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Surname Nath	First Name Pranavi
Unit Title Gamification and Marketing	Unit Code
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Course Fashion Business and Management	Unit Leader Shaimaa Doma
Year of Study (e.g. 1st/2nd etc.) 2nd	Submission Date 17/01/2025

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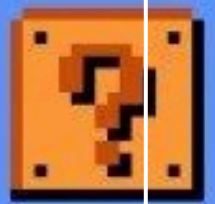
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GAMIFICATION & MARKETING

GAMIFICATION & MOTIVATION AT WORK



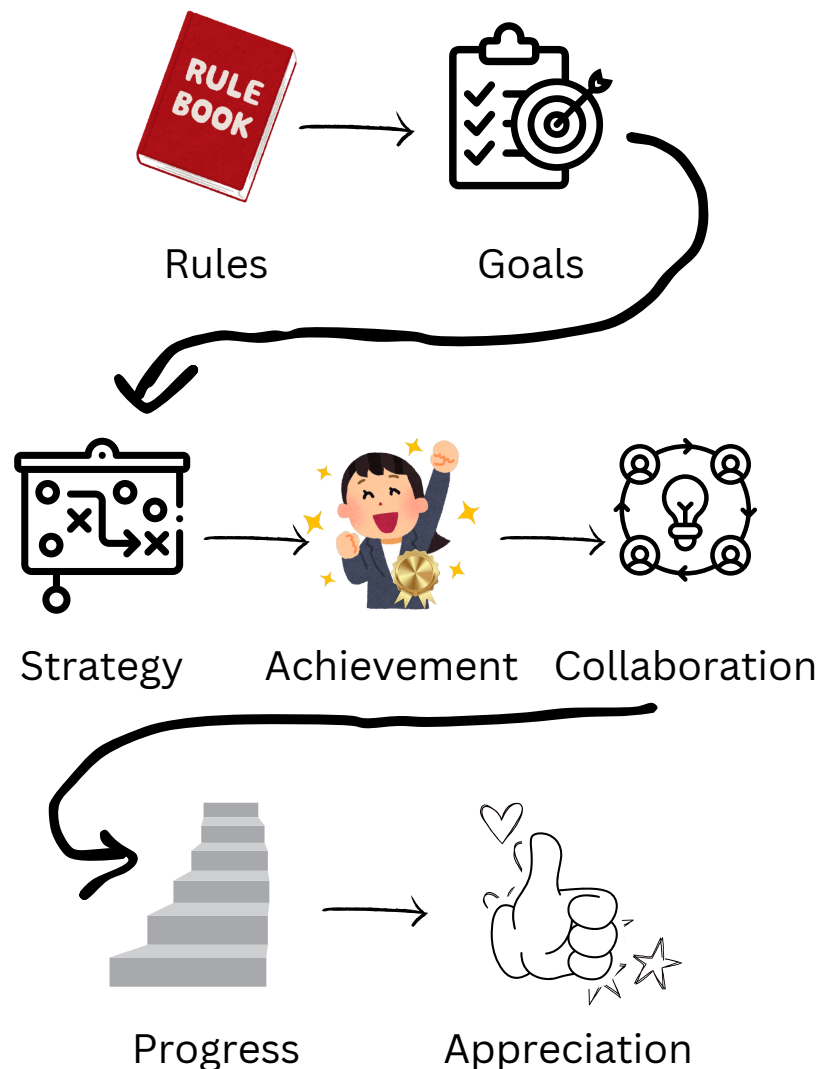
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Fig 1

