit based on previous experience but is not going to fit into company's culture and vision. On the other hand, someone might have just finished the studies, has no experience on the paper, but is a self-taught and would actually fit into the team perfectly as he is willing to learn. Before deciding who to invite for the interview, candidates would play a game to get to know them better. Testing their basic knowledge of IT, most known companies and brands, different products and services, solving simple challenges to see the way they think, how they work under some pressure, are they good in communication, etc. Simple tasks to see which candidates are serious about the job and to get to know their personalities before inviting them for an interview.

After a candidate is chosen and starts the trail period, a new hire should be onboarded into the company and its team. The first part of the onboarding would be conducted as a quiz. Company must collect all of the company details to be incorporated into a quiz where new employees would get familiar with policies, vision, mission, processes, products, partners, etc. and later test their knowledge. This would stimulate them to thoroughly go through all of the data available to score better in the quiz. And on the other hand, company would benefit from employees who actually are aware of the company and have the general knowledge. When successfully completing the quiz, new hires would be awarded with their own company profile. They would fill in their data, upload a picture, create avatar, etc. Were there more new hires at the same time, a quiz could also be presented as a race to increase motivation.

The second part could be composed as a game where new hires would have a journey through different points on the map going deeper into the company's policies, documentation, solve some challenges, e.g. write most used e-mails, make a phone call to a customer, set up a customer/partner profile, create invoice, different types of offers, etc. During the process employee would be scoring points based on how good he performed in the challenges, as well as get "pop up" notifications on what to look out for, get more detailed instructions, chat with the supervisor if any help or assistance is needed. This way an employee will have time to go through the learning material at its own pace to absorb the knowledge and not be rushed through everything just to say that he went through it.

4.4.3   Option 3: Gamified sales

Most articles talk about gamifying sales as one of the easier gamification implementations (Needle, 2021). There are so many different KPIs connected to sales, therefore it would be a smart move to gamify some of the tasks in sales team (Woźniak, 2020). Moreover, almost every team in the company Anni is somehow connected to sales, therefore, this would cover most of the employees and not just one team.

The first option is to gamify the profile completeness of all customers and partners. There is obligatory data of every new entry, such as name and address, however, other fields are not mandatory but are recommended. The more data that is entered at the beginning, easier it is when contacting them, issuing an invoice, shipping goods, etc. as all needed data is already entered into the system. Therefore, every customer in the CRM would have at the top of the page a completeness circle, showing a percentage of data entered and for even more visual stimulation, an arrow showing the ration between red, unfulfilled fields, and green, filled fields. Every employee who would set up a complete customer profile at the beginning, would be written as an administrator of the customer. Another option is to add different badges to partners and customers based on a total revenue they accumulated. Top partners could be coloured gold and top 10 should have a star added next to their name, regular in silver and occasional in normal colour.

On days that the energy is lagging, challenges could be announced. Who makes the highest number of new deals this week, gets a free lunch tomorrow. A regular challenge could be that who is the first in the month to meet monthly quota, can leave early on a Friday. If someone exceeds the quota by more than 20 %, gets a day-off on the last day of the month. Who makes the most sales in a month has a reserved parking for the next month. Whoever brings in a new business partner, get a lottery ticket. The best performing team at the end of the quarter, gets booked for a free in-office massage.

As mentioned before, Microsoft offers gamified options for the SharePoint and Microsoft 365. In the company they use both platforms daily and this could be an easy implementation of gamification into daily activities. Sharing a spreadsheet of available training slots or list of partners to visit in the next week and no one looks at it – gamifying such actions would encourage employees to finish their tasks. The first 10 employees to open a training spreadsheet get free coffee, the first employee to fill in partners' visits can take company's car. Even more, the platforms could be used as a dashboard to present employees' performance, the collected points, rankings, targeted metrics, etc. This would visualise the progress and achievements to everyone and stimulate them to target metrics (Intlock Ltd., 2022). Below in Figure 6 is presented an example of sales dashboard.

Figure 6: Example of gamified sales dashboard
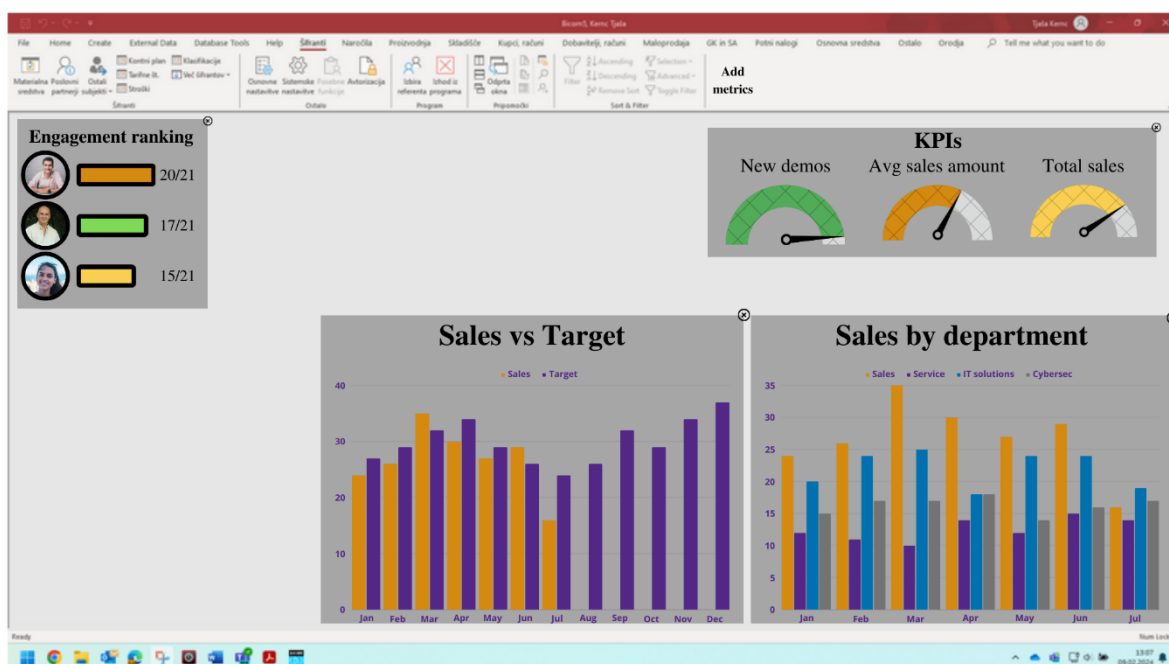
Source: Own work.

4.4.4 Option 4: Gamified logistics

During the interview with Manager 5, I realised that he is not in favour of gamification and changes in general. Therefore, the gamification proposals for his department are minor and barely noticeable changes that do not interfere with the work processes.

One of the popular gamification elements in manufacture and warehousing is to have a scoreboard on the wall with a number showing how many days were in the plant without a lost-time mistake or an injury (Vorne, n.d.). To adapt this example to suit the warehousing team in the company, the scoreboard would track how many orders were packed without a mistake. The number would be increasing and employees would try to remain it as high as possible. No one would want to be the one who made a mistake and made everyone start counting from zero again. Instead of number of orders, the score could be the number of days without a mistake or this could be done in addition and both numbers could be displayed. However, the number of orders packed without a mistake would probably be a higher number than the number of days, therefore, this option might be more stimulating.

Another option that does not interfere with the workers is a chart with how many orders were already packed and how many are still waiting to be prepared. Both suggestions influence the employees and improve their motivation. Moreover, they do not interfere with their work and processes and therefore do not add up any additional work for the employees.

A division of a working time in busy periods was already mentioned in the interview by Manager 5, who is a manager of logistics and services. During busy periods, especially from middle of November before Black Friday and until the end of December, there is a lot more orders compared to other months. The shop is opened 8 – 18h, normally it closes at 16h. Therefore, some sales and warehouse employees need to stay longer. Instead of working a 10-hour shift and company paying them for extra hours, they could divide the working time. Those who are on duty can some to work at 11h, three hours later than normal and then stay two hours longer compared to everyone else. This way there would be less resentment who has to stay at work longer. At the same time, this option would be even more cost effective for the company as they would be paying a normal workday to the employee instead of two extra hours. This would be an example of non-monetary reward for those who stayed late in the company.

4.4.5 Option 5: Team spirit and feedback

One of the key elements of gamification is also constant feedback. During the interviews all managers mentioned the monthly evaluation and connected variable salary. However, none of them mentioned that this evaluation is ever presented to the employees for them to know what score they got, why they are evaluated as they are, etc. They mostly focus on the variable part of the salary that is based on their sales that month. Feedback or progression tracking is one of the most important elements for an improvement. It can be expressed as a

grade, points, pass or fail, etc., something that is easy and visual to understand (Christians, 2018). Feedback gives you the information whether you performed well and in gaming gets access to new levels, items, abilities ... On the other side, if you get a negative grade, it means that you should perform better next time. Manager (or a customer) should give feedback to the employee (or company) as a reference of their performance and work. The employee should take manager's feedback seriously to create a better workplace or jobs done. Similarly, a manager should gather the performance and system information, analyse them and based on that make adjustments and improvements (Christians, 2018). This is called a feedback loop. It is a process where the output of a system is circled back as an input which creates a self-correcting behaviour (Volitaki, 2023).

I would propose a quarterly survey for everyone in the company. It would be based on their past work, motivation, how they feel in the team and the company, is there anything that bothers them, that they would like to change, etc. This would be an opportunity for employees to express their feelings towards their work, team, company, as well as have a structured conversation with their manager. Apart from that they would set up their own goals for the new quarter, discussed them with the manager and then together set final goals for the new period. This way employees would have constant feedback on their work and would have predefined goals.

