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Gamification
in Human Resource Management

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Čestné prohlášení

Prohlašuji, že bakalářskou práci na téma
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jsem vypracovala samostatně a veškerou použitou literaturu a další prameny
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General content:

1. Práce podává přehled o trendu gamifikace v oblasti lidských zdrojů. Zaměřuje se zejména na "state of the art" a práce bude mít přehledový charakter. V úvodu práce podá přehled o konceptu gamifikace a následně se soustředí zejména na využití ve strategických činnostech managementu lidských zdrojů (získávání, hodnocení a motivace zaměstnanců). Práce bude vypracována v anglickém jazyce.

Length of thesis: 30 - 40

Bibliography:

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Název bakalářské práce:

Gamification in Human Resource Management

Abstrakt:

Cílem této bakalářské práce je definovat, udělat přehled a vysvětlit globální trend – Gamifikace v řízení lidských zdrojů. Na začátku práce se vymezí gamifikace z akademického hlediska. Dalším cílem této práce je vysvětlit, jak může být gamifikace aplikovaná v jednotlivých činnostech lidských zdrojů (získávaní, hodnocení a motivace pracovníků). Tyto aktivity byly nejvíce ovlivněné gamifikací. Práce je rozdělená do třech částí. První část definuje gamifikaci, související pojmy a fáze gamifikační strategie. Druhá část je věnována použití tohoto trendu v řízení lidských zdrojů, rozděluje se na tři kapitoly, které vysvětlují, jakým způsobem se aplikuje gamifikace ve činnostech řízení lidských zdrojů. Každá kapitola je posílena o případovou studii známe mezinárodní společnosti. Poslední část práce analyzuje gamifikaci v LZ, dělá přehled o etických otázkách souvisejících s tématem a poskytuje čtenáři doporučení, jak vytvořit úspěšnou gamifikační strategii.

Abstract:

The main purpose of this bachelor thesis is to define, overview and explain a global megatrend - gamification in human resource management. Firstly, the work will define gamification from the academic point of view. The next goal of this work is to explain how gamification can be applied in such HR activities as recruitment, assessment and motivation. These activities where influenced by gamification most of all. The work is divided into three main parts. The first part defines gamification, its related terms and stages of gamification strategy. The second part is dedicated to gamification in HR management. It is divided into three chapters, that explain how gamification is applied in three activities of HR management. Every chapter is strengthened by a case study of a famous international company. The last chapter analyzes gamification in HR, overviews ethical issues, connected with the topic, and provides a reader with recommendations on how to create a successful gamification strategy.

Klíčová slova:

Gamifikace, management lidských zdrojů, herní kontext, herní design, získávaní pracovníků, hodnoceni pracovníků, motivace pracovníků.

Key words:

Gamification, Human Resource Management, game context, game design, recruitment, assessment, motivation.

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Introduction

The 21st century can be described as a period of innovations, knowledge, progress, modern technologies, new looks and approaches to usual activities. This is the century of virtual reality, globalization, genetic technology, new materials and so on. Prominent examples of recent inventions are presented by hybrid space, super-foods, 3D printing and different gadgets etc. Ginni Rometty, the CEO of the IBM and one of the most influential people in the world (Forbes, 2016), said that the only way to survive is to continue the company's transformation into something else, because the concept of continuous transformation makes your company innovative (Hempel, 2013). In other words, an ability to change with the times makes the organization competitive, progressive and distinctive. It is especially important to adapt a company to a modern progressive environment. The world does not stay in one place–it moves on, opens new possibilities, platforms and spaces, while pushing businesses to invent, create and work on their uniqueness. Thus, managers became more open to changes, new thoughts and modern ideas. To tell the truth, being innovative is a specific trend nowadays. Therefore, it worth explaining what this concept actually means.

Innovation is the result of framing new knowledge into a new value and applying it to the social and economic spheres. This term depends on two dimensions: either an innovative approach influences business modeling within organizations or it requires expanding technical competences. Constantly, there are four types of innovation that are based on these scales: architectural (claims a new technology and a business model), disruptive (a new BM, but an existing technology), radical (an existing business model but new technological competences) and routine (both existing technology and business model). For instance, world-famous Apple Inc. has mainly a disruptive strategy, because although they are working with same equipment and technology, they are able to capture s product's value differently every time. The disruptive type usually consists of such aims as miniaturization or simplification of the product, it's augmentation (adding new features) or exploitation for another application (Trott, 2008) . The last one includes such a new concept as gamification.

Gamification is also a disruptive innovation, that has become popular in 21st century, and is widely used nowadays. It is based on existing technologies – video games and game elements were invented long time before. The innovational approach is applied on a business model. The value of this innovation is captured by exploiting game context and its elements in not entertaining spheres of life. For

example, in management, education, healthcare, marketing and others (Deterding, Dixon, Khaled, & Nacke, 2011).

Games are an integral part of people's interactions within a community. Although at first glance this activity is considered mainly for kids, nowadays people of all ages spend a lot of time playing games on their phones, consoles, on other gadgets or without them all over the world. Thus, the gamification trend has recently appeared in different spheres. For example, various gaming platforms are widely used in the military field for training soldiers and the management sphere also seen the rise of this phenomenon.

One of my favorite quotes is from Christopher Freeman, the successful English economist and theorist. He said: "Not to innovate is to die". I am convinced that this statement concerns not only companies and organizations but also people. Anyone who wants to succeed in a certain field must always develop, progress and be up to date. Therefore, there is a need to learn more about modern trends in business and management.

The main purpose of this work is to define, explain and overview gamification in human resource management. This thesis focused on such HR activities as recruitment, assessment and motivation of employees. Also, there are some case studies of famous international companies, which use gamification in this field of management (Marriott Hotels, L'Oréal and Uber).

The bachelor thesis is divided in three main parts. The first one identifies, and studies key concepts related to the topic, describes the appearance of the phenomenon "gamification" and briefly explains the role of this issue in the world. The major aim of this part is to provide the reader a total understanding of the topic: its meaning, definition, background, the role of gamification and main theoretical aspects connected with this concept.

The second part is devoted to the application of gamification in human resource management. It is divided into several sections, which are focused on different activities in HR management. Each of these parts consists of a detailed description of the activity and a case study related to the section as a data collecting method.

The third part is aimed at observing and analyzing the role of this concept in the world of management, while broadly identifying all opportunities and strengths of the gamification, define the threats and weaknesses and finally evaluate them (all points of a SWOT analysis). Moreover, this part also includes an overview of ethical issues, caused by gamification and advices for creating a successful gamification strategy.

Methodology of The Bachelor Thesis

The work is written in a form of a literature review. The main purpose of the thesis is to throw light on a modern megatrend, that is called "gamification". According to the fact that this is a relatively new topic, the thesis will be focused on reviewing, describing, collecting, analyzing and interpreting an information, that is related to the issue. This thesis provides reader with an opportunity to explore gamification more deeply. Currently, gamification is partly studied, most of works are focused on sub themes, connected with this trend, or study the subject superficially. That is why, the main advantage of this thesis is that it overviews, describes and analyzes gamification and its application in the Human Resource management extensively, includes specific HR activities and case studies.

This type of research is used in order to overview and evaluate researches that has already been undertaken in the specific field, to develop a good understanding of the issue, find relationships between resources and fill the main theme. The literature review helps to understand the topic clearly and to receive a competent knowledge about the concept for further interpretation. It draws out main points, ideas, issues and presents them in a logical way (Saunders, Lewis, & Thornhill, 2009; p. 65-70).

Literature search strategy

Planning the search strategy is very important in order to ensure that the information from the literature is relevant and trustworthy. It includes defining resource's parameters, key words and main conditions.

Main parameters, that were used in the literature search strategy of the bachelor thesis are publication period, subject area, language and literature type. Most of the literature, that is mentioned in the thesis has been published during last 7-10 years. All the literature is in English, because neither Russian nor Czech researchers haven't studied this field essentially. The subject area was related to gamification in human resource management. It covers such fields as: management, innovations, technology, design tools and game attributes. What concerns types of literature, most of the resources, that were used in the work are academic articles, books, conference proceedings and reports – primary and secondary types of data. They were looked up mainly on the internet, such academic search platforms as Google Scholar, Pro Quest etc. Moreover, main criteria for selecting the article were the content (if it is useful, related to the topic and up-to-date), where and by whom it was published (journals, university supervising and so on), author (if his profession is

somehow related to gamification, HR management), and finally how often the work is cited by other studies.

