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## **GAMIFICATION: HOW GAME ELEMENTS TRANSFORM THE WORK ENVIRONMENT AND CUSTOMER INTERACTION**

*This study explores how gamification transforms the workplace atmosphere and customer interaction. It examines the impact of game elements like points, rewards, and competitions on employee motivation, productivity, and customer loyalty, based on survey data and consumer behavior analysis.*

**Keywords:** *gamification, game elements, workplace atmosphere, customer loyalty, employee motivation, productivity*

Gamification has emerged as a powerful tool in modern business, with companies increasingly incorporating game-like elements into various aspects of their operations. These elements, such as points, rewards, leaderboards, and competitions, are designed to engage employees and customers alike. By making routine tasks more engaging and fostering a competitive spirit, gamification has the potential to enhance employee motivation, productivity, and internal communication. Similarly, for customers, gamification can drive loyalty and repeated interaction with products or services. This study aims to examine the extent to which gamification influences workplace dynamics and customer engagement, identifying key factors that contribute to its success or limitations.

The purpose of this study is to assess the impact of gamification on the workplace atmosphere and customer interaction and to identify the key factors that influence its effectiveness.

The goal of this study is to prove or disprove the hypothesis: «The use of gamification in the workplace positively affects employee motivation and productivity, while also increasing customer loyalty and engagement». The study will be based on the analysis of survey data and consumer behavior, with a focus on how different game elements, such as rewards and competitions, impact these outcomes.

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Gamification, as outlined by Rodrigues in «Gamification and CSR: Merging Marketing, Society and Games» [1], refers to integrating game-like elements into non-gaming contexts to encourage specific user behaviors. This approach has become popular in businesses aiming to boost employee engagement and customer retention by employing techniques like points, levels, and leaderboards. Such elements are specifically designed to make repetitive tasks more engaging, fostering a competitive yet supportive environment. Recent research has suggested that gamification can improve both intrinsic and extrinsic motivators, aligning employee efforts with organizational goals.

Research by WSiZ University of Rzeszów elaborates on the psychological principles underpinning gamification, noting that reward systems and competitive mechanics are essential in gamifying tasks to enhance employee engagement [2]. By providing instant feedback, gamification helps employees achieve a sense of accomplishment, which aligns their personal goals with corporate objectives. Moreover, studies indicate that these features, when embedded in workplace settings, can establish clear performance targets and make tasks more fulfilling, leading to higher productivity [3]. When companies introduce competitive elements like leaderboards or reward-based incentives,

employees often show heightened motivation to excel in their roles. In this way, gamified systems not only fulfill competitive needs but also facilitate collaborative and team-oriented behavior, which can be especially useful in dynamic work environments [4].

Gamification has emerged as a powerful strategy for enhancing employee motivation and customer engagement in various industries. This approach incorporates game-like elements into business processes, effectively transforming routine tasks into engaging experiences.

One notable example is Tinkoff Bank, which increased user activity for its All-Airlines card through an interactive quest. Participants completed seven challenges, with successful completion leading to a grand prize of one million rubles. This initiative resulted in a 20 % increase in card transactions among participants.

Similarly, the supermarket chain Silpo launched a mobile game that integrates shopping with puzzle-solving. Customers could unlock levels by making purchases, leading to a remarkable 48 % increase in profits after its launch.

Fast-food chain Schlotzsky also employed gamification to boost sales and customer loyalty. They developed interactive games that allowed users to catch falling ingredients and win rewards, resulting in over 43,000 new registrations in their loyalty program.

In a more unconventional approach, a Chinese company created the Ping-Pong Fight Club, combining competitive gaming with team building. This innovative strategy engaged employees in a unique way, fostering camaraderie through fun and competition.

Bookvoed, an online bookstore, gamified the reading experience by introducing achievement tracking and personalized recommendations based on user activities. This strategy not only encouraged purchases but also enhanced customer satisfaction.

Online education platform Umskul incentivized homework submissions by awarding points for completed assignments, which led to a significant increase in submission rates during school breaks.

Lastly, Duolingo, an online language learning app, effectively utilizes gamification to motivate users through goal-setting and rewards, fostering a continuous learning environment [5].

These examples illustrate how gamification can significantly enhance workplace dynamics and customer engagement, proving its effectiveness as a modern business strategy.

Our research incorporated a comprehensive survey using Google Forms, along with a detailed statistical analysis to interpret the findings. The survey sample primarily comprised students, with an approximately equal balance of males and females, creating a broad perspective across gender. A significant proportion of respondents had prior work experience (82.7 %), providing a practical understanding of gamification's effects in professional environments.

In the course of the conducted research, the results were obtained, which allow to draw certain conclusions and form an idea about the opinion of the interviewed people on gamification in the workplace as well as in customer relations.