In the company they have a problem with employees not participation in organized teambuilding as they do not take time outside of working hours to come to the gatherings. In the quarterly surveys one of the questions could be to suggest teambuilding options. Then one of the proposed options would be chosen to possibly increase the number of employees participating. Moreover, HR might at least get to know where the problem lies. Furthermore, there is a tradition that every year some new company merchandise is ordered. Besides, a very simple solution is to hand-out the merchandise at the teambuilding, such gesture would already motivate employees to join and participate at teambuilding, even if for a short amount of time. On the other hand, employees are always eager to receive the merchandise, however, instead of just handing it out, to use the gamified system, merchandise could be set as a reward for some predetermined number of points collected during work and activities, participating in teambuilding or partners' events, etc.

Based on the interviews with the management team, those are the proposed options for gamification implementation in the company Anni. Many times implementation options seem to fit the company, however, it is important that employees accept it and would be willing to engage in the proposed activities. Therefore, I prepared a survey for all employees in the company to learn about their motivation and get their thoughts on gamification and the proposed implementation options.

4.5   Employee survey analysis

Before doing any decision on gamification implementation, it is recommended to test it on the users. This way we get an insight whether the users are even in favour of gamification and specific implementation options that we would like to implement. It is important to have their approval as they are the ones engaging with it, do they not like it and use it, the gamification cannot have any effect. Therefore, I conducted a survey for all company's employees to see whether they are in favour of the implementation options or not.

A survey was conducted in the second half of December 2023. As seen in Appendix 5 it was conducted in Slovene language; the translated version can be found in Appendix 6. There were two parts of the survey, the first part was on motivation and was the same for everyone. The second part was on gamification, whether they know what it is with a given example and then their view on my actual implementation options for their team. Three suggestions are suitable for the whole company, while the rest of the suggestions are conditional on the team/job position. These suggestions were set as conditional and were only shown to the employee if the appropriate team was chosen at the beginning of the survey. Demographic data from the survey is presented in Table 3 below.

Table 3: Demographic data

|	Frequency	Percentage
Gender		
Female	7	20 %
Male	28	80 %
Age		
20 - 30 years	9	26 %
30 - 40 years	4	11 %
40 - 50 years	12	34 %
50 - 60 years	9	26 %
60+ years	1	3 %
Employment in the company		
up to 5 years	17	49 %
6 - 10 years	4	11 %
10 - 15 years	6	17 %
16 - 20 years	3	9 %
20+ years	5	14 %
Team		
Sales	10	29 %
Accounting, Procurement	4	11 %
Cybersecurity	7	20 %
IT Support	5	14 %
Service	6	17 %
Logistics	0	0 %
Management	3	9 %

Source: Own work.

There were 52 employees in the company Anni at the time when the survey was conducted. For the survey to reach the confidence level, it must reach a 95 % response rate. However, 35 employees (69 %) solved the first part of the survey with the general questions, and only 26 employees (51 %) proceeded with it until the end. The response rate on the survey is relatively low for such small sample size. The results are therefore not completely reliable, but the analysis was done based on given data. In this case, the survey was conducted as an evaluation of the employee motivation and the proposed implementation options.

Survey was filled by 35 employees, 7 women and 28 men. Regarding the age, 63 % of the employees are older than 40 years and almost 30 % are older than 50 years. 14 % of the employees have been employed in the company for more than 20 years. Almost half of the employees have been employed for up to 5 years. Regarding the teams, around 30 % of the answers come from Sales team, 20 % from Cybersecurity, 17 % from Service, followed by IT Support with 14 % and 11 % by Accounting and Procurement. No one from Logistics team clicked on the survey. From management team half solved the survey.

Next set of questions was about employee motivation. To all four statements about the motivation at work more than 90 % of employees agreed or completely agreed. The average on how much they agree with the statements from 1 to 5 is 4.2. This shows that the level of motivation in the company is in general not a problem. Only one employee (4 % of total) answered that they disagree that motivation affects their work and another employee disagreed that their superiors and coworkers are satisfied with their work. Results on motivation are presented in Figure 7 below.

Figure 7: Motivation at work
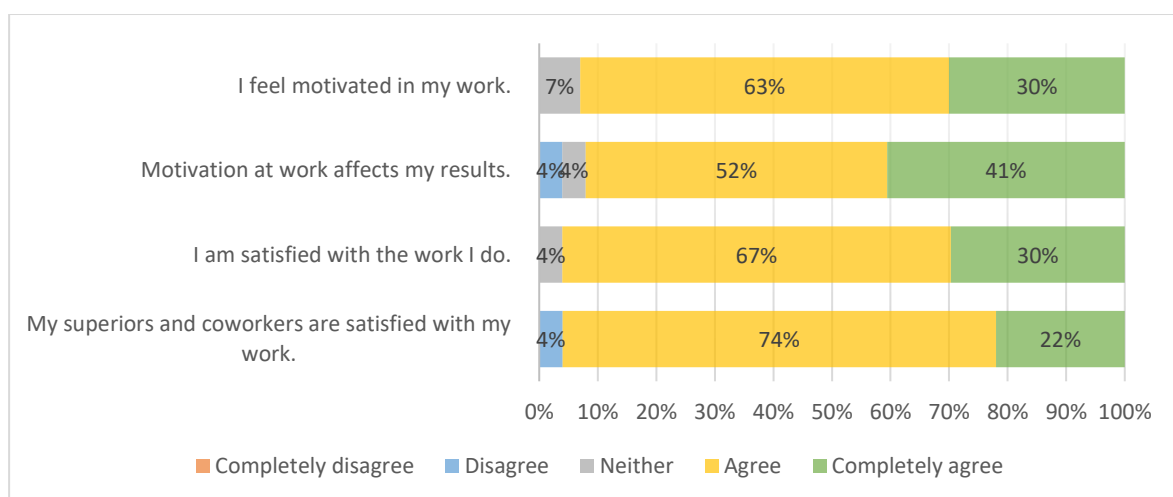
Source: Own work.

Following was the question about how much from 1 (completely disagree) to 5 (completely agree) they agree that the mentioned work motivators influence their work and motivation. The motivators with the highest average are Working hours and Independence at work with

the average 4.6, as seen in Figure 8 below approximately 60 % answered they completely agree that this work motivator influence their motivation. Cooperation with colleagues, Manager and Work environment got slightly lower average of 4.5. Following with 4.3 are Salary, Making suggestions for improvements and Company affiliation. Involvement in decisions has the average 4.1, following with the average of 4 are Possibility of promotion and Possibility of education. Lastly, with the lowest average of 3.8 is Teambuilding and get-togethers. Most of the employees therefore agree or completely agree that the mentioned motivators influence their work and motivation in the company and some neither agree nor disagree.

Figure 8: Work motivators
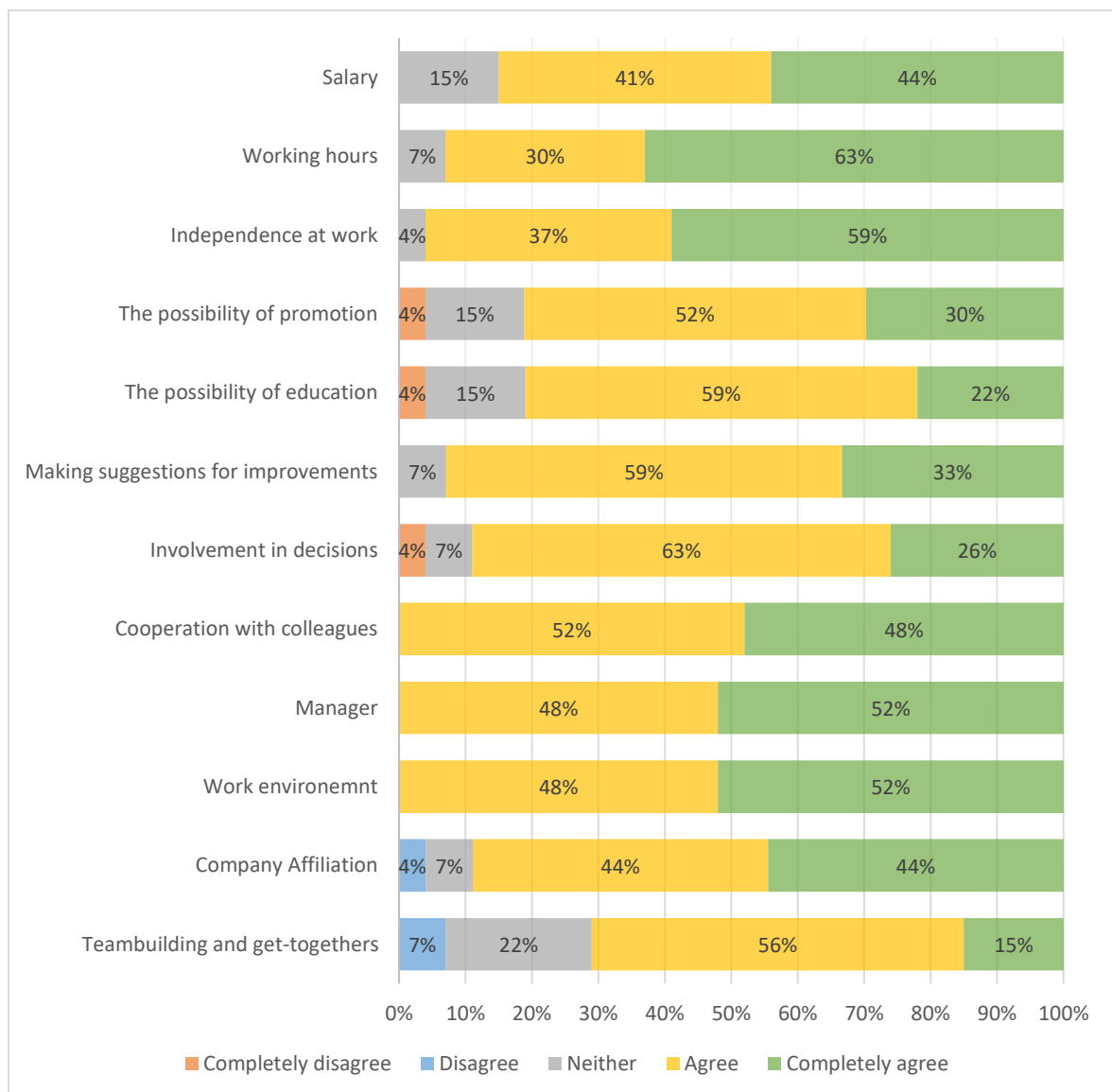
Source: Own work.