Defining key words is a basic tool to express research questions and objectives. Main key words, that were used for this thesis, are: gamification, HR management, game context, game design, assessment, recruitment and selection.

Case studies

This is a research method of collecting data, which is based on detailed examination of the case (subject of study) and also it's related contextual conditions (Fox & Bayat, n.d.). Case studies are used in order to strengthen the topic, to prove the statements and to provide an example which will help to understand the subject of thesis. This bachelor thesis consists of three examples, that show how gamification tools can be applied in essential activities of Human Resource management. These are examples of famous international companies: Marriott Hotels, L'Oréal and Uber. The reason of such choice is that these organizations were one of the first, that successfully applied gamification to different HR activities. Case studies are based on the application of secondary data to theoretical aspects of gamification, that were mentioned in previous parts.

1 Gamification, its background, history and role in modern life

This part provides the reader a definition of the concepts of a game and gamification. They are essential for understanding the whole mechanism of this phenomenon throughout the whole world, work and business environments. What is more, there is also a description of the main stages in the development of this concept and its use in modern society. According to the fact that gamification is a megatrend nowadays, it is important to learn more about it in order to keep the company or managers up to date and stay competitive.

1.1 Definition of Game and Gamification

Firstly, it is necessary to define the basis of the concept for a better understanding of gamification. The Cambridge dictionary explains a "game" in two meanings. The first one is: "an entertaining activity or sport, especially one played by children, or the equipment needed for such an activity". Also, game is "a particular competition, match, or occasion when people play a game". What is more, it is worth distinguishing the word "game' and "play". Playfulness is a broader category that either is different from a game, but also contains it. The difference is clarified in Roger Calliois' study: play or playfulness denotes a more improvisational, expressive, free-form activities and behaviors. On the other hand, the concept of "game" involves a special structure of playful activities which are built on rules and competitive strife of some actors in order to reach the goal or outcome (Caillois, 1961).

   All in all, a "game" consist of two components: people's involvement in the process, their experience (playfulness) and the system that defines games by its structure, rules and a sequence of the activities (gamefulness) (Huotari & Hamari, 2017).

   However, just a few years ago "serious games" were taken to be only a phenomenon, while nowadays gamification has been developed as an exact academic term. In general, a lot of studies have defined this concept as the process of using game and game design elements in a non-game context (Deterding, Dixon, Khaled, & Nacke, 2011). This term can be also defined by its goal: to receive a new experience, an added value According to the fact, that there are so many different games it is hard to determine the gamification's framework. In general, it covers such areas as gameful design, interaction and gamefulness.

Gameful design is the most popular type of gamification. It is widely used in designing web-sites, creating learning platforms, electronic commerce and framing different non-playful activities. The main aim of this flow is to make the goal more visible and to motivate the user to achieve it. It is possible by creating an "enjoyable interface" which will distinguish the purpose and set the activities to reach it with a pleasurable design that encourages and stimulates the user to move on.

Although most people associate gamification only with gameful design, such a flow of interaction is also very important. As was mentioned previously, the second component of a game is human behavior. With a help of cooperation, scenario's simulation actors learn how to deal with different situations, receive a lot of experience and communicational skills. In other words, they interact, play and receive an added value from these activities (Dale, 2014).

Finally, a combination of both gameful design and interaction generates the most complex gamification variety, which is known as gamefulness.

1.2 Main stages in the development of the concept

The term "gamification" has appeared as a result of the "interaction" trends such as an interaction design and innovations in the IT sphere (e.g. Hybrid Space). Bret Terill was first, who used it at the Social Gaming Summit and also published in his blog in 2008. He explained this word as *applying game mechanics to other network properties in order to increase engagement"* (Terill, 2018)*. However, only from the second half of 2010 this concept has spread all over the world. Although it was widely used in industry and commerce, the phenomenon was not studied by academia at that time. The term appeared in industry only in 2010, and this has caused academia's interest. One of the first scientists that explained and defined "gamification" was designer and researcher Sebastian Deterding. He stated that GF is applying game design on a non- game context (Deterding et al., 2011).

Over time, the technologies forced scientists to change the definition: the previous one did not include the experiential point. In 2014, Werbach first mention the second aspect of the term: an action. He explained the phenomenon as the *process of making activities more game-like* (Werbach, 2014, p. Xy). It focuses on the experience that man receives through doing some game-like activities. By expanding Deterding's definition, Kevin Werbach managed to connect both theoretical and practical explanations of the term.

Nowadays, many researches dedicate themselves to gamification, and this phenomenon has been applied to different fields of business and management. The

influence of this term is increasing but the basis of the concept stays the same – the one that was created and defined by S. Deterding and K. Werbach (" From Game Design Elements to Gamefulness: Defining Gamification ", - Deterding et al., 2011), ("(Re) Defining Gamification : A Process Approach", - Werbach, 2014).

1.3 Key activities in gamification strategy

According to the fact that gamification is quite a new topic for researchers, it has not been fully studied so far. Actually, most articles and scientific works are dedicated to defining the term. At first glance, gamification is about a special design with a leaderboard system, some points and so on. Although they contribute to people's enthusiasm and attentiveness, the affect is not very significant. Gamification is seen as a universal cure that influences motivation and engagement. However, it does not always work the way we expect. Therefore, it is important to know the whole process of gamification with activities and elements that it includes in order to design the strategy properly and achieve the expected results. To look beyond, the concept gamification rests on three pillars or elements. In 2004 these pillars were known as MDE (mechanics, dynamics and emotions) framework. (Robson, Plangger, Kietzmann, McCarthy, & Pitt, 2015). However, different scientists were working on improving them. As a result, different modifications have appeared. This work will explain Werbach's interpretation of gamification pillars, because mainly his works were used as a basis for further researches. Moreover, there are some significant activities that make the gamification process complicated and affect the result. All of them are described in the next paragraph.

First of all, there is the need to know a clear goal of the gamification. Of course, this rule applies to every project, but it is very important, especially for experimental strategies. The clear goal helps to define the areas which need to be focused on. If a manager cannot set an aim, he/she is unable to design the right path that leads to success. For instance, if the purpose of the gamification is to increase employee's motivation, it is more appropriate to create some gamified web-pages with some missions and rankings than to undertake some team activities. After concerning all the attention and opportunities in a certain field, it is easier to reach the expected result and the outcome will be more efficient. What is more, assessing the whole project will be more effective as well. (B. Kim, 2015a)

Another vital condition for a successful outcome is determining a certain target group. It is very important to know whether the stated purpose was related to customers or visitors, head managers or workers in different departments. All these

groups have different values, priorities and wishes, so creating a common template is impossible and useless.

As soon as the main goal and target group are defined, the second step is to select components that the future strategy might include. They are especially suitable for whether the project implies improving software design, web pages and so on. This is the first substantial stage of the gamification process (the first pillar), which basically relates to the visual side of the plan. The main aim is not to create a competition, which might cause a negative effect on the team and even decrease motivation between employees. The purpose is to contribute to improvement, which depends on all components together. They include points (for measuring the result), badges (to define achievements and sort them by categories, to encourage personal growth and motivate them to set different goals), leaderboards (to display the progress and to increase relative competitiveness), quests and challenges (to promote brainstorming and to improve team work), some virtual goods (that present an imaginary value, which distinguishes the user and gives them a sense of uniqueness), levels (which motivate the person to move forward, contribute to improving and challenging themselves) and gifting/sharing (to promote altruism and to teach them how to receive pleasure from giving and sharing) (Werbach & Hunter, 2012)

Another gamification pillar is presented by mechanics. They imply the interaction between users within a selected framework and include components that were mentioned previously. What is more, they are used in order to determine the potential actions of the user, his/her behavior and factors that might influence it, study the process and predict future events. Mechanics consist of cooperation and challenges (objects and tasks that have to be fulfilled and interaction between users to deal with them), ownership and transactions (resources that are in disposition and operations that users are able to do with them), stochastic elements (to make games closer to the real world, full of uncertainty), progression (assessing the whole process, visualizing and performing mid-term results to prevents fluctuation), feedback (usually in the form of a leaderboard or informational displays) and finally achievements (objectives that were reached during the project, final evaluation). A set of all these essentials gives an opportunity to create an algorithm to asses, analyze and compare the outcome and a primary goal, to generate the guidance for upcoming projects and activities (Wood & Reiners, 2015).