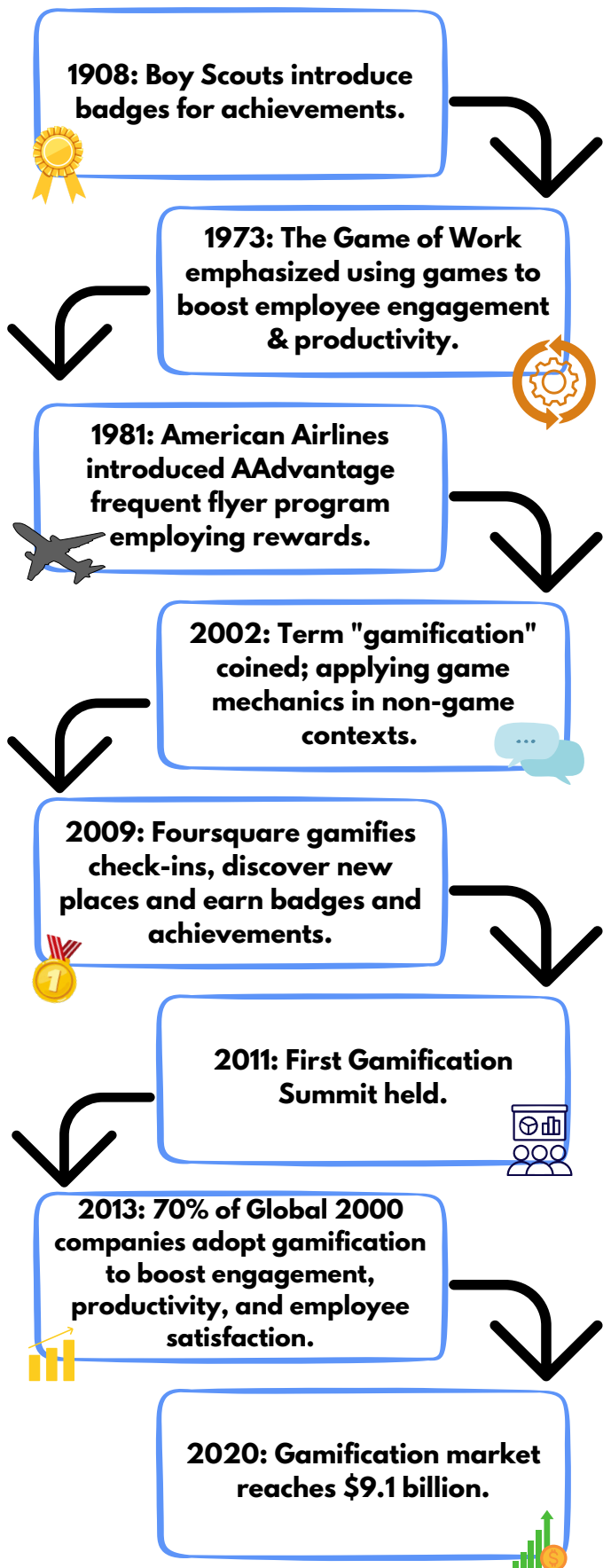


INTRODUCTION

Gamification has evolved from early reward systems like the Boy Scouts' badges in 1908 to a \$9.1 billion industry by 2020, reshaping workplace engagement, customer loyalty, and education. By incorporating game-like mechanics such as rewards, leaderboards, and badges, organizations have enhanced motivation and productivity. Grounded in psychological theories like Self-Determination Theory (SDT), gamification addresses intrinsic needs such as autonomy, competence, and relatedness. This approach has enabled companies like Deloitte to create engaging, goal-driven environments that align personal development with organizational objectives. However, the application of gamification requires ethical and legal considerations, ensuring transparency and employee well-being.



HISTORICAL BACKGROUND



The application of gamification in the workplace has evolved significantly, rooted in behavioural psychology and technological advancements. Early instances include operant conditioning by B.F. Skinner, which demonstrated the influence of rewards on behaviour, and the Boy Scouts badge system, an early gamified learning example. Businesses adopted game-like incentives as early as 1930 with S&H Green Stamps, rewarding loyalty. (Bullock, 2023)

The term "gamification" was coined in 2002 by Nick Pelling, formalizing its application in areas like employee engagement and customer retention. Platforms like Bunchball (2005) and Badgeville (2010) popularized gamified corporate tools, while initiatives like Microsoft's Ribbon Hero improved employee training. (Scavify, 2024)

In the 2020s, gamification addresses challenges in remote work and employee wellness through digital tools, fostering collaboration and health. (Ganesh, 2024) While effective, concerns about reliance on extrinsic rewards and ethical transparency remain critical. (Scavify, 2024) Overall, gamification thrives when aligned with organizational goals and employee well-being.