The last set of questions referred to the concept of gamification. To the question whether they know the concept of gamification, 50 % answered they know it and 50 % answered they do not know it.

Employees feel positive about the first implementation option on employee training and education. More than 80 % of them agree or completely agree to have some kind of quiz before a training to test their knowledge and approximately 20 % neither agree nor disagree. Almost 70 % agree or completely agree to have some visual stimulation during a quiz while around 30 % neither agree nor disagree. Detailed result presentation is in Figure 9 below.

Figure 9: Gamified training
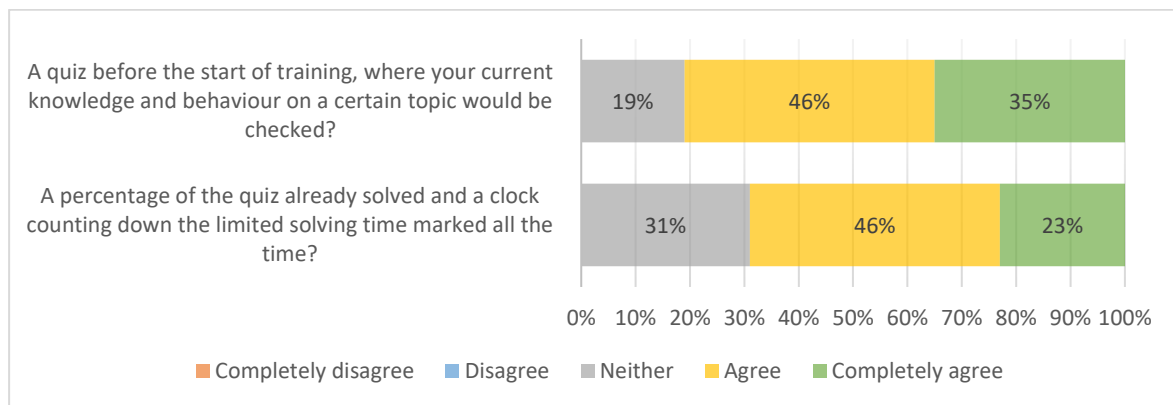
Source: Own work.

Following question was whether they are in favour of the implementation option 2 about gamifying the recruitment process. More than 70 % agree or completely agree to have a quiz during the recruitment process to check candidates IT knowledge, problem-solving, decision-making skills, etc. Around 20 % are neither for nor against this option, while 8 % (2 employees) disagree to gamify the recruitment process, as shown in Figure 10 below.

Figure 10: Gamified recruitment process
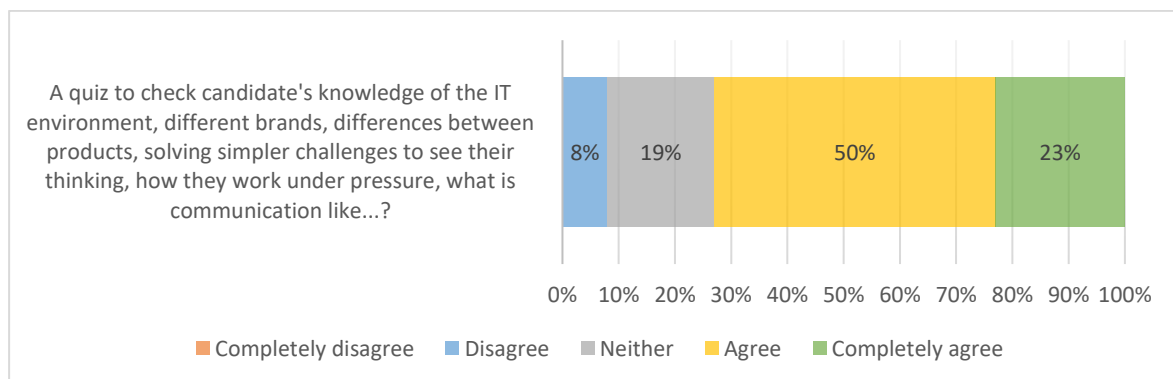
Source: Own work.

35 % of employees completely agree to have a quarterly questionnaire with the manager and 35 % agree to have it. Slightly more than 20 % are neutral towards implementation option 3 and 8 % disagree to add quarterly questionnaire into practice. Employees feel even more open to the idea to have a short conversation with the manager after the questionnaire to see manager's view on their work, set new goals, improvements, solve any issues, etc. 80 % of employees agree or completely agree to have such conversation. The results are shown in Figure 11 below.

Figure 11: Quarterly questionnaire
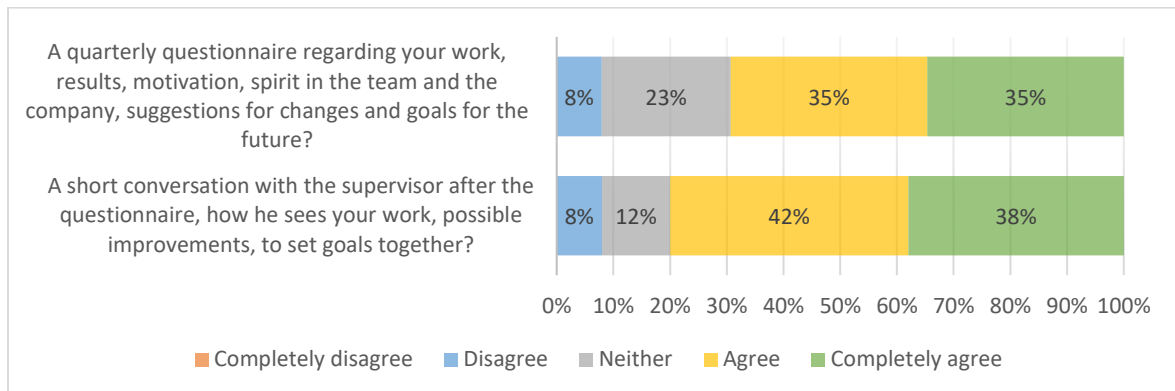
Source: Own work.

The next question was about gamified sales processes and was only shown to those who chose a sales department at the beginning of the survey. The answers about implementation option 4 were less in favour of gamification compared to previous options, the results are shown in in Figure 12 below. For the option to leave early if you are the first one to reach the monthly quota, no one completely agreed and 25 % of employees agreed with this. Almost 40 % neither agree nor disagree and the same number of employees disagree or completely disagree with this option. A reward in terms of an additional vacation day, 50 % agreed with the option, 13 % are neither in favour nor against, while almost 40 % disagree or completely disagree with this reward. Reward in terms of a free lunch for the employee who got the highest number of new customers has even less favour compared to previous ones. 13 % agree with it, 38 % are neutral and around 50 % of employees disagree and are not in favour with this option. The last option to have a mirror in the office with the inscription "Seller of the month" is the only option that 13 % of employees completely agreed with it. No one agreed, however, 50 % neither agree nor disagree and slightly less than 40 % disagree about such move.
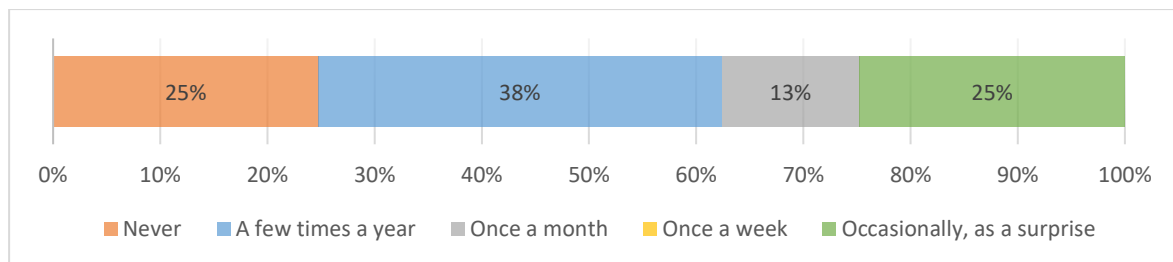
Figure 12: Sales
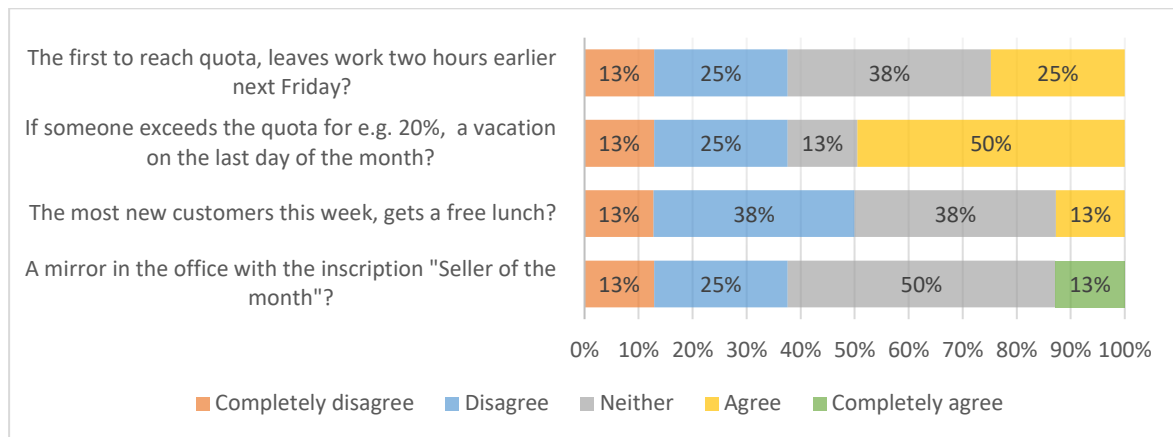
Source: Own work.