As a result of using mechanics, the head of the project is able to examine the actors' behavior. Consequently, the fact arises that the performance depends on their background. This is also an important factor that should be taken into considera-

tion in while designing a perfect gamification strategy. Such characteristics like gender, culture, academic performance and age are the key factors that influence the result. For instance, a study about difference in cultural orientation by Wohn and Lee proves that individualistic and collectivistic people have a distinctive approach in playing social networks and games, such as entertainment, social interaction, communication, diversion and recognition. Accordingly, their outcomes are also different.

Finally, the third pillar is based on the previous two and lies in interaction between users and their actions within a precise community. It is presented by the dynamics that depend on the nature, habits, mindset and experience of the user. Dynamics consist of emotions that users experience from components and mechanics, relationships between actors, such as status, emotional attachments, and narratives or storylines that mean a special context for users adventures and cooperation and includes multiple stages and levels (Wood & Reiners, 2015). Accordingly, these elements shed light on the gamers' frame of mind that influences their behavior. In fact, scientist found out that game users have different characters: people have their own unique motivation for playing the game, a specific aim, the way they are planning to reach it and some personal preferences. As a result, user typology has appeared. It is called Bartle's User Types system, which was created by Richard Bartle (Kumar & Herger, 2013). His theory has served as the basis for further research on the issue of gamification. Consequently, there are four groups of gamers: killer, socializer, achiever and explorer. The Achiever is a goal-oriented person that prefers status, progress and needs recognition. This is a highly competitive type of player. Although Killers are also extremely competitive, they have one big feature, that distinguishes them from the first type: Killers are satisfied only when someone loses. The Socializer and the Explorer are interaction-oriented categories. The first one is interested in contact with other characters, in collaboration and communication. On the other hand, the second one enjoys discovering the area, interacting with the surroundings and receiving new skills and knowledge. Although the study describes only the way people play games, it definitely has a further connotation. The essence of the taxonomy is in identifying the objectives, that the person pursues, to understand one's behavior and motivation. (B. Kim, 2015a)

2 Applying gamification in human resource management

The second part of the thesis is the most important because it is dedicated to applying gamification strategy to HR management. Firstly, this chapter is divided into few fragments, which explain how to use this innovation in main activities, connected with HR (e.g. recruitment, assessment, motivating and so on). Moreover, each subpart is forced by a corresponding case study that details and sheds light on the issue.

Gamification has spread in various spheres of business and management influencing organizational processes, communication and technology. Over the years, innovations also have significantly transformed human resource management and the bulk of changes where caused by gamification. Basically, HR management is about attracting, selecting, motivating and retaining company's employees. That is why it is important to learn more about the influence of gamification on these actions.

2.1 Gamification of Recruitment

2.1.1 A definition of recruitment

The first goal of HR management is to make talented people interested in the company and work positions. This is carried out through a process known as recruitment. Recruitment is an activity that lies in finding and engaging the right workforce according to organization needs. Selection is a part of recruitment and it is focused on deciding which candidates will be the most suitable for the work position (Armstrong, 2009; p. 514).

The recruitment and selection process is divided into four stages. The first stage is about defining requirements for a certain position. It includes creating role profiles, employee specifications (e.g. knowledge, skills, behavior competences etc.) and determining conditions and terms of employment. The next stage involves creating a detailed plan of a recruitment campaign. The last two stages are about applying the strategy that was developed in a previous step. The third activity lies in attracting applicants and it includes choosing and assessing alternative sources of candidates. Finally, the last stage is called "Selecting candidates" and it contains interviewing assessment centers, sifting applications, testing and preparing contracts for employees (Armstrong, 2009; p. 515).

2.1.2 Gamification of Recruitment

Efficient recruitment is a good tool for enhancing the skills, creating a varied workforce, increasing both customers and workers satisfaction and encouraging creativity. Because of continuous technology development and innovation, simple recruitment has changed to electronic recruitment (e-recruitment) (Stone, Deadrick, Lukaszewski, & Johnson, 2015). According to the fact that almost every person with a higher education degree has access to the internet, e-recruiting has become more and more popular. What is more, the main reason of for its success lies in its cost and time reduction. In fact, it reduces the hiring cycle for almost 25% and cuts costs for 90% (Sylva & Mol, 2009). Thus, gamification has encroached to increase the effectiveness from online-based recruitment (Woźniak et al., 2015).

Although the gamification strategy is applied in the third and fourth stages, it is important to consider the first stage as well. Only if we are aware about target applicants and can define the expectations, will we have the opportunity to choose the right gamification strategy (stage two) and components and we will know which factors we should pay attention to. For example, if we are looking for a manager, the recruitment and selection procedures must include some challenges that will show how a person can act in critical situations, their decision-making skills and so on (Woźniak & College of Management, 2015).

When the strategy and target group are defined, we can start applying gamification principles to recruitment and selection that are the third and fourth stages in recruitment process. The emphasis can be put on gaming design, components or interaction. All these tools are efficient in their own way.

First, gamified design helps attract users' attention to the website. By adding gaming elements, simplifying the web-site and putting emphasis on searched positions, the creators can present the company as warm, friendly and innovative, so potential employees will become interested in the job offer (especially those who represent themselves as creative individuals).

Moreover, gamification in recruitment can be expressed through different games that vary depending on the content. For instance, there are some games aimed at simulating the working process in some companies (e.g. US army). They are focused on making the potential workforce acquainted with the company and increase their interest in it. Thus, such games require activities that are similar to the job role, analogous goals and working conditions. What is more, not only games that simulate working processes can attract new people to the company. For example, Google

organizes computer competitions, such as Google Code Jam to find and attract new talent to the company   (Saha & Pandita, 2017). On the other hand, the other purpose for creating games can be observing individuals' behavior. In this case, there is a need to integrate different dynamic situations that are likely to happen during the work. Thus, the company will be able to assess a person's reaction and performance. However, the information cannot be 100% precise, because a player's "game logic" is different to ones "every day logic". That is why it is better to monitor the dynamics of the behavior and the way of thinking than more exact actions (Woźniak & College of Management, 2015).

Games that simulate a company's activities are used for making an applicant less stressed as well. When a person gets acquainted with company's activities, processes, organizational culture in a playful way, it becomes easier for them to pass the selection procedures, because they feel more confident and less stressed. Moreover, such games associate a company with an innovative unit. This fact stimulates both employees and candidates to feel free to express their thoughts and innovate and create. These features are very significant in today's dynamic world (Zielinski, 2015).

Although recruitment procedures are more oriented on design, components and mechanics, the selection process is concentrated mainly on the dynamics. In this case emphasis is put on a person's behavior. Thus, the main goal of gamification selection is to observe the applicant's performance, their strategy, psychology and knowledge(McCarthy et al., 2017). As we already know, there are four types of players: killer, socializer, explorer and achiever (B. Kim, 2015a). To find the most suitable person for the work position, managers should take into consideration the difference between those four types and look for an applicant whose performance will meet the requirements (B. Kim, 2015a).

For instance, if a company is looking for a top manager, they will need a highly competitive person. Thus, the most appropriate candidates are achievers and even killers. Killers will be able to survive in a turbulent environment full of other killers. An achiever is also suitable for this position because this is a highly motivated and goal-oriented person that will do his/her best to deal with the problem, overcome obstacles and reach an aim. If a prospective employee has to work in the research and development field, the worker's profile should include such characteristics such as curiosity, intelligence, openness to new things, the willingness to learn and of course the person must be familiar with the latest trends. All these features fulfil the explorer's personality that is oriented on interaction with the environment and their surroundings. When a company seeks a worker for the HR division, they

should choose a socializer. This is a person who is oriented on communication and that can find the right approach to individuals, work in team and unit other people.

