

Beyond the Routine: Analyzing Gamification's Role in Fostering Employee Engagement - A Bibliometric Review

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Abstract

The use of multi-mode and multi-format game design elements and principles in non-game landscapes for business and entrepreneurial purposes known as gamification, has become popular in recent years as a possible technique for involving employees in different fields. Bibliometric analysis on this topic has not yet been done. This study utilizes bibliometric analysis to investigate the research field concerning gamification and employee engagement. Different relational and evaluative techniques have been used by the author from Scopus metrics and VOSviewer software to analyze employee engagement tools. By conducting thorough research of academic sources, this research aims to discover important patterns, notable writers, major topics of study, and gaps in the areas lacking coverage in existing literature. Having the knowledge of trends and efficient strategies, customizing gamification, improving training and performance management, increasing productivity, promoting well-being, evaluating effectiveness, and handling ethical issues are some of the takeaways that might provide practical advice for utilizing gamification to effectively involve employees and achieve positive results at workplace. The findings would provide important and valuable insights for researchers, professionals and companies engrossed in utilizing gamification to enhance employee engagement and efficiency. The practical implications that might be taken from this paper would entails understanding latest trends, for identifying effective strategies, adapting gamification to particular contexts, assist in Employee Training and Development with focus on Performance Management, Computing and Assessing Gamification Initiatives and ethical considerations.

Keywords: Bibliometric Analysis, Employee commitment, Employee Engagement, Gamification, Literature Review, VOSviewer.

Introduction

In today's fast-changing work environment, where the boundaries between work and leisure are getting less defined, using gamification to boost employee engagement has become a valuable tool for businesses aiming to build driven, efficient, and committed teams. Traditional methods for motivating and keeping employees are not enough anymore due to changes in attitudes across generations and advances in technology. To address this issue, businesses are currently employing gamification, which incorporates game elements and design principles to enhance enjoyment, motivation, and purpose in the workplace. Employees who are actively involved show enthusiasm and dedication to their work and company. They enhance efficiency and creativity, encourage strong engagement, and bolster the company's advancement (1). This introduction will examine why it is crucial to incorporate gamification into employee engagement strategies

in the modern workplace, emphasizing how it can boost motivation, support learning and growth, improve performance, and ultimately, promote a culture of engagement and contentment among employees. Employee engagement encompasses the emotional, cognitive, and behavioral connection employees establish with their work, organization, and colleagues (2). Engaged employees display passion, efficiency, commitment, and satisfaction towards their job, demonstrating their dedication, drive, alignment with company principles, and willingness to exceed their responsibilities (3). This ultimately helps in accomplishing organizational objectives. Managers must establish effective guidelines to ensure their employees are highly engaged in their work. Furthermore, it is important to offer suitable communication, opportunities for career growth, and fair compensation to enhance employee involvement (4). Engagement refers to the mental

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presence, consciousness, or cognitive skills of employees as they spend time envisioning a role and their eagerness to contemplate it (5).

Employee engagement is the holistic process of variables that includes to Connect, to Coach, to Care, to Contribute, and to Congratulate and are very crucial for creating a highly productive and motivated teams. The employee engagement offers numerous benefits to the company. Recruitment of employees is a tool that can be utilized within the Organization, allowing for the effective utilization of intelligence (6). It supports increasing employee engagement and empowering them to perform more effectively in their positions. Moreover, it analyzes how innovation and creativity are demonstrated in the performance of the employees. Securing an employee's emotional loyalty is essential for fostering long-term positive outcomes in an organization, according to Kumar and Raghavendran (7). Gamification is also a tool used to enhance engagement of employee in the workplace. Significantly, incorporating gamification in organization nurture relationships that leads to significant feedback and serves as a key driver for employee motivation Engagement is a state of mind in the workplace characterized by a

Formula of Employee engagement (EE) =
$$\frac{\text{Number of Engaged Employees}}{\text{Total Number of Employees}} \quad [1]$$

Engagement involves how a person sees their actions at work, leading to connections with colleagues and the organization, physical presence, focus, and effective job performance (12). By studying research on employee engagement, one can gain a comprehensive insight into its future possibilities and speed up the advancement of this continuously developing research field. There is still no bibliometric analysis conducted to assess employee engagement and gamification as such. This research aims to fill the void in understanding and offer a complete view of the organizational involvement aspect of employees. This study included all papers, regardless of the country of research, to give a complete overview of the evolution of employee engagement as a research field. Nevertheless, the main focus was on India. Hence, the findings will be examined based solely on the Indian context.