Fig 3

THEORETICAL BACKGROUND

Self-determination theory (SDT) is a vast framework which refers to three fundamental psychological needs: autonomy, competence and relatedness explaining human motivation. Over viewing these needs intrinsic motivation, personal development, and overall well-being are crucial for promoting. When one takes over a sense of control over actions and decisions, it refers to autonomy; competence, which reflects the ability to perform tasks effectively, and lastly relatedness, which involves forming meaningful relationships with others. According to SDT, as these conditions are met, individuals experience optimal functioning and engagement, whereas their frustration can lead to diminished motivation and adverse outcomes. (Legault, 2017) (Lopez-Garrido, 2022)

A central aspect of SDT is the differentiation between extrinsic and intrinsic motivation. A motivation that arrives from ineffaceable pleasure or satisfaction gained from an undertaking helps foster creativity and long-term engagement.. In contrast, extrinsic motivation is shaped by external influences such as rewards or acknowledgement. However, SDT suggests that extrinsic motivators can be internalized when they align with personal values, leading to autonomous motivation. This process is explained by Organismic Integration Theory (OIT), one of SDT's six mini-theories, alongside Cognitive Evaluation Theory (CET), which focuses on how external influences affect intrinsic motivation. (Legault, 2017) (Kendra Cherry, 2013)

In the context of gamification, SDT provides a strong foundation for designing workplace systems that align with intrinsic motivators. For example, gamified platforms that incorporate meaningful challenges (competence), encourage collaboration (relatedness), and allow employees to set personalized goals (autonomy) can lead to sustained motivation and better workplace outcomes. SDT-based strategies have shown success in boosting productivity, innovation, and employee well-being by addressing these core psychological needs. Environments that fail to meet these needs, conversely, risk fostering disengagement and burnout, underlining the critical importance of SDT in workplace motivation frameworks. (Legault, 2017) (Kendra Cherry, 2013)

By providing a nuanced understanding of human motivation, SDT has become a foundational theory in psychology, applicable in diverse fields and backed by decades of research.