2.1.3 Marriott Hotels and their game-based recruitment

Marriot International, Inc. is one of the biggest lodging companies in the world, operating in 127 countries and has nearly 6,500 properties. It was founded in 1927 in Washington and It was only a small restaurant at the beginning. Nevertheless, because of a good management, Marriott developed rapidly. As a result, this company has more than $22 billion revenue per year nowadays (Marriott International, n.d.).

In 2011, the Marriott hotel chain launched a game app and a Facebook game that simulates the working process in their hotels. At first glance it may seem that they created the game to attract new customers as a part of their marketing campaign. However, the main aim was to show people the processes within the organization and to attract potential employees. Thus, we are talking about a recruiting strategy (Marriott International, n.d.).

The game is called "My Marriott Hotel" and it invites Facebook users to manage a virtual restaurant in the Marriott Hotel. After passing the restaurant level, a person has an opportunity to move on to the other hotel areas. The game allows them to buy restaurant equipment, furniture, to choose workers and so on. The players can collect points for good work and lose them for poor service. The hotel chain has published this game on their job and career Facebook page (Zielinski, 2015).

The company created this game when they were entering China's and India's hotel market to provide themselves a workforce. Their target group where mainly millennials. It's obvious that mainly this generation was playing computer games in the childhood and is up to date with modern technologies and computers. That is why Marriot Hotels chose the gamification strategy in particular to attract this age group (Eversham, 2011).

Their gamification strategy is based on the second pillar – mechanics, which lies in people's interaction with components. The game continuously challenges players and gives them new tasks and missions. Moreover, the game includes such components as levels, progress bar and rankings. A player can also earn Marriott points and bonuses, which can turn into real gifts. Besides, if the game was used for selection procedures, the gamification strategy would be based on dynamics (Park, Lim, & Yeungnam University, 2014).

The first main aim of their gamification strategy is to motivate applicants to engage with the company's career web-pages, social media profiles and so on. The

game should stimulate candidates to search for some job positions at Marriott Hotel and to look for more information about the hotel chain (Joy, 2017).

What is more, the other goal was to provide the applicants information about the hotel and the processes within it. By playing the game, users have the opportunity to learn more about the company and receive insights of the organization. As a result, potential candidates can get a full picture of Marriott Hotel and decide whether they want work there or not. Besides, this game can be also used as a part of the trainee program for new employees (Zielinski, 2015).

"My Marriott Hotel" influences people's perception about the job as well. As was already mentioned, gamification's aim is to associate routine, boring work with pleasure and fun, that person feels while playing games and that is what Marriott's game does. Generation Y is full of self-confident, curious and creative people that value freedom to decide and freedom in general. Their lives are full of mobile technologies, innovations and changes. That is why Marriott Hotels used a modern approach to attract millennials, associating it with fun, freedom in decision-making and innovations, never with obligations and routine (Myers & Sadaghiani, 2010).

A combination of all these aspects has a positive impact on a future employee during selection procedures. Because applicants are aware of the hotel, working conditions, organizational culture, processes and so on, because of friendly design and Marriott's fun, innovative and open approach, candidates feel more free, open and less stressed during the job interview and selection procedure in general (Zielinski, 2015).

All in all, "My Marriott Hotel" was a good step towards influencing and attracting Y generation about careers in the hotel business and hospitality. In 2011, China and India did not have a prominent hospitality industry. By launching the game, Marriott Hotels seriously influenced work trends in these countries and received a really positive reaction to the game. Unfortunately, because the game was not significantly improved since 2013, its impact on people has decreased– the game is not that unique nowadays. Nevertheless, "My Marriott Hotel" was one of the first recruitment games.

2.2 Personnel assessment

2.2.1 Definition of the personnel assessment

Assessment is a planned systematic method of gathering data and information about workforces. This information is useful to make career-related and employment decisions about work candidates or company employees, it contributes to

diversity and talent management and helps in creating and implementing strategic plans for the company. Assessment is widely used in order to evaluate workers' strengths, find developmental needs, skill gaps, monitoring the implementation of HR programs and creating an effective solution to deal with the problems discovered (S. Kim, 2003).

There is an amount of assessment tools that differ in purpose, format, level of standardization, objects of measurement etc. Such tools can be presented by tests, observations, interviews, different inventories, questionnaires, ability tests and so on. All of them measure constructs – people's physical and psychological characteristics that make them diverse in order to perform such human resource functions as:

1. Selection – to provide an organization by qualitive workforce;
2. Placement – to choose an appropriate job position for every individual and maximize his efficiency;
3. Training and development – to evaluate employees' growth, to give them a chance to improve their abilities, learn new skills and set new goals for the workers;
4. Guidance and career exploration - to help employees make decisions that relates to education, vocation and occupation;
5. Program evaluation – to collect data about the efficiency and use of the training programs and to plan further actions.

 (U.S Department of Labor & Employment and Training Administration, 1999).

2.2.2 Gamification in assessment

Gamification is one of the modern and innovative assessment tools in Human Resource Management. Gamification in this field lies in applying game and game elements to an existing form of assessment. That might be graphics, feedback mechanisms, storylines, narrative elements or others gamification tools. The main goals of gamification in this area is to maximize the outcome from the procedure, to look beneath individual's behavior and analyze it, and finally to define person's potential and opportunities in a special framework (M. B. Armstrong, Ferrell, Collmus, & Landers, 2016).

This flow has appeared together with other gamified activities. A modern community has pushed research and development departments to improve assessment activities and to innovate, that is why gamification has been continuously influencing human resources recently, and has already made a large investment in this sphere (M. B. Armstrong et al., 2016).

To prosper in gamification from an employers' point of view, it is worth focusing on such gamification element as dynamics. As was already mentioned, dynamics lies in evaluating people's interaction with gamification components and activities. Due to the fact that personnel assessment is about analyzing an individual's behavior, competences, evaluating person's hard and soft skills, dynamics clarifies the basis of a person's psychology, shedding light on the applicants' mindset and helps choose the relevant features and guide them to a certain field (Attali & Arieli-Attali, 2015).

Although dynamics are essential in all assessment procedures, to look deeper, different types of assessment can include other gamification elements and features. For instance, if the assessment is applied to training and development programs, it is useful to concentrate the attention on mechanics as well. Different game activities and their results (the essence of mechanics, (B. Kim, 2015a)) allows one to evaluate members' cooperation, interaction and knowledge that they have received and teamwork in general. Besides, the results of mechanics serve as a basis for a whole evaluation program e.g. if employees received an expected outcome or if the plan was executed well. What is more, gamification influences people's motivation to improve their skills, to work together, etc., which might contribute to the process of measuring their engagement as well. (M. B. Armstrong et al., 2016).

What concerns the other side of assessment–applicants and employees, an actual problem is that they do not have the opportunity to receive feedback and also to assess the procedure. Most people would like to know why they failed or were passed over. In this case, a presence of components would be helpful. Leaderboards, points, comments and ranks will not only provide workers reasonable feedback and explanation, but also motive them to perform better during the evaluation. For instance, in 2015, researchers Attali and Arilei-Attali published their study about gamification in assessment, which was based on a gamification experiment with students. They researched how gamification tools influence students' assessment and whether the results are significantly distinguished. Mainly, they refocused attention on gamified design, immediate feedback with components and some simulative conditions. All of them had more or less influenced students. However, the most effective tool was immediate feedback that included points and awards. Students were more motivated when they was able to see how far along was they and what their weaknesses were (Attali & Arieli-Attali, 2015).