The first block of questions was related to gamification in a workplace. We inquired which game elements the participants preferred. The survey responses highlight a strong preference for achievement-oriented elements within gamification, particularly tasks and rewards for completion, which 79 % of respondents find appealing. This suggests that goal-driven activities that yield rewards resonate most with employees, likely motivating individual engagement and productivity. Team achievements also show significant appeal, with 49.4 % favoring this approach, indicating that collective goals and collaboration might enhance workplace cohesion. Leaderboards and point systems, selected by 40.7 %, seem effective in sparking personal competitiveness and tracking progress. However, only 34.6 % chose inter-departmental competitions, which may indicate that while

competition can be motivating, it's less favored when it crosses team boundaries. Finally, a minority of 7.4 % did not find any of these elements appealing, suggesting that gamification must be adapted thoughtfully, as it does not universally resonate with all employees (Fig.1).

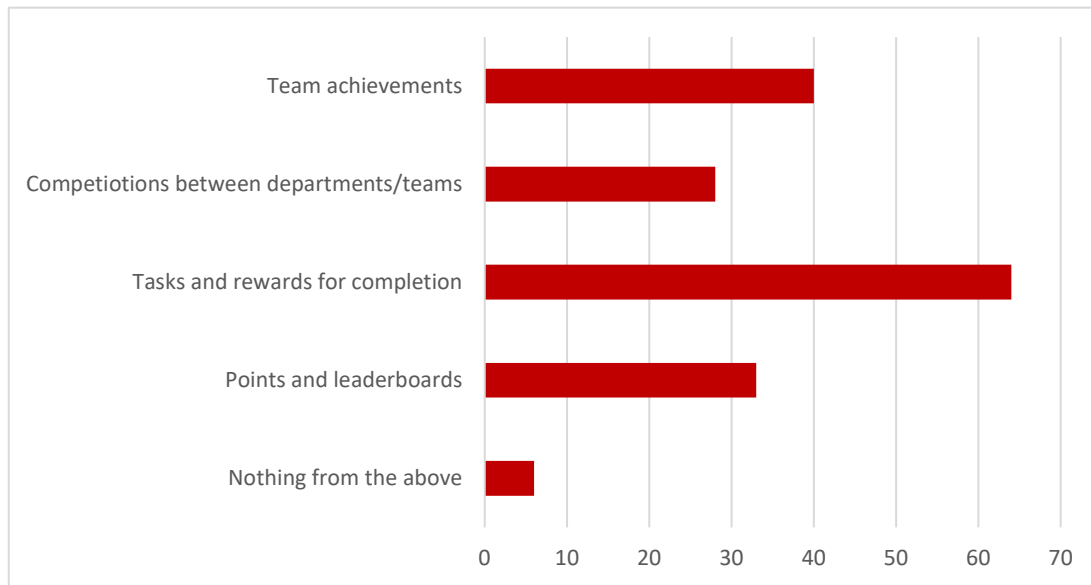


Fig. 1. Answers to the question «What game elements do you find most appealing?»

The next question asked about the perceived impact on breaking the routine. The results reveal that a strong majority (85.2 %) of respondents are inclined to believe that integrating game elements into routine tasks could make these activities more engaging, with 50.6 % expressing definite support and 34.6 % showing moderate agreement. This suggests a widespread perception that gamification holds potential for improving motivation and interest in otherwise monotonous tasks. A small percentage of respondents (6.2 %) are unsure, indicating some uncertainty about gamification's effectiveness, while only a minimal fraction (2.5 %) express skepticism, either likely or definitely believing it would not have a positive impact (Fig. 2).

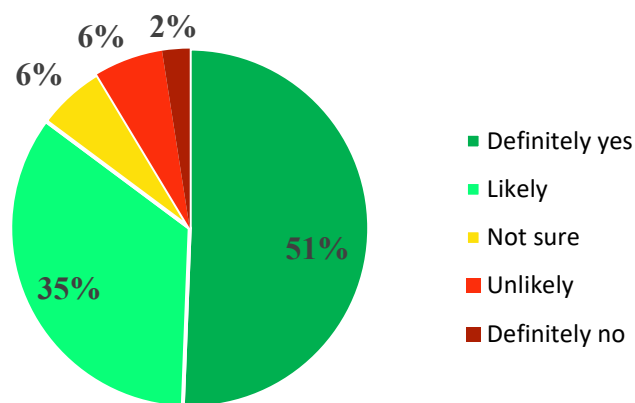


Fig. 2. Answers to the question «Do you think that integrating the game elements could make performing routine tasks more fun?»

Similar results were obtained in terms of helping to increase engagement: notable 38.3 % of respondents believe that implementing game elements could significantly increase their involvement, while half (50.6 %) feel it would lead to a moderate boost in their engagement. Same tendencies

were observed in the question about teamwork improvement: combined total of 86.4 % of respondents believe that game elements can enhance communication and interaction among team members, with 35.8 % asserting that they would significantly improve these aspects and 50.6 % indicating a more moderate improvement.