Regarding the frequency of such challenges, as seen in Figure 13, most of the salespeople (38 %) are in favour of such challenges a few times a year, 25 % would have them occasionally as a surprise, 13 % once a month and 25 % never.

Figure 13: Frequency of challenges

Source: Own work.

Whether visual metrics would stimulate and motivate them, 58 % answered that they think it would have a positive impact and 42 % answered that they do not think it would motivate them more.

Following set of questions was about adding some gamified elements into the warehouse. However, no one from the logistics team answered the survey, therefore, there are no answers for this implementation option.

The last question in the survey is about dividing the working time between employees on the days when the store has longer opening hours. The person on duty could come to work later and thus at the end of the day have a 7-hour working day instead of 8, in exchange for staying at work longer in the afternoon. As seen in Figure 14 below, 25 % of the employees completely agree and 25 % agree with it, 13 % are neutral and almost 40 % disagree to have a shorter working time when working an afternoon shift.
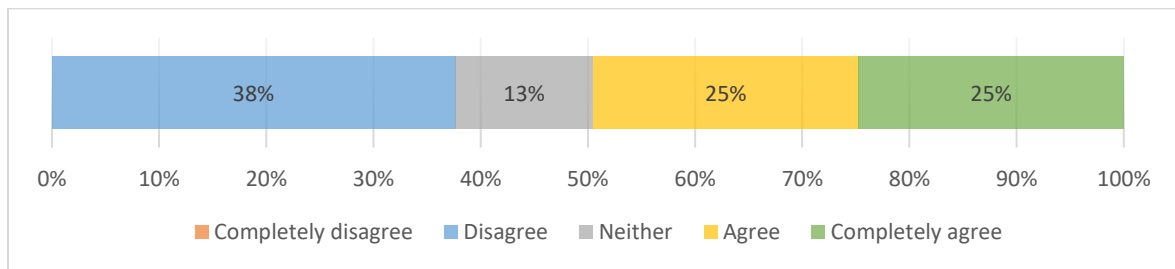
Source: Own work.

4.6 Results and recommendations

In the following chapter I analyse and interpret the results from Chapter 4.3 Interview analysis and Chapter 4.4.1 Employee survey analysis. Based on the results, some recommendations for the company were given about employee motivation and the implementation of the gamification concept.

Demographic data from the survey (Table 3) shows that the share of women and men in the company is approximately 1:4 (20 % women and 80 % men). In reality the proportion is even bigger since 17 male employees did not answer the survey while all female employees did. 63 % of employees are older than 40 years. Further on, 40 % are employed in the company for more than 10 years, while 14 % are employed for more than 20 years.

This data shows that the employee structure of the company is older. They have been working in this company for long enough to have experienced the evolution of the company. This means that they know the company culture and processes very well, however, on the other side, they might not be adaptable and keen on any new ways of doing business and modern approaches. They must be doing their job well enough for the company to keep them, however, with the evolving technology, customers, marketing, processes … They probably do not understand the new trends and business approach and are therefore not keen on any bigger changes.

Around a quarter of employees are 20 – 30 years old and around half of the employees are employed up to 5 years meaning that there are new employees joining the company and brining new perspectives and ways of thinking and working. This shows that there have been many personnel fluctuations in the last years. Sales team and Accounting and Procurement team are both managed by Manager 1 and are not actually two separate teams, however, it was easier to separate them for the survey since some of the questions about implementation options were only for the salespeople and not the whole Manager 1's team. In the Sales team also employees by Manager 3 are counted as they are as well a sales team but only for the B2B customers. Around 80 % of the employees by Manager 1 answered the survey. Cybersecurity team is managed by Manager 2 and this is the only team where every

employee answered the survey. IT Support team is managed by Manager 4 where only 5 out of 10 employees solved the survey. Service and Logistics team are managed by Manager 5 and it is interesting that from Service team 86 % solved the survey, while from warehousing no one even clicked on the survey link.

In the interviews Manager 5 was the only one against any new implementations and changes and I was interested to see how his team members would respond to such concept. On one hand, 0 answered from Logistics team corresponds with manager's thinking. On the other hand, it is interesting why Service team did answer the survey when they are both managed by the same manager and one team did not answer at all while in the other team 6 out of 7 employees answered.

The following questions on motivation show that the motivation in the company is not a problem. The same was already confirmed in the management interview where most did not express any problem with motivation in their teams. The only manager who has mentioned lack of motivation is Manager 5, whose one team did not answer the survey at all, therefore we can conclude that the team that has problem with motivation is the Logistics team. Since almost everyone from the Service team answered the survey and there are no unsatisfied answers, it is probably the Logistics team that lacks the motivation. Knowing that no one from the team even started the survey, it shows they are not engaged as well. On the other side, more than 90 % of the employees feel motivated and are satisfied with the job they do as well as think that their superiors are satisfied with their work.

The main work motivator in the company is Working hours, which are flexible, the start of the workday is somewhere from 7 a.m. to 9 a.m., or even later if there is a valid reason. The following motivators are Independence at work, Cooperation with colleagues and Manager and Work environment. Therefore, the answers show that there is a positive atmosphere in the company which consequently influence the motivation and their performance as well. The motivator with the lowest average is the Teambuilding and get-togethers, which is an issue in the company as mentioned by the managers in the interview that the employees do not engage in organized gatherings or teambuilding. This is an indicator for the management and HR team to discuss and examine the mentioned problem further. It looks like it is not that the employees simply do not want to join the organized events, but rather they are not satisfied with the type, maybe timing or location of the events.

The concept of gamification is known by 50 % of the employees, however, after speaking with them in the company after the survey, many did not know what is it that I am researching. Therefore, I would say that the percentage of employees who know and understand the concept is lower. Even if half of the employees know the concept, in the interview I found out that no one from the management team know the concept, however, they are open for new opportunities and changes; therefore, gamification has a potential to be implemented. Managers say that they are for the gamification, especially if it really brings such positive influence and improvements as mentioned in the articles. In the company they

use financial rewards in majority. It is the easiest, it satisfies the employees the fastest, their whole monthly evaluation is based around the variable part of the salary. This is another reason why gamification could be a step forward as it offers many different types of rewards, especially non-financial. As there are 52 employees in the company, it is normal that there are different characters, different types of motivation, etc. Therefore, it is also recommended to have different types of rewards based on different employees. It is important that the managers take time and analyse the team members to know what suits each employee and what is the best approach for them at given moment. The type of motivation and reward changes over time depending on the situation. It is therefore important that the managers keep in contact with the employees, keep them on a "friendly" level to know them, to talk to them, to know what is going on in their lives as this can be a very beneficial aspect for the managers to adapt and individualize the motivation and reward for each employee.

The proposed implementation options in the Chapter 4.4 are divided in two parts, three options (Option 1, Option 2 and Option 5) are suitable for the whole company and are meant for everyone, while the other two options are meant for a specific team – Option 3 for Sales team only and Option 4 for Logistics and Sales team.

Option 1 deals with gamified internal training. With the first option to have some kind of quiz before the training would begin to test the current knowledge and to use this as an indicator on what topics to focus more during the training, around 80 % agree with the idea while 19 % are neutral. The second option was about the beforementioned quiz, to have a count downer in one corner, to know how much time is left and to have a chart showing how many questions are still to solve or the percentage of the quiz that is already solved. This option got a little less fondness compared to the quiz one. 11 % less agreed or completely agreed to such type of quiz, however, the fact that they like the idea about a quiz before the training is a great starting point and shows a positive attitude towards the gamification of the training process. Such quiz could be used also later after the training to test their knowledge compared before the training or after some time to see whether any additional training is needed to refresh the knowledge. Such quiz could also positively influence the team spirit as the results could be displayed for everyone in form of a leaderboard or some questions could be defined in a way that employees suggest some solutions or their point of view. Such questions could be then awarded for the "best suggestion", "most original idea", etc. 3 out of 3 managers who answered the survey agreed to this training process gamification.

The second implementation option, Option 2, is about the recruitment and onboarding process. The first part of this option about recruitment is again a quiz to test the candidate's knowledge on IT. Around ¾ agree with the option, however, almost 20 % are neutral and 8 % disagree. I understand why since such quiz should be adapted to each team and even inside a team, every job position needs a different version of the quiz. Therefore, I understand why some employees feel against this option. However, to use such quiz as a simple sort through the candidates to immediately spot those that lack the IT knowledge, experience or are not serious about the job, to not even proceed with the recruitment process with those candidates.