This research is based on existing literature and employs bibliometric techniques to address these main inquiries of the study like in what ways has the employee engagement literature evolved

person's strong connection, enthusiasm, dedication, and interest (8, 9).

Many literature reviews directed to understand the notion of employee engagement. Studies have shown that gamification is effective in increasing employee engagement by boosting motivation and performance. "The deciding factor for an employee's productivity and to stay back with the company or quit and perhaps to join nearest competitors are based on their engagement level" (10). Employee engagement is being more and more acknowledged as crucial for the success of organizations, as engaged employees play a role in boosting productivity and profitability. Furthermore, technological progress has increased the feasibility of incorporating gamification in the workplace (11). What is still not clear is the impact of gamification on employee engagement and organizational outcomes in the long run, as well as the best design and implementation approaches. More investigation is required to comprehend how gamification can be customized for various sectors and positions, and how it can be maintained long-term to uphold its efficiency. To fill existing research gaps, this research limited the focus of the study only to employee engagement area.

within the organizational framework since its inception? Which countries are the primary contributors to the literature on employee engagement? Afterwards, in terms of employee engagement, how do the most influential research and articles contribute? What is the purpose of literature? Moreover, which authors are considered to be the primary figures in the field of employee engagement literature? Which keywords and research themes are crucial for exploring employee engagement? And finally what are the underlying principles/changes in employee engagement?

This conceptual diagram in Figure 1 illustrates various components and their relationships that employee engagement is impacted by multiple organizational elements such as the leadership, existing culture, and gamification tactics. Utilizing gamification can effectively increase employee engagement by leveraging internal motivators like its very purpose, given autonomy and mastery. Yet, its success is reliant on its alignment with the organizational context and objectives.

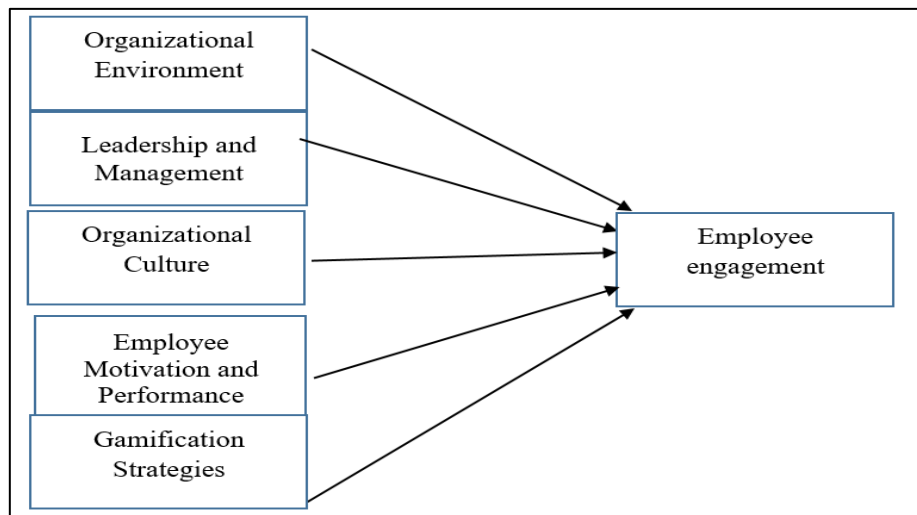


Figure 1: The Conceptual Model

Methodology

The methodology adopted for this study encompasses firstly by conducting comprehensive literature review and then analysis was done to address the research queries. A thorough search of literature was carried out with a suitable set of keywords to locate all pertinent data sets. The literature reviews on employee engagement were examined to pinpoint the relevant and chosen keywords that have been analysed. "Scopus" database collected pertinent publications from multiple indexed sources and journals for the last 8 years. It was selected because it offers the most complete and thorough collection of publications using different measures for ranking and analysis when compared to other databases. Various combinations of spelling were used to get maximum results.

Efforts were made thereby ensuring the clarity of the search results, as depicted in Table 1. The focus was restricted to Business, Management, Accounting, social sciences, Economics, Econometrics Finance, Arts, and Humanities; only journal articles and reviews were taken into account. Additionally, the articles were limited to

being written in English. As the study only concentrated on employee engagement the selection criteria mentioned earlier were used.