Finally, we've found the majority of the participants would be more likely to participate in optional training or professional development programs if they were gamified, with three quarters of respondents expressing a willingness to participate if these programs incorporate game elements. This strong majority indicates a clear preference for engaging and interactive learning formats, suggesting that respondents perceive gamification as a motivating factor that can enhance their professional growth. In contrast, only 7.4 % stated they would not participate in such programs, indicating minimal resistance to this approach. Additionally, 17.3 % remain uncertain, highlighting a segment of the population that may need further information or demonstration of the benefits of gamified learning.

The second part of questionnaire was focused on customer experience with gamification. Most of the participants (90,1 %) have already had an experience with game elements, while purchasing products or services. The game points and awards make the respondents most motivated for continued interaction with the company, with 69.1 % of respondents selecting this option. In contrast, both Competition with Other Participants and Unlocking New Achievements received only 11.1 % each, suggesting that while some people appreciate competitive elements and personal milestones, these factors are significantly less influential in driving ongoing interaction compared to the prospect of rewards.

The following results relate to the willingness of respondents to continue using products/services with game elements in them. 66.7 % of respondents either definitely (30.9 %) or probably (35.8 %) believe that gamification positively impacts their desire to engage with a product or service. However, there remains a portion of uncertainty, with 8.6 % unsure about its effects. A smaller segment, 24.7 %, is less convinced, as they either likely (19.8 %) or definitely (4.9 %) feel that gamified elements do not enhance their motivation to use the product or service (Fig. 3).

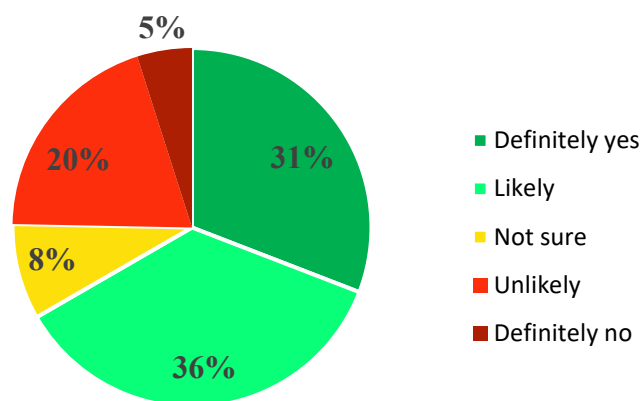
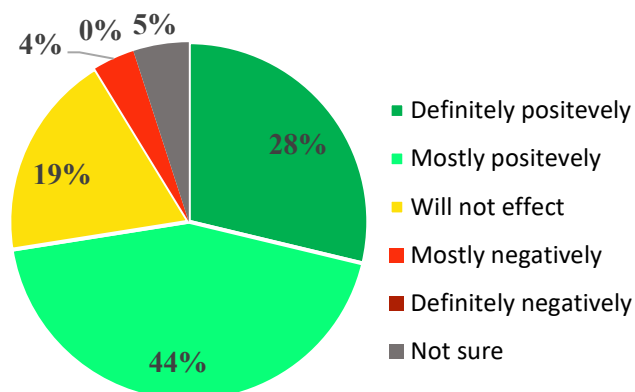


Fig. 3. Answers to the question «Does the presence of game elements in the product/service affect your desire to continue using them?»

Similarly, the survey findings reveal that a significant portion of respondents believes that the presence of game elements can positively influence their loyalty to a product or company. Specifically, 72.5 % of participants either strongly (28.7 %) or somewhat (43.8 %) agree that gamification enhances their loyalty. In contrast, 18.8 % feel that it has no effect on their loyalty, suggesting that

there is still a notable segment of the population that remains indifferent to these elements. Only a small percentage, 3.7 %, perceive a potential negative impact on their loyalty, with no respondents indicating a strong negative stance. This indicates a generally favorable view of gamification's role in fostering customer loyalty, while also acknowledging that it may not resonate with everyone (Fig. 4).



*Fig. 4. Answers to the question «How do you think the presence of game elements can affect your loyalty to the product or company?»*

In conclusion, this research confirms that gamification can positively impact both employee motivation and customer engagement, aligning with our hypothesis. Survey data indicates that game-like elements, such as rewards, points, and leaderboards, contribute significantly to making routine tasks more engaging, boosting productivity, and improving workplace dynamics. Employees show a preference for achievement-driven elements, which foster individual and team motivation.

Likewise, the customer experience with gamified elements demonstrates increased engagement and loyalty, particularly when rewards are involved. Although competitive elements appeal to some, most respondents favored straightforward incentives over complex competitions. Importantly, while gamification shows overall positive effects, the data also suggest a need for tailored approaches to cater to varying employee and customer preferences, ensuring inclusivity and maximum impact.

Ultimately, this study highlights gamification as an effective strategy for fostering a collaborative workplace atmosphere and encouraging customer loyalty, provided it is implemented thoughtfully to address diverse motivations.

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