This would especially save time of the managers who will then have already a selection to invite for further evaluation and interviews. Again, 3 out of 3 managers agreed to the gamified recruitment process.

The next option, Option 3, is meant only for the Sales team. None of the four proposed gamified sales incentives were not positively accepted. At first, I thought that it might be the older structure of the team, however, 3 out of 10 employees are 20 - 30 years old, 3 are 30 – 40 years old and 4 out of 10 are older than 50 years. Therefore, the employee structure is not older compared to other teams, however, more than half of the sales team is on this job for more than 10 years. The reason why they are not so positively affected towards the gamification might be their resistance to change. They have been doing this job for so long, they know exactly how to do it and they must be doing it well since they are still on this position after so many years. Moreover, they do not feel the need for any change. It is a good indicator though that after so many years they still feel motivated and engaged in their work. Overall, this option is not suitable for implementation in the proposed form. Maybe after additional interview with the sales team and additional feedback and insights some other suggestions could still be implemented, however, the initial proposed option for the sales team was not accepted positively enough to implement it.

The following question was on visual metrics and additional stimulation. A dashboard with visual metrics on performance, rankings, targets, etc. could stimulate and motivate employees. To this gamified implementation option almost 60 % answered they think such dashboard would have a positive impact on their work. 2 out of 3 managers answered "yes" to this question, while one answered "no". Therefore, also management team is not on the same side for this option. Since this could be an option that employees decide whether to open and use it or not, I would still proceed with it. Especially when SharePoint and Microsoft 365 platforms offer gamified options and both are already used in the company, the implementation would be easy and would not interfere with their work.

The fact that Manager 5, Head of Logistics and Service, is not in favour of any changes and additional implementations was seen already in the interview. However, Option 4 was still proposed to see whether his team members have the same resistance to change and anything new. The option to implement a scoreboard to the warehouse did not get any answer, therefore, any gamification implementation is not suitable for the Logistics team as they are clearly not interested in any changes. However, there was another implementation option about a division of the working time when the operating hours of the company are longer than usual. The division of time would be done in Sales team as well as Logistics team, however, this option is not relevant when one of the teams did not answer the questions. Moreover, the suggested option would probably need some adaptation anyways since 3 employees disagree with it, one is neutral and 4 agree with it. Nevertheless, a conclusion on this option cannot be done without at least some answers from Logistics team. Therefore, this option is currently not suitable for implementation.

The last option, Option 5, on team spirit and feedback got very positive reviews. 70 % of the employees agreed or completely agreed to add a quarterly questionnaire into the plan. The questionnaire would be first solved by the employee on their work, results, motivation, goals, team spirit, any suggestions, comments or anything else they would like to share with their manger. This would be reviewed by the manager and even more employees agreed to add a short conversation into the plan. 80 % agreed to have a quarterly talk with their managers to get additional feedback. In general, on their work, the evaluation for the salary, goals, etc. Only this way, with constant feedback back and forth by the employee and manager and between other employees themselves, a constant improvement and growth is possible. 3 out of 3 managers who answered the survey agreed on the quarterly talk between managers and their team members. Therefore, this option has a positive affection by the employees and managers and is in my opinion suitable to be implemented in the company's work process.

Overall, a "trend" regarding the proposed implementation options can be seen. Those options (Option 1, 2 and 5) that are meant for everyone in the company employees have a very positive opinion towards them. All three mentioned options have more than 50 % of employees who agree or completely agree and especially almost no one who disagree with these options. This is very encouraging and stimulating towards the actual implementation of those options. The other two options (Option 3 and 4) that are meant for specific teams are based on the negative answers interfering too much and too directly into the job and the work process.

Since there is a positive attitude towards the gamification and modernization in the management team, as well as employees, I would recommend the company to try and gamify some of the company's processes to see how the gamification implementation is accepted. It is important to conduct additional employee interview or survey to get their insights and feedback before starting any implementation process. The results from the current survey might be deceiving since only half of the company's employees answered the survey.

4.7   Limitations

As mentioned above, for the future research, a survey with such sample size must have a higher response rate to reach the confidence level and for the results to be reliable. Therefore, a different approach for the survey should be chosen - maybe a paper version would be better accepted since the e-mail with a link to the survey would not get lost between other e-mails. Or a few more reminders to fill in the survey should be sent.

In addition, interview with some employees or teams together could be conducted to get more insights on why they agree or disagree with the options. To get their thoughts, comments, feedback why they are for or against such concept.

Currently descriptive statistics are used for data analysis, however, for more accurate and detailed analysis other statistical methods should be used.

Lastly, for an actual gamification assessment the gamification concept should be implemented in the company's processes, wait for the employees to get used to it and start using it, implement corrections if needed, gather results in predefined time periods and then conduct analysis for a much more accurate result.

5   CONCLUSION

With the technological and digital revolution in the last decades, there have been many changes in the ways of doing business. Especially with the fast-paced nature of work and economic uncertainties, the employee motivation is constantly on the verge. Company's and manager's job is not only to ensure that employees get their work done and are paid accordingly, but also to create a work environment where employees feel good, accepted, motivated and willing to engage and participate despite the challenges and changes they face from day to day. Gaming industry always presented a source of fun and it is not surprising that there have been many attempts in incorporating gaming elements into other perspectives and contexts that are not connected to gaming (Bunchball Inc., 2010; Deterding et al., 2011). All to bring the fun, engaging environment into some other context. In the last decade the term gamification has become very popular and has been incorporated into many business processes to uplift the spirit in the offices, production, warehouses, etc. (Alt et al., 2010).

This master's thesis deals with employee motivation in a Slovenian medium sized retail company and whether implementation of the gamification concept is viable in such company to increase the employee engagement and motivation and consequently performance as well. The first part deals with the gamification concept in general and theory behind it. After conducting the interviews with the management team of the chosen company, I find out that the managers do not know the concept. However, after explaining them the definition and some examples, they became keen on implementing such concept into their business processes. As seen in the literature, main factor why gamification is used is to increase the motivation (Marczewski, 2013). The employee motivation in the company is in general not a problem, however, after the interview and the survey, the management team as well as all other employees are keen on gamification implementation in some processes that do not interfere with their work directly. As seen in the literature, gamification is many times used in the sales teams, to increase sales, visualize KPIs, other metrics, goals, etc. (Needle, 2021; Woźniak, 2020). In this case the sales team was not keen on implementing some game elements into their work practices. However, for the processes where all employees are involved and are not for the specific team only, the employees and managers are keen on implementing some gamification elements into their work environment. The main issue with the gamification is however the implementation process. This is also the main reason that the management team has against gamification – they think it is complicated to successfully implement such concept for it to work and have positive impacts. Based on the literature, the implementation part is the most complicated part of the gamification design as everything needs to be transferred to practice where every day is different and employees have different

perspectives, levels of motivation, tasks, etc. The main part of the implementation process is a qualitative research and assessment, testing and then constant monitoring of the concept and the implemented elements (Morschheuser et al., 2017).

The research objectives set at the beginning were achieved. The gamification concept is presented, based on the literature analysis I identified the reasons for and against the implementation. As employees and management team is keen on gamification implementation, possible implementation frameworks are presented, as well as the most suitable one for the selected company. And lastly, I determined that the implementation of the concept is viable, however, only for the processes that involve all employees and are not specific for each team. This way their work is not interfered but some processes, such as training, recruitment and the feedback quarterly talk, are optimized and employees feel motivated to engage. Consequently, this will probably also affect their performance and the satisfaction in the company.

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APPENDICES

Appendix 1: Abstract of master's thesis in Slovene

Igrifikacija procesov v trgovskem podjetju

To delo se osredotoča na koncept igrifikacije in možnosti vpeljave tega koncepta v poslovne procese trgovskega podjetja Anni d.o.o. Uporablja se lahko tako za zunanje uporabnike oz. kupce ali interne uporabnike, zaposlene. V današnjih časih, ko so pritiski in pričakovanja do zaposlenih ogromni, se zaposleni večkrat počutijo nemotivirane in manj produktivne. Zaradi elementov video iger koncept igrifikacije vpliva na dvig motivacije in vključenosti uporabnikov ali zaposlenih. Za namen raziskave sem po prebrani literaturi opravila intervju z vodstvom podjetja, da sem dobila vpogled v delovanje podjetja, procesov in zaposlenih. Na podlagi tega so bile pripravljene možne opcije igrificiranja poslovnih procesov, ki sem jih kasneje z anketo preverila še pri zaposlenih. Pri vpeljavi igrifikacije je pomembno, da pred dejansko vpeljavo opravimo natančno analizo poslovnega okolja, saj je igrifikacija lahko učinkovita in prinese pozitivne rezultate le z dobrim poznavanjem uporabnikov, kaj jih motivira, kaj jih zanima, da so elementi iger pravilno izbrani in imajo pozitivno uporabniško izkušnjo.

Ključne besede: igrifikacija, trgovsko podjetje, poslovnih procesi, igrifikacija procesov, motivacija

Appendix 2: Interview questions for the management team – Slovene version

INTERVJU Z VODSTVENO EKIPO

Uvod
Za magistrsko nalogo raziskujem o motivaciji in vključenosti zaposlenih v podjetje oz. tvojo ekipo ter kakšen vpliv ima to na njih in njihovo delo. Na začetku imam pripravljena splošna vprašanja, kasneje pa bolj specifična glede na moje področje raziskovanja. Vsi odgovori bodo uporabljeni anonimno in bodo uporabljeni samo za namen magistrske naloge.