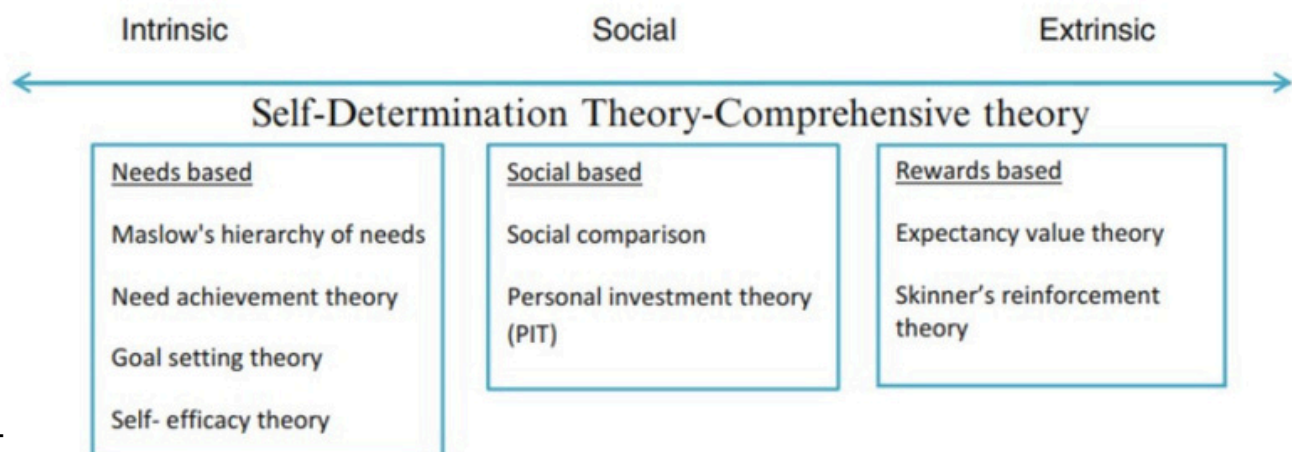


Fig 4

CASE STUDY

Deloitte's implementation of gamification through the Deloitte Leadership Academy (DLA) significantly transformed its workplace training, directly benefiting employees by fostering a more engaging and productive learning environment. Leveraging Self-Determination Theory (SDT), the gamified platform incorporated elements like leaderboards, badges, and missions to address employees' psychological needs for autonomy, competence, and relatedness. (Brühlmann, 2018) (Mitchell et al., 2020) For instance, the customizable interface allowed employees to set personalized learning goals, enhancing their sense of control and autonomy over their development journey. Instant feedback through badges and progress tracking created a sense of accomplishment, reinforcing their competence and encouraging sustained engagement with the training programs. (Joy, 2018)

The DLA's social features, such as collaborative challenges and the ability to share achievements on platforms like LinkedIn, strengthened employees' sense of relatedness. This approach encouraged teamwork and fostered a sense of community within the organization. (Joy, 2018) Employees who might otherwise have seen training as a chore reported greater satisfaction and engagement, with the program achieving a 37% increase in weekly site usage. These elements combined to create an intrinsically motivating environment where employees were not just participants but active learners, benefiting both their professional growth and Deloitte's organizational goals. (Mitchell et al., 2020)

However, despite its success, the gamification approach was not without drawbacks. The use of extrinsic rewards, such as leaderboards and badges, carried the risk of undermining intrinsic motivation over time. (Brühlmann, 2018) Some employees might have engaged with the system primarily out of obligation or fear of falling behind their peers, rather than genuine interest in the content. Moreover, the competitive aspects, while motivating for some, could lead to stress or feelings of inadequacy for those who struggled to keep up. (Mitchell et al., 2020) Such experiences, if not carefully managed, could detract from the program's inclusivity and long-term effectiveness.