All in all, gamification most definitely contributes to assessment procedures in HR management. Firstly, dynamics provide the company a broad overview of an applicant's knowledge, skills and abilities. Moreover, based on this, the HR depart-

ment is able to assess and predict a candidate's potential and decide which field in the company will be the most suitable for them. Work simulations and other activities connected with mechanics put a person into an unpredictable life-like environment. This fact eliminates the possibility for applicants to fake their behavior. What is more, gamification also influences motivation, so the number of candidates that might switch off during the process will certainly decrease. Well-designed assessment with gamification components will inform employees or applicants about the company's aims and expectations. Finally, all these factors provide the company a good image and strong value proposition, presented by a qualitive and motivated workforce (Schultz, 2017).

2.2.3 L'Oréal and their gamified assessment

L'Oréal is a well-known French cosmetic company founded in 1909 by Eugene Schueller. Although in the beginning it was just a small firm that produced hair dye, L'Oréal is currently one of the biggest cosmetic groups in the entire world, reaching €22.98 billion in sales and employs 77,400 people worldwide. This brand presents itself as an innovative one and it manages to uphold this reputation (L'Oreal group, n.d.).

In 2010, L'Oréal Paris launched a serious online game called Reveal. This gamification step was made as a part of their e-talent management program. Although this game also refers to recruitment, because one of its aims is to attract applicants, L'Oréal has focused on assessment much more than Marriott Hotels. Unlike the hotel chain that was aimed mainly at receiving people's interest in career and their awareness about the company, the cosmetic group added a huge variety of performing tasks and challenges and cooperation with departments that gives company an opportunity to assess applicants knowledge, intelligence, soft skills and decision making (Joy & Chiramel, 2017).

Reveal is also a simulation of working processes in cosmetic giant that is targeted at building and efficient talent system and create strategy to measure the achievements and performance. The player is able to work in different departments of L'Oréal: Marketing, Sales, Research&Development, Operations, Controlling and of course Finance. As a part of a registration, players should upload their resume, some personal information and contacts. Afterwards, the person is asked to do some tests to determine their knowledge in different fields and to take a tutorial. According to the fact that this is an online game, the company organizes game sessions throughout the year. The next session will start at the beginning of June 2017. The players are able to communicate and cooperate with each other. After complet-

ing the game, a system assesses the players' performance decides in which field the player succeed and might demand a real work position or internship in a certain department of L'Oréal company (Reveal The Game, 2017).

During the game, the organizers collect data about the applicants, evaluate their talents, capabilities and decide if these characteristics will contribute to the company's strategic goals. Moreover, players may be asked to explain the reason for their decisions or actions. And this is the main difference from recruitment games such as "My Marriott Hotel", which is more about attracting candidates, not analyzing and assessing their potential.

The company has perfectly combined all gamification pillars. Due to the fact that their gamification strategy is presented in the form of a game, it is obvious that their project has a gamified design and includes different components. It is worth mentioning that Reveal has maximized a number of components in their game that have different roles for employers and players. Figure 1 shows how a user's profile look like and exemplifies the components used in this game.

Figure 1 – Player' profile

Source: Paulla Carravilla's profile (Carravilla, 2010)

As we can see, figure 1 includes the person's information (on the right), game information and other settings. Concerning components, we can see person's ranking

and status (newcomer), game score, their progress in the whole game (on the right of the picture) and progress in a certain room. On the top of the picture the user is able to check their ranking and receive some prizes. All these tools were created in order to motivate players to reach goals and succeed. What is more, there are six departments – rooms in this picture that ensure the existence of another gamification component – challenges.

Furthermore, the game is about interaction with components and other players, which relates to the second gamification pillar – mechanics. People are able to communicate during the game, create teams and work together. This fact allows them to exchange their experience, to expand their outlook, capabilities and to try finding a right approach to different individuals. Mechanics is about cooperation and interaction with components, and Reveal gives players an opportunity to experience both, so game managers are able to assess persons performance in different situations. What is more, game managers also have a chance to observe users' psychology and behavior. This is the third pillar of gamification strategy – dynamics (Reveal - the game, 2013).

Taking everything into consideration, Reveal contributes to the assessment process on different levels. Firstly, it is a part of L'Oréal's selection strategy that is aimed at finding talented individuals that are interested in making a career in this company. What is more, data collected from the game is useful for placement decisions, because Reveal is testing applicants in different fields of management. Finally, the game provides users guidance for their career, shows players the most suitable field in which they can succeed – which is one of the types of assessment procedures (Schultz, 2017).

2.3 Motivation

2.3.1 A definition and a role of motivation

The word "motivation" comes from the "motive", which means a reason for doing something. It obtains the goal, that individual has, the individual's will to reach this goal and the way to reach the aim. Motivation is an important aspect in human resource management. To achieve a qualitive performance is necessary to have high-motivated workers that are ready to challenge themselves and others, to work hard, to see the common aim and to move forward to it. That is why, it's essential to know what this term means and which components it consists of. (Armstrong, 2009; p. 317).

Briefly, motivation is presented by external and internal factors that stimulate determination and energy that drive individuals to be constantly interested in their work, role or task. Motivation also includes the activities and labor that are made to reach the goal or to do the task.

This term must include three components. The first is the direction, which was mentioned above and means the way, sequence of activities in certain field that was chosen to reach a specific purpose. People are willing to do something, when they can see how certain activities will lead to the attainment of an aim or reward, that will satisfy his/her needs and wants. The second component is effort – how hard a person is working and trying to receive the expected result. Every person decides on her own how much effort to exert in different cases. Obviously, the more a person is motivated, the more efforts he/she makes to deal with the subject. Finally, the last one but not least is a persistence. It means how long an individual keep trying, how he deals with loses and for how long he has the enthusiasm to achieve a goal. In this case also works the rule the more individual is motivated the more he keeps trying and works hard. (Armstrong, 2009; p 317)

For further analysis of gamification in motivation, it is worth mentioning and explaining two types of the term. The first one is called an intrinsic motivation and means the motivation that is caused by internal factors. It might appear when a person feels how important his work is, or when an individual receives a reasonable degree of autonomy. What is more, the motivation can be occurred by the opportunity to achieve a personal development, get new skills and so on (M. Armstrong, 2009; p.318).

Another type is an extrinsic motivation. This one is resulted from the influence of external factors. In other words, in this case some activities are made to people or for them in order to increase their motivation. Contrary to intrinsic motivation, extrinsic do not last for a long term and has a temporary character. For instance, it includes some rewards (increased pay, incentives or praise) and punishments, e.g. criticism, disciplinary actions or even withholding pay. (Armstrong, 2009; p.318)

2.3.2 Gamification in motivation

Finding the right appropriate to motivate employees is the main key to increased efficiency and achievements. One of those appropriates is gamification. Although it is a relatively unusual way to increase workers engagement, gamification has already shown effective outcomes.

At a simple level of the gamification, which only consist of some gamification attributes we talk about short-term extrinsic motivation. Usually, it is presented by leaderboards, some gamified rankings, special titles for achieving, budges, points for measuring the result etc. In this case we are talking about first gamification pillar – components. On the first glace, these details aren't that valuable, but actually a combination of some of them for sure influence people's engagement, wishes and motivation at all. Components challenge workers and also inspire them to challenge themselves, provide them by unattained goals and skills, and motivates to receive different rewards. This works because all these gamified components are associated with a pleasure, positive emotions, childhood and fun. Moreover, game attributes also provoke an excitement about competition and trilling feelings.

Deeper gamification is hidden in intrinsic motivation. It is based on second and third gamification pillars – mechanics and dynamics. According to the fact, that this type of motivation is based on person's attitude to work, emotional condition and internal code, gamification strategy must influence person's mindset and behavior. Thus it's important to learn more about employees' background, culture and psychology. For influencing person's internal motivation gamification strategy should be focused on improving people's relationships within the company – the friendlier and more pleasurable surrounding is, the more motivated worker becomes. What is more, if the work is associated with leisure or positive emotions (one of the key characteristics of gamification), person becomes less stressed with work and his/her motivation increases as well. One of the most effective activities is game-based teambuilding. Interaction between employees in a playful form helps to strengthen a communication in a team, improve the engagement, develop a teamwork skill and make employees feel more responsible. Moreover, workers can learn more about each other. On the other hand, teambuilding also allows HR department to analyze employees' behavior and to create a further strategy for individuals (the result of dynamics) (Kim, 2015).