Splošna vprašanja (da pridobim vidik vodstva glede dela zaposlenih na splošno)
Starost, položaj, čas v podjetju

Povej mi o motivaciji zaposlenih v tvoji ekipi:
- Kakšna se ti zdi motivacija?
- Kako motiviraš svojo ekipo?
- Imaš različne načine motiviranja glede na zaposlene, različne situacije skozi leto, ...?
- Kako se na motiviranje zaposlenih pripraviš?
  - Se na to pripraviš v naprej, razmisliš o tem, kaj boš naredil/povedal ali to narediš spontano, ko se ti zdi, da je potrebno?
- Kako se tvoja motivacija odraža kot rezultat pri zaposlenih?

Kako pa je z nagrajevanjem zaposlenih?
- Kakšne načine nagrajevanja uporabljaš v svojem oddelku?
- Imaš več načinov nagrajevanja glede na zaposlene in različne situacije?
- Se o tem posvetuješ z zaposlenimi, se prilagodiš kakšnim njihovim željam?
- Si zadovoljen z učinkom nagrajevanja?

Povej mi še o vključenosti zaposlenih v delovanje vaše ekipe in podjetja:

- Se ti zdi, da so zaposleni dovolj vključeni ali zgolj opravljajo svoje delo in naloge, ki jih dobijo?

Poznavanja tematike
Poznaš koncept igrifikacije oz. gamificaton po angleško?

- Če da, kako bi opredelil pojem igrifikacije?
- Če ne → predstavitev/opis igrifikacije

Igrifikacija je koncept, kjer gre za vpeljavo elementov video iger v praktično okolje, ki ni povezano z video igrami; po navadi v poslovni svet. Najpogostejši elementi s katerimi se spreminja in bogati delovne procese so zbiranje točk, doseganje različnih nivojev oz. stopenj, prikaz lestvice uporabnikov razporejenih po nivojih ali točkah, pobiranje nagrad, ipd. Temelji na izboljšanju motivacije uporabnikov ali zaposlenih ter posledično pripadnosti

podjetju. Z elementi video iger se poizkuša preslikati pozitivno vzdušje iger v delovno okolje. Najpogosteje je koncept uporabljen z vidika marketinga za spodbudo zunanjih uporabnikov in kupcev, vse več pa se uporablja tudi za notranje procese in vključenost zaposlenih.

Glede na opis igrifikacije, si se s tem že kdaj srečal? Poznaš kakšen primer?
− Da ti koncept igrifikacije še bolj približam, bom opisala nekaj znanih primerov:

Strava je aplikacija namenjena katerikoli športni aktivnosti, z uporabo pa se pridružiš ogromni športni skupnosti po vsem svetu. Z dobro zasnovano igrifikacijo vpliva na motivacijo uporabnikov, saj si poleg merjenja aktivnosti in deljenja le teh, uporabniki zastavijo cilje, sodelujejo v izzivih, tekmujejo v segmentih, zbirajo pokale in plezajo po lestvici najboljših 10 oz. tekmujejo s svojimi prejšnjimi dosežki. Trenutno med kolesarsko dirko Tour de France na Stravi npr. ves ta čas poteka tekmovanje za število osvojenih vrhov v Sloveniji glede na čas.

Duolingo je aplikacija za učenje tujih jezikov. Ena izmed prednosti takega učenja je, da ga lahko izvajaš kjerkoli in kadarkoli, predvsem pa te Duolingo-v poseben način obvestil ves čas obvešča in ohranja vpetega v učenje in napredovanje. Z vsakim rešenim »tečajem« ti čestitajo in dajo vedeti, da si na dobri poti. Ves čas vidiš svojo pot napredovanja, točke, ki jih zbiraš, nivo, kje na poti si, koliko ti manjka do dokončanja lekcije, kako dolg je tvoj niz zmag in redne uporabe, kar te motivira, da nadaljuješ in ne prekineš niza učenja, itd.

Drajv (Vozi varno) je aplikacija zavarovalnice Triglav, kjer si uporabniki z upoštevanjem predpisov in varno vožnjo lahko znižajo avtomobilsko zavarovanje. Bolj kot se držijo cestnih predpisov, višji je lahko odstotek popusta. Z vpeljavo zbiranja točk in merjenja ter spremljanja napredka, so pri uporabnikih izboljšali motivacijo za vožnjo po predpisih v zameno pa uporabnik plačuje cenejše zavarovanje glede na njegov odstotek pravilne vožnje.

− Si se s tem že kdaj srečal?

Naklonjenost vodstva
Glede na vse slišano o igrifikaciji, kako se ti zdi tak način motiviranja in nagrajevanja?

− Vidiš v tem kakšne prednosti za zaposlene ali vas vodje? (Ali pa morda slabosti?)
− Se ti to zdi smiseln način za nagrajevanje? Misliš, da bi se trenutni način nagrajevanja in delovanja lahko nadgradil z igrifikacijo določenih procesov? Zakaj da oz. ne?
− Kako ocenjuješ primernost koncepta igrifikacije za trenutno sestavo zaposlenih?
  - *Lahko je uporaben koncept, a ne za takšno sestavo zaposlenih, bi morala biti kadrovska struktura drugačna (Kakšna? Mlajša?) za vpeljavo igrifikacije?*

Če z igrifikacijo procesov lahko izboljšaš motivacijo zaposlenih, da bi prihajalo do manj napak, bi bili roki doseženi v dogovorjenem času in brez zamud, bi bili zaposleni bolj produktivni in potrebovali manj sprotne spodbude, bi se odločil za to?

Zaključek

Hvala za tvoj čas in odgovore, v nadaljevanju bom vse odgovore vodij analizirala in primerjala ter glede na ugotovljeno vašo naklonjenost k igrifikaciji skušala najti primeren način, kako bi se to lahko vpeljalo v trenuten sistem in procese dela. Kasneje pa bom anketirala še zaposlene o njihovem vidiku motivacije na delovnem mestu in jim podala nekaj primerov vpeljave igrifikacije v njihove delovne procese ter jih vprašala po njihovem mnenju.

Appendix 3: Interview questions for the management team – English version

INTERVIEW WITH THE MANAGEMENT TEAM

Introduction
In my Master's thesis I deal with motivation and employee engagement in the company and your team and what effect it has on them and their work. In the first part I prepared more general questions, but later questions are more specific and related to my topic and field of research. All answers given will be anonymous and used solely for this Master's thesis.

General questions (to get management's perspective on employee work in general)
Age, position, time in the company

Tell me about the motivation of the employees in your team:
– What do you think is the motivation?
– How do you motivate your team?
– Do you have different ways of motivating according to employees, different situations throughout the year, etc.?
– How do you prepare for motivating employees?
  - Do you prepare for this in advance, do you think about what you are going to do/say or do you do it spontaneously when you think it is necessary?
– How is your motivation reflected as a result in employees?

What about rewarding employees?
– What reward methods do you use in your department?
– Do you have several methods of rewarding according to employees and different situations?
– Do you consult with employees about this, do you adapt to any of their wishes?
– Are you satisfied with the reward effect?

Tell me more about the engagement of employees in your team and company:
– Do you think that the employees are involved enough or are they just doing their work and the tasks they are given?

Knowledge of the subject
You know the concept of "igrifikacija" or gamification in English?
– If so, how would you define the concept of gamification?
– If not → presentation/description of gamification

Gamification is a concept of introducing video game elements into a practical environment that is not related to video games; usually in the business world. The most common elements with which it changes and enhances work processes are collecting points, reaching different levels or levels, display of user rankings arranged by levels or points, collection of prizes, etc. It is based on improving the motivation of users or employees and, consequently,

belonging to the company. Using elements of video games, he tries to map the positive atmosphere of games into the work environment. Most often, the concept is used from a marketing point of view to encourage external users and customers, but increasingly it is also used for internal processes and employee involvement.

According to the description of the gamification, have you ever come across this before? Do you know any example?

− To bring the concept of gamification even closer to you, I will describe some well-known examples:

Strava is an application for any sports activity, and by using it you join a huge sports community around the world. With a well-designed gamification, it affects the motivation of users, because in addition to measuring and sharing activities, users set goals, participate in challenges, compete in segments, collect trophies and climb the top 10 or. they compete with their previous achievements. Currently during the Tour de France cycling race on Strava e.g. all this time there is a competition for the number of summits conquered in Slovenia according to time.

Duolingo is an application for learning foreign languages. One of the advantages of this kind of learning is that you can do it anywhere and anytime, and above all, Duolingo keeps you informed all the time in a special way and keeps you engaged in learning and progress. With each solved "course" they congratulate you and let you know that you are on the right track. You can see your progression path at all times, the points you collect, the level, where you are on your way, how long you have left to complete the lesson, how long your winning streak and regular use is, what motivates you to continue and not break the learning streak, etc.

Drajv (Drive safely) is an application of the Triglav insurance company, where users can lower their car insurance by following the rules and driving safely. The more they adhere to the road rules, the higher the discount percentage can be. By introducing the collection of points and measurement and monitoring of progress, they improved the motivation of users to drive according to the regulations, and in return, the user pays for cheaper insurance based on his percentage of correct driving.

− Have you ever encountered this before?

Favour of management

Considering everything heard about gamification, what do you think of this way of motivating and rewarding?

− Do you see any advantages in this for employees or village leaders? (Or maybe cons?)
− Do you think this is a sensible way to reward? Do you think that the current way of rewarding and operating could be improved by gamification of certain processes? Why yes or no?