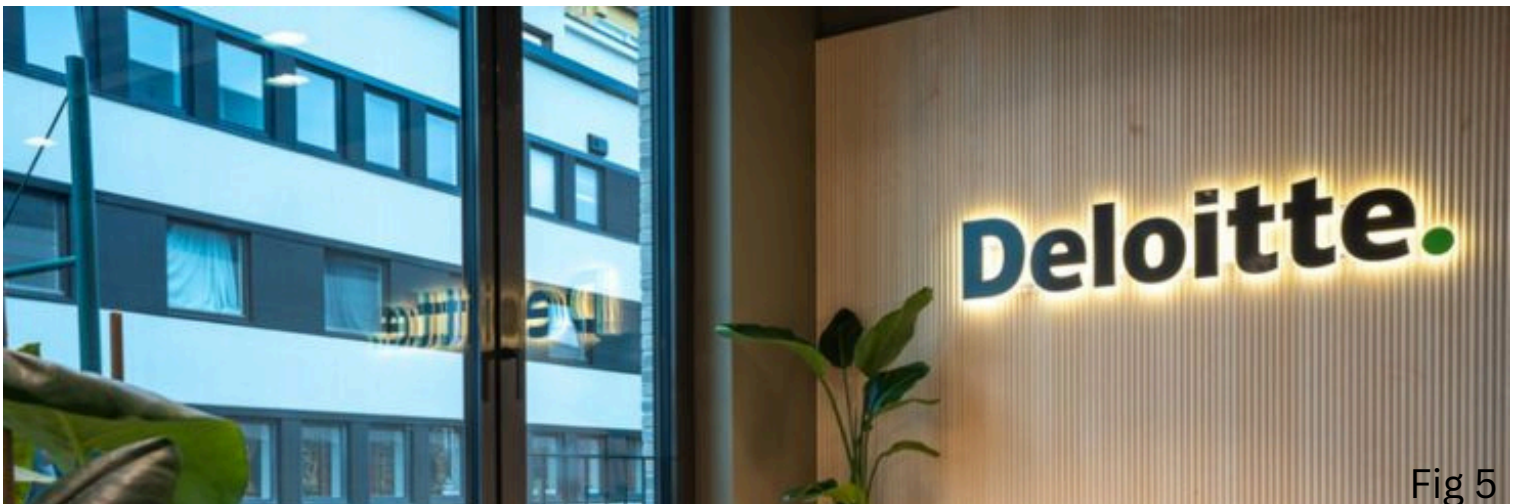


Fig 5

CASE STUDY

Additionally, fostering a highly competitive environment may inadvertently encourage unethical behaviour, such as cutting corners to achieve higher rankings, or reduce collaboration among employees who view each other as rivals. (Wardley et al., 2017) This competitive atmosphere can undermine teamwork and the sharing of knowledge, which are essential for organizational success. Therefore, while competition can drive performance, it is crucial to balance it with collaboration to maintain a healthy workplace culture. (Wardley et al., 2017)

Ultimately, while the DLA demonstrated the potential of gamification to enhance learning and development, its success hinged on its alignment with SDT principles. By addressing employees' psychological needs, Deloitte crafted a learning environment that was both motivating and beneficial. (Brühlmann, 2018) (Joy, 2018) However, maintaining this success requires careful balance to ensure that extrinsic motivators support, rather than undermine, intrinsic engagement and satisfaction. Furthermore, it is essential to monitor the competitive dynamics introduced by gamification to prevent negative outcomes such as decreased collaboration or unethical behaviour. (Mitchell et al., 2020) (Wardley et al., 2017)



Fig 6

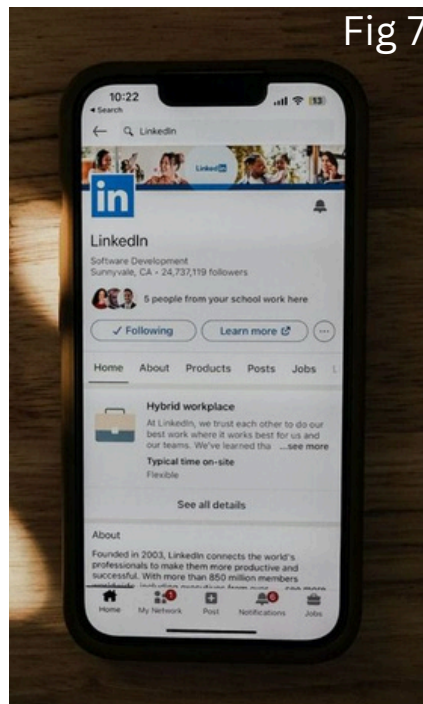


Fig 7



Fig 8

CONCLUSION & RECOMMENDATIONS


Recommendations

- **Align Gamification with Core Psychological Needs:** Organizations should design gamified systems that prioritize autonomy, competence, and relatedness. For example, platforms should enable employees to set personalized goals, provide meaningful challenges, and foster collaboration to ensure intrinsic motivation is sustained.
- **Balance Competition with Collaboration:** While gamification elements like leaderboards and rewards can drive engagement, they should be balanced with collaborative features to prevent stress or feelings of inadequacy. Emphasizing teamwork alongside individual achievements can create a healthier workplace culture.
- **Establish a Legal Framework for Employee Participation:** Companies should implement a formal procedure for employees to understand and consent to gamified systems. This includes providing clear documentation outlining the purpose, mechanics, and expected outcomes of the system. Employees should sign agreements acknowledging their voluntary participation, ensuring compliance with labour laws and ethical standards.
- **Ensure Ethical Transparency:** Gamification systems must operate transparently, with clear communication about how rewards are earned and distributed. This transparency helps to build trust and mitigate concerns about manipulation or unfair practices.
- **Monitor and Evaluate Impact:** Regular assessments of gamification initiatives are crucial to identifying and addressing potential stressors or unintended consequences, such as disengagement, unethical behaviour, or adverse competition. Feedback loops can refine systems to better serve organizational and employee needs.

Conclusion

Gamification represents a powerful tool for fostering motivation, engagement, and productivity when designed thoughtfully and ethically. By addressing psychological needs and implementing legal safeguards, organizations can create environments that benefit both employees and business outcomes. Transparent practices, balanced competition, and continuous evaluation ensure gamification remains a positive and sustainable strategy.

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