2.3.3 Uber's success

Uber is an app-based transportation and delivery network company, that has appeared as UberCab in 2009, San Francisco, California, and now operates all over the world. People are receiving Uber services through different mobile applications (that are sorted by the purpose of ride and other conditions). These applications and Uber company in general are prominent examples of using a modern motivational approach (well known as gamification) to influence driver's behavior (Peterson, 2014).

In the beginning, it is worth mentioning that this company had an innovative approach in different fields. They have built their business on freelance basement, engaged different car owners to spend their time earning some money without filling papers, only by uploading an app. Actually, drivers are independent business owners, not traditional employees. This fact allows company to minimize labor costs. On the other hand, Uber cannot have a certainty, that there will be enough drivers all day long. To deal with this problem, they used gamification to maximize drivers will to work and to motivate them to continue picking up people and driving them to their destinations (Scheiber, 2017).

Their gamification strategy is targeted on improving extrinsic motivation, what means using mainly gamification components to influence the drivers.

The first gamification tool that was used by the company is setting goals. After doing a psychological research, Uber find out that people are fond of earning goals. That is why, to keep drivers on the road company have decided to use this human feature. They started to alert drivers that they are really close to hitting a target, that will for sure be precious for them, right when they are trying to log off. What is more, they are showing next "goals" (fare opportunities) before they will drive a current passenger to his destination. Besides, they are offering drivers to set their own goals for a day or week, for example to earn 100 dollars, more or less. Their research have shown that people, who have set a certain target number are reaching it faster, that those who don't have an income goal (Scheiber, 2017).

Figure 2 – Setting goals in the Uber application
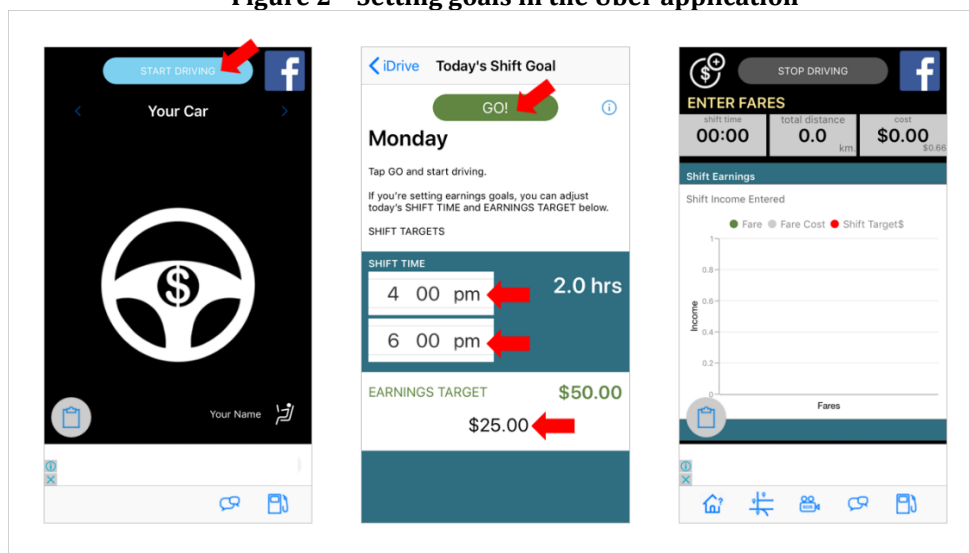
Source: NextWave Mobile Apps, 2018

Figure 2 shows how drivers can set personal goals for a day. There are several types of goals. For example, it is possible to set a time, that a driver wants to spend

on the road or his target profit. What is more, there is driver's statistic on the left of the picture that shows his progress, earnings, number of fares and distance that the driver has driven.

What is more, they have created a bonus system – another component of the gamification strategy. After doing some statistics analysis, Uber have found out that most new drivers leave them before completing 25 trips. However, those who have made 25 trips have a higher loyalty and give up the platform more rarely.   Thus, Uber has decided to give workers bonuses after reaching this critical number. As a result, driver's fluctuation has decreased. Actually, this is not the only example of bonuses, that the platform uses to increase drivers' motivation. There are a lot of other extras that bring Uber an effective outcome (DiSanto, 2016).

Another component used by Uber is ranking. The program evaluates drivers activity every week, shows them their statistics (how much money they have earned, how many passengers they have served and so on), achievements and progress. Besides, it also allows passengers to rate their trip and to leave some feedback. As a result, all these metrics influence drivers' competitiveness in real life in the same way as they work in video games.

Last but not least, to maximize the efficiency of these strategy, the taxi platform have used a gamification design for their mobile applications. Figure 2 below shows how their design looks.

Figure 3 – Uber's gamification design

Source: Mark Wilson for CO.Design, 2017

Figure 3 shows the design of Uber application in 2016 and is as prominent example of gamification design. As we can see, a customer can monitor how many cabs are

nearby or how far they are. On the other hand, customers are depicted as goals for a driver, so he can choose the one that is close to him.

At first glance, there is nothing special about this design. However, the fact that the interface looks like a game significantly influences the driver's attitude. They do not take their activity as work that is associated with obligations. For most car owners, Uber is like a hobby, which brings them some benefits. The process of "collecting" passengers and earning money brings a thrill, so the driver is motivated to work harder and longer – the same emotions we can experience during playing a computer game. Moreover, gamification design influences consumers as well. Because of the ability to see how the car travels, people feel certain in the fact that they will receive a car and that this car is getting closer (DiSanto, 2016).

All in all, Uber keeps improving their gamification strategy and looking for new ways to motivate drivers. Their approach has inspired such companies as Lyft (Uber's main competitor), Postmates (delivery services) and so on, this platform has become the main way to earn money for a lot of people and it keeps contributing into "gig economy". Nowadays, Uber demonstrates that pulling emotional levers can become the ruling approach to control and manage an employee (Scheiber, 2017).

3 The importance of gamification and insight into the future

Although gamification is only in the early stages of it's development, it has already contributed a lot to HR Management and management in general. That is why, the third part of this bachelor thesis provides readers a detailed analysis of gamification's role in modern business and management, its strength and weaknesses. What is more, this part also includes opportunities for gamification to develop and names the main aspects which should be taken into consideration in order to avoid failure. This analysis is written in the form of an extensive SWOT analysis. Finally, the thesis also mentions ethical issues that relates to gamification and appears in different areas of modern society.

3.1 SWOT analysis of the gamification

3.1.1 Strength

The first and the main aim of gamification is to increase engagement and motivation in different social groups and a lot of studies can prove this fact, such as "Digitalization Human Resources through gamification for employee engagement" (Saha & Pandita, 2017) or "Does Gamification Work?" (Hamari, Koivisto, & Sarsa, 2014).What is more, this thesis also proves this hypothesis in Uber's case study. Gameful elements attract people's attention and makes goals, tasks or other elements more visible. What is more, in causes gaming excitement to do different tasks and receive a gamified feedback.

Besides gamification and gamified design are making the key elements more noticeable, they simplify the interface as well. Components (such as signs, points, referrals and so on) are replacing text and make a website less complicated, for example. Moreover, design elements reduce the amount of translation needed because a lot of signs mean the same across the world, so the basic things will be understandable for everyone. Different points can be used to provide the user by an instruction, to set a goal, to show a score or a status and even to give a feedback (Rapp, 2014).

Furthermore, gamification design as a tool of engagement is much cheaper than marketing campaigns, trainees or other activities. For instance, adding budgets, points and leaderboards cost less than arranging a training session for employees or creating some motivational benefits.

Finally, mechanics and dynamics allow one to observe a person's natural behavior in action and collect data about different aspects of people's performance. During a game or gamified activity with different challenges and unpredictable situations, individuals are not able to fake their emotions and behavior in general, which is why it is easier to analyze people's psychology.

3.1.2 Weaknesses

The first huge mistake that is often made is thinking that gamification is an universal clue and can be applicable in all cases. Without adapting a gamification strategy to a certain target group and setting a clear goal, the chances to succeed are meager. Unfortunately, delivering just a typical set of gamification components will not work, if it does not change during the interaction and does not take into consideration the players knowledge and emotions (Rapp, 2014).