– How do you assess the suitability of the gamification concept for the current composition of employees?
  - *It can be a useful concept, but not for such a composition of employees, should the personnel structure be different (What type? Younger?) to introduce gamification?*

If you can improve the motivation of employees by gamification of processes, so that fewer errors occur, deadlines are met in the agreed time and without delays, employees are more productive and need less immediate encouragement, would you decide to do this?

Conclusion

Thank you for your time and answers, in the following I will analyse and compare all the managers' answers and according to your preference for gamification, I will try to find a suitable way to introduce it into the current system and work processes. Later, I will also survey employees about their aspect of motivation at work and give them some examples of introducing gamification into their work processes and ask them for their opinion.

Appendix 4: Summary of interviews with the management team, long version

Main question:	Is implementation of gamification concept viable in a small to medium sized company?				
	Manager 1	**Manager 2**	**Manager 3**	**Manager 4**	**Manager 5**
Interviewees:	**Sales Director**	**Director of Cyber Security**	**Director of IT Solutions**	**Director of IT Support**	**Head of Service and Logistics**
Q1: Tell me about motivation in your team. - How do you motivate them? Do you have different approaches regarding different employees, situations, etc.? Do you prepare for it?	A big part of motivation is based on variable part of the salary. Trying to motivate by noticing and commenting on good work, give constructive feedback, talk if something is not going the right way. It is a bit specific situation regarding motivation as more than half of	Motivation in the team is not a problem, they are very self-motivated as this influences the monthly result/plan (number of new and finished projects, new references, feedback) and their variable part of the salary. Some employees almost don't need motivation and some need it all the time. It is different regarding every employee and	Main motivation is the variable part of the salary, it is based on yearly plan divided into monthly plans - therefore a higher salary at the end of the month. It is important to know the team so you know how to motivate them and divide job between them. Team should work for the same goal; this can be	Motivation is not a problem; they know team success and variable part of the salary depends on that. No special motivation is needed. Team is fairly young, some lack experience, this is kind of motivation they need – some advice based on experience for some new projects, partners, etc. Doesn't tell them directly what to do, just give	It is very hard to motivate employees as the working environment is more and more intense. The pressure from outside organization (customers) is abnormal and very disrespectful. The crucial thing is to improve working environment for employees and listen to them and their

	employees are here for 10+ years.	the job, salespeople are easier motivated compared to technicians, also easier to evaluate their work.	only done on long-term. Can't prepare for motivation in advance, when someone needs it, you motivate them how you think is the best way at the moment.	some advice and let them decide how to perform the task.	needs to create team spirit. Motivation is different from employee to employee.
Q2: How do you award your team? - What kinds of award do you use? Are there more types of awards used? Do you discuss it with employees?	Monthly variable part of the salary. The budget is divided among all, depending on the margin of each employee. Apart from margin, there is also employee's personal evaluation that is conducted with the	Monthly variable part of the salary based on evaluation of team's success and employee's personal evaluation. Yearly based on team's success and plan realization and company's success over the year.	Monthly variable part of the salary and yearly variable part. Partners' event, it is still work but is different than everyday work, so it usually counts as a reward. There is always room for improvement – maybe some	Monthly variable part of the salary. Has **different approach** to monthly evaluation of the employees. It is not just sum of all finished projects per worker but expands it to include more rates and make it fairer. (sick leave, overtime, preparation time, time at partners	Monthly variable part of the salary and employee's personal evaluation. - Problem is that you can't explain it to the whole team as it counts for personal data and is confidential.

	margin for final amount. Hard to evaluate all jobs the same, marketing team is different than sales team, they don't have any margin. Same with procurement. Need to be subjectively restructured.		additional vacation day or work from home.	…). To this subjective evaluation is added. Team receives the evaluation every month.	Listen to their needs and try to help when they need it. In the past bigger partners used to organize conferences and meetings, this was some kind of reward.
Q3: How is the engagement in your team? - Are employees involved in the team or only do their tasks?	They already had some stimulation in the past for engagement and employee's ideas for improvement. Maybe were too hard on them and it didn't move forward ("we already tried that", "this is not as easy as you think" …).	He tries to involve them in the decision-making, making them in charge of some decisions, projects, etc.	Tries to involve them in decision-making, if not possible, at least inform them about any new decisions. Works towards independent employees – responsible for their work and decisions, increases creativity,	Tries to involve them as much as possible, in decision-making and if possible, gives them option to decide how to take on their projects as they are the ones accountable for it.	Works on team spirit, tries to involve them. Let them know any decision and options and listens to their opinion. Problem is that their opinions differ and don't make a collective decision so at the end he needs to decide.

	There is not enough encouragement for employees to engage. However, since many are employed for so long, they still come and try to give some feedback.		makes them feel in charge.		
Q4: Do you know the gamification concept?	No.	No.	No.	No.	No.
After reading the description: **Q5: Do you know any examples of it?**	No.	Yes, one.	No.	No.	No.
After reading the examples: **Q6: Are any of these examples familiar to you? Do you use any of such applications?**	Yes, knows and used in the past one of the given examples.	Yes, knows and uses two out of three given examples.	Yes, knows examples. Uses one similar example already in the team to boost positive environment, not work related.	Yes, knows and used in the past one of the given examples. - *Comment about problematic implementation of such things.*	Yes, knows examples.

			Some vendors create quizzes for all sellers to increase knowledge about their products and get to know each other. Also have that for some certificates.	*When there is roadwork and you make a turn or go slower, it counts it as winding up the road and deducts the points. Hard to keep it up to date.*	
Q7: What is your opinion on gamification concept? - Do you see any benefits, drawback? Would you use such concept? Do you think it would be suitable for current employee structure?	In general, has positive opinion of such concepts. It tries to improve the well-being and employees as such, not just to keep them more engaged like Facebook or Instagram. Very challenging how to implement	Thinks that such concept has positive effect for sure, competition increases motivation. Sees problem in how to implement such concept into work environment to be fair and equal for all employees. Also, if employees are used to getting variable part of the salary, no one would be willing to	Thinks that such concept has positive effect for sure, money is not everything, it is important to keep the environment positive for employees to feel good and accepted. Does not see employee structure as a problem, would need to be adapted to	Very useful concept, however, it is hard to prepare evaluation that would be fair for all – different jobs, different tasks for the same job … Team needs to work for the same goal and help and complement each other. They are not task workers - do 1000 pieces of this and who does it the fastest, with least mistakes, etc. There this would	Doesn't like it. At the end it always comes to one person that needs to decide and a person is never fully objective. Instead of relieving employees of their obligations, this would only add more and make overworked employees even more overworked. They don't even have time

	such concept into work environment. Had something like this already in 2009, those with highest margin got free lunch, those with lowest got lemons on the desks –very negatively accepted among employees who were working here for 10+ years and not performed the best one month. Need to give employees an opportunity to speak their ideas, especially younger ones who have completely different view.	decrease the amount of money they get, so gamification would need to be implemented as an extra reward. Would definitely use it for overall engagement in the company – e.g., participation at teambuilding. Company's employee structure is older, however, doesn't see this as a problem.	each team specifically.	be much easier to implement.	for personal development. Workers in warehouse can't leave early if shop is still open. Good example of how this could be divided. Someone who works afternoons, can work for 6 hours. 8am – 4pm = 8 hours, 1pm – 7pm = 6 hours. Reward him for working in the afternoon.

Q8: If you were granted that gamifying processes would increase motivation, engagement, productivity, there would be less mistakes, deadlines would be met … would you decide for it?	Absolutely. Problem of implementation and lack of time.	Absolutely. Not if I were granted, if I only hoped that it would have such positive impact. If you know something works, you of course use it.	Absolutely. Would be stupid not to use it, if you knew it works.	Absolutely. Already uses some sort of such evaluation.	Not sure. Implementation is a big question here and employees' acceptance.

Appendix 5: Survey for employees on motivation and examples of possible gamification implementation – Slovene version

ANKETA ZA ZAPOSLENE
Uvod
Za magistrsko nalogo raziskujem o motivaciji in vključenosti zaposlenih v podjetje ter kakšen vpliv ima to na njih in njihovo delo. Vsi odgovori so anonimni in bodo uporabljeni samo za namen magistrske naloge.

Splošna vprašanja
Spol *ženski/moški*
Starost *20 – 30/30 – 40/40 – 50/50 – 60/60+ let*
Čas zaposlitve v podjetju *do 5/6 – 10/11 – 15/16 – 20/več kot 20 let*
Ekipa/delovno mesto *Prodaja/Računovodstvo, nabava/Kibernetska varnost/IT podpora/*
Servis/Skladišče/Vodstvo

Vidik motivacije
Pri svojem delu se počutim motiviran. *1 – 5**
Motivacija pri delu vpliva na moje rezultate. *1 – 5**
Z delom, ki ga opravljam, sem zadovoljen. *1 – 5**
Menim, da so nadrejeni in sodelavci z mojim delom zadovoljni. *1 – 5**
*1 = Sploh se ne strinjam, 5 = Povsem se strinjam

Spodnji motivatorji vplivajo na moje delo in motivacijo *(vsi odgovori 1 – 5*)*:
1. Plača
2. Delovni čas
3. Samostojnost pri delu
4. Možnost napredovanja
5. Možnost izobraževanja
6. Možnost podajanja predlogov izboljšav
7. Vključevanje pri odločitvah
8. Sodelovanje s sodelavci
9. Nadrejeni
10. Delovno vdušje
11. Pripadnost podjetju
12. Organizirani teambuildingi in druženja
*1 = Sploh se ne strinjam, 5 = Povsem se strinjam