It is also possible that components which follow a certain aim will be also harmful for the company. In other words, the attributes of gamification will not contribute to achieving a strategic goal. For instance, leaderboards are usually used for motivating employees to work harder, increasing the competition between them and assessing their performance. However, it might happen that employees will only work to reach the top position on the leaderboard, to perform in the best way and will not pay attention to the common processes and functions which are essential for the organization (Rapp, 2014).

In terms of games, their main drawback is becoming predictable through time. If the game is monotonous, people get used to it and become less interested in playing it. That might happen, if the game is not frequently updated.

Last but not least, gamification tools cannot be targeted to every age group. For example, older people and generation X did not have computer and video games in their childhood, so the probability that gamification attributes will be interesting and understandable for them is really low. The gamification is mainly aimed at attracting Millennials, that are more obsessed with innovations and new technologies (Myers & Sadaghiani, 2010).

3.1.3 Opportunities

Although gamification is a relatively new concept in management and is taken as a "step too far', the academia keeps studying it, discovering and defining new aspects of the term. Nowadays, more organizations are experimenting with this concept in order to increase engagement, motivation and so on (Simpson & Jenkins, 2015).

Consequently, another opportunity appears with an increasement of gamification's influence on the market. More and more researchers have started to deal with this phenomenon and trying to apply it to different fields of management, marketing and even education. What concerns Human Resources, gamification was mainly applied to recruitment, motivation, trainings and assessment. However, some organizations such as Google have started to use game tools for selection procedures (Google Code Jam, or for orientating employees (Rapp, 2014).

As was mentioned before, gamification is a new trend nowadays, so it has a lot of directions to evolve. In the beginning, gamification was only about the design. However, currently it is presented by different games and gamified activities. World doesn't stand on one place, video-games industry develops rapidly so gamification could evolve more in towards this flow. What is more, the appearance of such phenomenon as hybrid space (Khalid, 2014) also opens doors for gamification to develop.

Finally, the last point is influencing person's behavior and decisions. Actually, gamification has already begun this, but it is only at the initial stage – for motivation and engagement. Mostly, gamification tools are aimed to observe people's performance for further analysis. On this basis scientists have already started making up different tricks to influence people's decisions and behavior.

3.1.4 Threats

There are a lot of factors in terms of threats that should be taken into consideration not to make mistakes in the future. Firstly, gamification has spread so fast around the world it is a current megatrend in business and people are use it with and without a purpose. Researchers keep discovering gamification's abilities and everyone is waiting for enormous outcomes. This is actually a main threat – unrealistic expectations and it is possible not to fulfil them(Rapp, 2014) .

Another fear relates to people's behavior. Although gamification shows great results, it has not been completely studied yet. Thus, people cannot be 100% sure how gamified elements will influence individuals. There is a risk that e.g. employees will change their behavior in negative way. For instance, the relationships between colleges might get worse because of competition or people will be so concentrated on earning points that will do only some special work, not the needed one (Rapp, 2014).

What is more, time flies, trends are changing so fast, so it might happen that gamified design will not be that interesting for society. For instance, new techniques

and innovations can easily push gamification out of the market or the next genera-
tion will find this phenomenon too simple and boring (Rapp, 2014).

Last, there are a lot of ethical issues around the concept and their number in-
creases together with gamification's influence. That is why, the next part is
dedicated to this problem.

3.2 Ethical issues

Gamification is a striking example of products, created by information society. This
phenomenon is widely used in education, public sector, management and business.
Previous chapters have proved, that this tool is extremely efficient and do influ-
ences person's engagement. This happens because the phenomenon lies in using
virtual reality, which is more fun, interesting and attractive. However, gamification
builds a connection between the real world and the virtual one, and this clash caus-
es a lot of normative tension moments.

First of all, gamification replaces a real life for the virtual one. Games are usually
played for fun, players feel free to choose their strategy, there are no laws or pun-
ishments in this world, situations are rarely taken seriously in games. That is why,
it is hard to define boundaries of game space, and norms, that this space includes.
On the other hand, a real life is much more complicated, people have only one at-
tempt to live it, there are number of laws, regulations, and moral takes a significant
place in the world. Thus, because of inclusion of the virtual world in the real world,
it is really hard to separate game's frameworks from principles of real world. For
instance, if games allow and support aggressive elimination of competitors, modern
society considers it as unmoral. What concerns simulative games, people still take
them less serious than actual situations, when lives can be at stake (e.g. in military
or surgery field). In contrast, moral boundaries can't be clearly defined if a game
replaces an actual work: people might be confused how to understand "unserious"
activity, that actually influences their performance, work and career (T. W. Kim &
Werbach, 2016).

Replacing the real life for the virtual one can cause another ethical issue, that is
known as exploitation. A lot of business units are choosing gamification strategy,
because it is a cheap and an effective tool to motivate people to work harder. They
are using components to reward employees work and to increase their engage-
ment, so actually they are replacing material and financial rewards for the virtual
points and budgets, which essentially worth nothing (T. W. Kim & Werbach, 2016).

What is more, as was already mentioned, gamification in business is used mainly
in order to increase employees' engagement and motivation. Unfortunately, it hap-

pens, that employers are going too far and using such tools for manipulating people. Human's psychology is very mysterious, person can't control it completely. A lot of things can be done even without a conscious decision. Thus, some employers are using this fact as well as the fact, that gamified tools can influence person's unconscious behavior in order to manipulate workers (T. W. Kim & Werbach, 2016). For instance, a well-known company Uber got into scandal in 2017: society was convinced, that Uber's gamification strategy had a manipulative character. The New York Times published an article, which said that Uber uses different psychological tricks to make drivers work longer and harder. Actually, they were writing about gamification strategy. However, Uber admitted that they had crossed the line of humanity and decided to make their working conditions more pleasurable (Scheiber, 2017).

Moreover, according to the fact that gamification hasn't been completely studied so far, there is no certainty that gamified components affect employees only in positive way. This happens because gamification is considered as a universal cure, so employers are using general tools without adapting them to a certain target group. However, they can't cover all person's characteristics and strength. As a result, such gamification elements can discourage employees, because their efforts are not evaluated in the right way. Besides, gamification strategy cannot be applied to every age group. Older generation didn't have video games in their childhood, so they might take it too childish (T. W. Kim & Werbach, 2016).

3.3 Advices on how to create an effective gamification strategy

Gamification is applicable in a lot of areas of management, it influences a wide range of activities in different ways. Although gamification is concerned as a tool for increasing engagement and motivation, it is a mistake to generalize it's influence and to think that every gamified activity will contributes to only these statements. That is why, the first step on the way to a successful strategy is setting a clear goal. For instance, gamification can stimulate people to be more creative or conversely, to improve their standard performance; it can contribute to competitiveness or teamwork skills.

What is more, gamification must be focused on a certain target group. As was already mention, every group has own characteristics, values, perceptions and expectations. People have different objectives at work, that is why, game elements that motivate one group of employees can discourage the other one. Worth to say, that gamification strategy can refer to individuals, teams or a whole organization. In first case, strategy should be focused on employee's psychology, background and

values. What concerns teams, company should observe interaction between individuals, consider human relations and provide teams by pleasurable conditions for cooperation. In the last case, organizations should adapt their strategy to the organizational culture(Sarangi & Shah, 2015). In addition, company should take into account a fact, that older generations, that are not that interested in innovations and digital world, can find gamification strategy childish or don't understand how it works.

Accordingly, in order to involve the more workers, company should create plenty of rewards, that will cover different types of skills, talents and achievements. Every person is unique, people can contribute to the company in different ways. Thus, employers must respect workers' diversity and provide them with an opportunity to achieve their full potential. If a company sets up rewards only like "top performer", workers there will be discouraged, because their skills aren't assessed in the right way.

Besides, another factor that motivates people is their progress. If the person is able to see and evaluate his growth, he will be more motivated to reach an advanced level. For instance, L'Oréal company created scales in their game Reveal, that show person's level in learning different skills, their ranking and assessment. It is really valuable to provide a players or employees by a feedback, so they will know, which skills they should improve, where they have succeeded and so on. Feedback ensures people, that their efforts are valuable as well, even though they haven't reached a certain goal yet.

Although everyone is obsessed with gamification nowadays, it's obvious that there are some people, who don't take it seriously and don't want to engage into the process. Such individuals can exist in every company. That is why, it is important not to expect instantaneous results and to give employees time to accept this system. In any case, discrimination cannot be allowed toward employees, that are not interested in gamification.

In addition, gamification has caused a lot of ethical issues these days. The most common issues are manipulation and exploitation. After Uber's scandal, society started to pay more attention whether the gamification strategy doesn't go beyond. Companies shouldn't rely only on gamification tools to increase motivation among employees. Virtual assessment must be consistent with real rewards and stimulating tools.

Finally, gamification allows company to observe employees' behavior and study the impact of gamified elements on them. This information should be used in order

to improve the strategy, adapt it to different circumstances (internal or external) and to keep the strategy up to date. Because of continuous transformation and development, gamification strategy can't get old and boring, so either employees or employers will be satisfied with the outcome of this phenomenon.

Conclusion

The main purpose of this bachelor thesis was to overview how a modern mega-trend - gamification has influenced Human Resource Management, namely such HR activities as recruitment, assessment and motivation.

According to the fact, that gamification is a relatively new trend, not a lot of people can clearly understand it. That is why, the first part of this thesis was dedicated to defining gamification and key concepts related to the topic. First of all, concept "gamification" comes from "game", which consist of two elements: people's involvement into the game, their experience (playfulness) and the system, that defines games by structure, rules and a sequence of the activities (gamefulness) (Huotari & Hamari, 2017). In total, three scientists worked on the definition of this phenomenon. The first was Brett Terill, who defined it on a conference as *applying game components to other network properties in order to increase people's engagement* (Terill, 2018). After him was Sebastian Deterdings, who was focused mainly on game design and its application on non-game context (Deterding et al., 2011). Finally, Kevin Werbach was the one, who added another component to the concept - action (*Gamification is a process of making activities more game-like* (Werbach, 2014)) and completed the definition. To summarize, gamification can be presented by the game design or gamified activities. Moreover, this concept stands on tree pillars: components (leaderboards, budgets, challenges etc), mechanics (different types of interaction and relations between people and components: transactions, ownership, cooperation, progression and so on) and finally dynamics (emotions, that users experience during the process, relationships between actors e.g. status, emotional attachment; dynamics take into account persons background and psychology). All of them must be taken into consideration during designing the gamification strategy (Werbach & Hunter, 2012).

This phenomenon has spread in numerous spheres of business and management, influencing organizational processes, communication and technology. Over the years, innovations have significantly transformed Human Resource Management as well, and the bulk of changes where caused by gamification. That is why, the second part of the bachelor thesis is targeted on using gamification in Human Resource Management. It is focused on three HR activities, that gamification has influenced the most: recruitment, assessment and motivation. What is more, the selection process is also mentioned in the second part, because it flows up from the recruitment, and includes assessment activities as well (L'Oréal's gamified assessment is executed within the scope of selection strategy). In the beginning of each chapter, there is a brief definition of the activity, and an explanation how this innovational flow is

applied in a certain field of HR. Every chapter is accompanied by a case study of a famous international company (Marriott Hotels, L'Oréal and Uber).

What concerns recruitment, gamification is used in order to attract creative and ground-breaking candidates, provide a company with an innovative image, make applicant more engaged and interested in the company and reduce costs. Gamification in e-recruitment can be expressed through a simple game design, that attracts user attention, to game platforms, that simulate working process. The second option was chosen by a well-known hospitality company Marriott Hotels. Their game "My Marriott Hotel" was targeted on recruiting millennials, that are interested in video games, and are willing to connect work with fun. By simulating a working process in their hotel's restaurant, company covers every purpose of recruitment. Firstly, the game promotes Marriott Hotels, so it becomes popular among the generation, that is obsessed with video games. Furthermore, it informs potential applicants about the hotel and processes in it. In addition, after playing this game, users become interested in career in this field. By clicking the button "Try it for real", they are able to send their resume to the company. Besides, according to the fact, that the working process in Marriott is associated with fun, candidates don't take it very seriously, and are less stressed with selection procedures and their future work.

Main goals of gamification in assessment are to maximize the outcome from the procedure, to look beneath individual's behavior and analyze it, and, finally, to define person's potential and opportunities in a special framework. Because assessment is a procedure of collecting, gathering and evaluating data about employees, it is mainly based on the third gamification pillar – dynamics. This data is used in order to make decisions about selection, placement, training and guiding employees or evaluating different company's programs. A famous cosmetic giant L'Oréal is one of the first companies, that has chosen gamification as a tool for assessment employees. They created a game called Reveal, that simulates work in different departments of L'Oréal company and assess people, that want to work for them. As a part of the registration, players should send their resumes and personal information. Candidates have several levels – L'Oréal's departments (Marketing, Finance, R&D and so on). During the game players are solving different problems, challenges, that might happen in the department, communicating with other players etc. In general, they are living L'Oréal's virtual life. Players are able to see their own progress, ranking and points. In the end, best players receive the opportunity to work for this company. Reveal provides HR department by an information about

candidates, employers are able to observe applicants' behavior, evaluate their skills, and choose the appropriate candidate for every department in the company.

Last but not least, motivation has been essentially influenced by gamification as well. Finding the right appropriate to motivate employees is a main key to increase efficiency and achievements. One of those appropriates is gamification. As was already mentioned, there are two types of motivation: extrinsic and intrinsic, and the phenomenon can be applied to both of them. Although it is a relatively unusual way to increase workers engagement, gamification has already shown effective outcomes. A striking example is a famous transportation and delivering network company Uber. This company has used game design and game components in their mobile application in order to increase drivers' motivation. Company's management was focused mainly on extrinsic motivation. What concerns components, Uber found out that people are fond of setting and reaching goals – so they added to the application an opportunity to set personal goals, such as target distance, earning or number of trips. What is more, company has created a bonus system, rankings and statistics. Uber encourages drivers to be competitive, to work harder, to set and reach goals. According to the fact, that these activities, together with Uber's game design, are associated with video games, drivers don't take their work as an actual job. Because drivers have an opportunity to quit the application anytime, they take it as hobby or fun. However, all these gamification tricks hold drivers at work as long as possible. This fact caused and ethical scandal around gamification: Uber was accused in manipulating drivers (Scheiber, 2017). This situation was not the only ethical issue, that has appeared together with gamification trend, that is why, the third part of the Bachelor thesis includes an overview of different issues that has appeared recently.

The third part provides readers with a detailed analysis of gamification's role in modern business and management, it's strength and weaknesses. Gamification is a very effective tool to increase motivation and engagement, and Uber's case study has proved this statement. Moreover, gamification and gamified design make the key elements more noticeable, they simplify the interface as well. Besides, gamified activities allow to observe person's natural behavior in action and collect data about different aspects of people's performance. However, according to the fact, that gamification hasn't been fully studied yet, without an exact planned strategy it might not work in the expected way.

What is more, this part also includes opportunities, positive external factors, that influence gamification, such as academia's attention to the phenomenon, development of video games industry and hybrid space, gamification's popularity etc. This

chapter also names the main external aspects, which should be taken into consideration in order to avoid failure. Those are: unrealistic expectations, people's unpredictable behavior and ethical issues. In addition, thesis also goes deep into ethical issues (manipulation, exploitation, problem with connecting real life and virtual one, and different side effects), that are related to gamification's threats, and appears in different areas of modern society. In the end, there are some advices on how to create a successful strategy that will include gamification, which are based on SWOT analysis. In order to make an effective strategy, worth to plan it very properly: to determine a clear purpose, choose a certain target group, analyze and choose components that will lead to reaching the purpose, observe employees' behavior during the process and adapt to different circumstances, not rely solely on gamification – remember about reality, and, finally, be patient – results won't be instant.

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