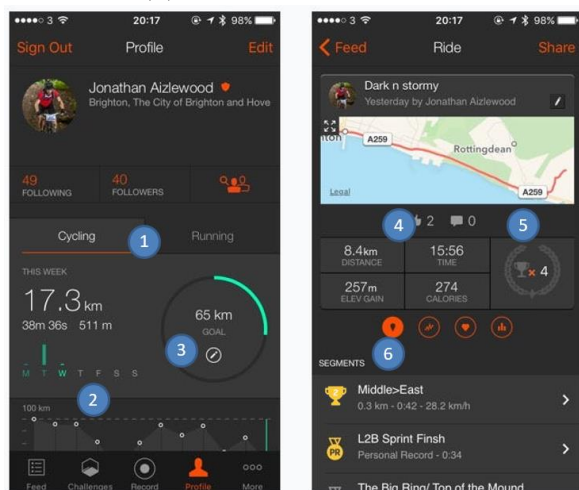*Poznavanje koncepta igrifikacije*
Poznate koncept igrifikacije oz. »gamification« po angleško?
    – Da / Ne → predstavitev/opis igrifikacije
Igrifikacija je koncept, kjer gre za vpeljavo elementov video iger v okolje, ki ni povezano z video igrami. Najpogostejši elementi, katere se dodaja so zbiranje točk, doseganje različnih stopenj, prikaz lestvice uporabnikov, pobiranje nagrad, ipd.
Primer:

Aplikacija Nike+ ali Strava ponujata več elementov za dodatno motivacijo pri športu – na profilu se vidi prikaz vseh športov za pretekli teden (1), graf glede na cel teden in mesec (2) ter graf, kako daleč od zastavljenega cilja si (3). Pri vsaki aktivnosti vidiš povzetek (4) ter v koliko segmentih si izboljšal svoj čas (5) - za dodatno motivacijo prikazujejo medalje za svoje najboljše 3 rezultate, pokale za uvrstitev med najboljših 10 in krono za najboljšega na odseku (6)

Možni primeri vpeljave koncepta igrifikacije v podjetje
*1 = Sploh se ne strinjam, 5 = Povsem se strinjam

Primer 1: Izobraževanje
Kako se vam zdi, če bi pred pričetkom izobraževanja vsi zaposleni prejeli kviz, kjer bi se preverilo vaše trenutno znanje in vedenje o določeni temi? *1 – 5**
Kako se vam zdi, če bi med reševanjem ves čas imeli označeno, koliko procentov kviza ste že rešili in uro, ki bi odštevala omejen čas reševanja? *1 – 5**

Primer 2: Zaposlovanje
Kako se vam zdi, da bi z igro oz. kvizom preverjali kandidatovo poznavanje IT okolja, različnih znamk, razlike med produkti, reševanje enostavnejših izzivov, da se vidi njihovo razmišljanje, kako delujejo pod pritiskom, kakšna je komunikacija ...? *1 – 5**

Primer 3: Vprašalnik ob četrtletju
Kako se vam zdi, da bi vsako četrtletje imeli vprašalnik glede na vaše delo, rezultate, motivacijo, kako se počutite v ekipi in podjetju, vaši predlogi za spremembe ter cilji za naprej? *1 – 5**
Kako se vam zdi, če bi po vprašalniku vsak imel še krajši pogovor z nadrejenim, kako on vidi vaše delo, možne izboljšave ter da skupaj določita cilje za naslednje četrtletje? *1 – 5**

Primer 4: Prodaja (vprašanje namenjeno samo ekipi prodaje)
Kako se vam zdijo spodnji primeri:
- kdor prvi v mesecu doseže kvoto, lahko naslednji petek odide iz službe dve uri prej? *1 – 5**

- če kdo preseže kvoto za npr. 20%, ima zadnji dan v mesecu lahko dopust? *1 – 5**
- kdor v tem tednu pridobi največ novih strank, dobi zastonj malico? *1 – 5**
- ogledalo v prodaji z napisom »Naj prodajalec meseca«? *1 – 5**

Kako pogosto bi se vam taki izzivi zdeli primerni?
Nikoli/Parkrat letno/Enkrat mesečno/Enkrat tedensko/Občasno, kot presenečenje

Bi vas dodatno motiviralo, če bi se določene metrike lahko vizualno spremljalo? Npr. skupna prodaja, prodaja glede na posameznika, število zaključenih nakupov, število novih strank, primerjava z dosegom glede na cilj … *Da/Ne*

Primer 5: Skladišče (vprašanje namenjeno samo ekipi skladišča)
Kako se vam zdi, če bi na steni imeli tablo s procentom vseh obdelanih naročil? *1 – 5**
Kako se vam zdi, če bi na tabli kazalo število naročil zapakiranih brez napake? *1 – 5**

Primer 6: Krajši delovni čas (vprašanje namenjeno samo ekipi prodaje in skladišča)
Kako se vam zdi, da bi ob daljšem delovnem času trgovine delili delovni čas?
Npr. namesto dela od 8h do 18h, bi ostali zaposleni delali normalno od 8h do 16h, dežuren pa bi v službo prišel šele ob 11h in tako na koncu dneva imel 7h delavnik namesto 8h, v zameno, da je ostal popoldne dlje v službi (plačan bi imel normalen 8h delavnik)? *1 – 5**

Odgovorili ste na vsa vprašanja v anketi. Hvala za sodelovanje in pomoč pri zaključevanju magistrske naloge.

Appendix 6: Survey for employees on motivation and examples of possible gamification implementation – English version

EMPLOYEE SURVEY

Introduction

In my Master's thesis I deal with motivation and employee engagement in the company and your team and what effect it has on them and their work. All answers given will be anonymous and used solely for this Master's thesis.

General question

Gender *female/male*

Age *20 – 30/30 – 40/40 – 50/50 – 60/60+ years*

Employment in the company *up to 5y/6 – 10y/11 – 15y/16 – 20y/more than 20 years*

Team *Sales/Accounting, Procurement/Cyber Security/IT Solutions/Service/*
        Logistics/Management

Motivation

I feel motivated in my work. *1 – 5**

Motivation at work affects my results. *1 – 5**

I am satisfied with the work I do. *1 – 5**

I believe that my superiors and coworkers are satisfied with my work. *1 – 5**

*1 = Completely disagree, 5 = Completely agree

The motivators below influence my work and motivation *(all answers 1 – 5*)*:

1.   Salary
2.   Working hours
3.   Independence at work
4.   The possibility of promotion
5.   The possibility of education
6.   The possibility of making suggestions for improvements
7.   Involvement in decisions
8.   Cooperation with colleagues
9.   Manager
10.   Work enthusiasm
11.   Company Affiliation
12.   Organized teambuilding and get-togethers

*1 = Completely disagree, 5 = Completely agree

Knowledge of the concept

Do you know the concept of gamification? *Yes/No*

Gamification is a concept of introducing video game elements into a non-video game environment. The most common elements that are added are collecting points, reaching different levels or levels, display of user rankings, collection of prizes, etc. Example:

The Nike+ or Strava app offer several elements for additional motivation in sports – the profile shows a display of all sports for the past week (1), a graph for the entire week and month (2) and how far you are from the set goal (3). For each activity, you see a summary (4) and in how many segments you improved your time (5) - for additional motivation, they show medals for your best 3 results, cups for placing in the top 10 and a crown for the best in the segment (6).

Possible examples of introducing the concept of gamification into the company
*1 = Completely disagree, 5 = Completely agree

Example 1: Training
How would you feel if all employees were given a quiz before the start of training, where your current knowledge and behaviour on a certain topic would be checked? *1 – 5**
How do you feel if, during the solving process, you had the percentage of the quiz already solved and a clock counting down the limited solving time marked all the time?

Example 2: Recruitments
How do you feel about using a quiz to check candidate's knowledge of the IT environment, different brands, differences between products, solving simpler challenges to see their thinking, how they work under pressure, what is communication like...? *1 – 5**

Example 3: Quarterly Questionnaire
How do you feel about a quarterly questionnaire regarding your work, results, motivation, spirit in the team and the company, suggestions for changes and goals for the future? *1 – 5**

How do you feel about having a short conversation with the supervisor after the questionnaire, how he sees your work, possible improvements, and to set goals for the next quarter together? *1 – 5**

Example 4: Sales (question for the sales team only)
What do you think of the examples below:
- whoever reaches the quota first, leaves work two hours earlier next Friday? *1 – 5**
- if someone exceeds the quota for e.g. 20%, he can have a vacation on the last day of the month? *1 – 5**
- whoever gets the most new customers this week, gets a free lunch? *1 – 5**
- a mirror in the office with the inscription "Seller of the month"? *1 – 5**

How often would you find such challenges appropriate?
Never/A few times a year/Once a month/Once a week/Occasionally, as a surprise

Would it motivate you further if certain metrics could be visually tracked? For example total sales, sales by individual, number of completed purchases, number of new customers, comparison with target reach... *Yes/No*

Example 5: Warehouse (question for the logistics team only)
How would you feel if you had a board on the wall showing the percentage of all orders processed? *1 – 5**
How do you feel if the board showed the number of orders packed without error? *1 – 5**

Example 6: Shorter working hours (question for the sales and logistics team only)
How do you feel about sharing working hours when the store has longer working hours?
For example, instead of working from 8:00 a.m. to 6:00 p.m., the other employees would work normally from 8:00 a.m. to 4:00 p.m., and the person on duty would not come to work until 11:00 a.m. and thus at the end of the day he would have a 7-hour working day instead of 8, in exchange for staying at work longer in the afternoon (he would be paid for a normal 8-hour workday)? *1 – 5**

You have answered all the questions in the survey. Thank you for your cooperation and help in completing my master's thesis.