For analysing this types of study, various software tools like VOSviewer, BibExcel, and CoPalRed, Biblioshiny can be utilized. Specifically, the VOSviewer visualization software created by Van Eck and Waltman in 2010 (13) was employed for this study to illustrate bibliography and citations patterns.

The metrics from Scopus were utilized to analyze the obtained data to better understand the applicable literature. The Scopus database assists in categorizing publications by year, country, institution, and financial supporters. These metrics were used to understand our citation analysis. Three kinds of methods employed in bibliometric analysis are: Relational, Evaluative, and review techniques. Nonetheless, we utilized the subsequent two methods for our research namely relational methods: for analysing co-authorship and keywords is a way to study relationships in academic works and evaluation Methods: Impact metrics, Citation Analysis, and Bibliographic coupling.

Table 1: Keyword Protocol for Scopus Article Extraction

Keyword Protocol	Number of Documents
TITLE-ABS-KEY ("employee engagement" OR "employee-engagement" OR "employee involvement" AND "gamification*" OR "game mechanics" AND "organization" OR "organizational" OR "workplace" OR "place of work" OR "employee" LIMIT TO: SUBJECT AREA- Business management accounting, social sciences, Economics, Econometrics and Finance and Arts and Humanities. DOCUMNET TYPE: article, review and conference paper. LANGUAGE: English. SOURCE TYPE : JOURNAL)	115

Results

For this question what ways has the employee engagement literature evolved within the organizational framework since its inception? Author has found numerous recommendations suggest examining employee engagement for learning about consortiums and consulting services. It is not often regarded as an institutional concept. Typically, human resource management is not well-versed in this idea, which has been discussed in publications for about two decades (14-16). Employee engagement comes from dedication and OCB- organizational citizenship behavior, which have gained institutional recognition and were the focus of the observational study. Employee engagement involves similar features and is associated with dedication and organizational citizenship behavior. Both commitment and OCB do not

effectively mediate the two attributes of engagement; however, the two-directional nature and the extent to which committed employees desire business awareness play a role. Employee engagement signifies a mutually shared behavior between employees and the organization as shown in Figure 2 (14). Researchers introduced the model of "Hierarchy-of-Engagement," which appears to be similar to Maslow's Hierarchy-Need model (17). Engagement is more developed than commitment. Some researchers may refer to it as a familiar concept in a new guise. After referring Scopus metrics, the authors were able to track the origins of employee engagement. The term first appeared in year 1990 in Academy of Management Journal article by Kahn (18). As a result, it has become a highly researched subject in organizational behavior due to the exploration of new areas and personnel management.

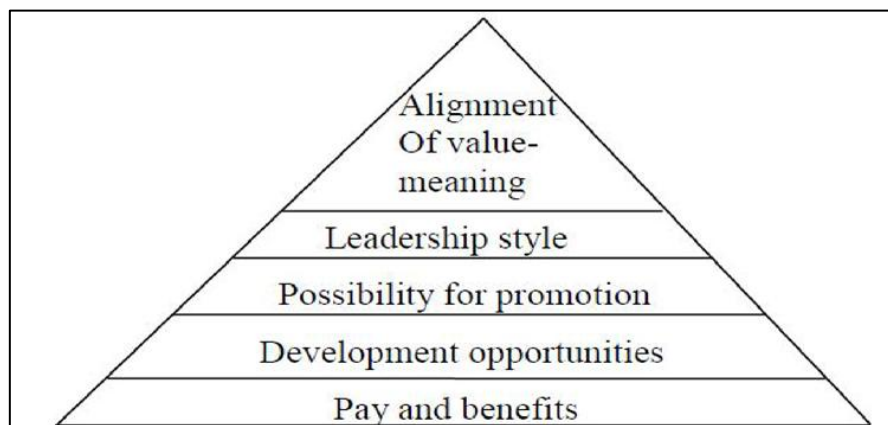


Figure 2: Meaning at Work Research Report (17)

Which countries are the primary contributors to the literature on employee engagement? The country of origin for an article is determined by the affiliation of at least one author from an organization. According to Figure 3, India is the top contributor in the field with 14 published articles with 231 citations. This is followed France and Germany, producing 33 and 17 articles with 165

and 42 citations respectively. Canada and Australia have only 2 publications each but the total citations are 229 and 183 as such. Due to the unique culture of each country, priorities for workplace components vary. India is a multilingual and pluralistic, culture and heritage rich country giving preference to employee engagement. Figure 4 reflects the number of publications by countries.

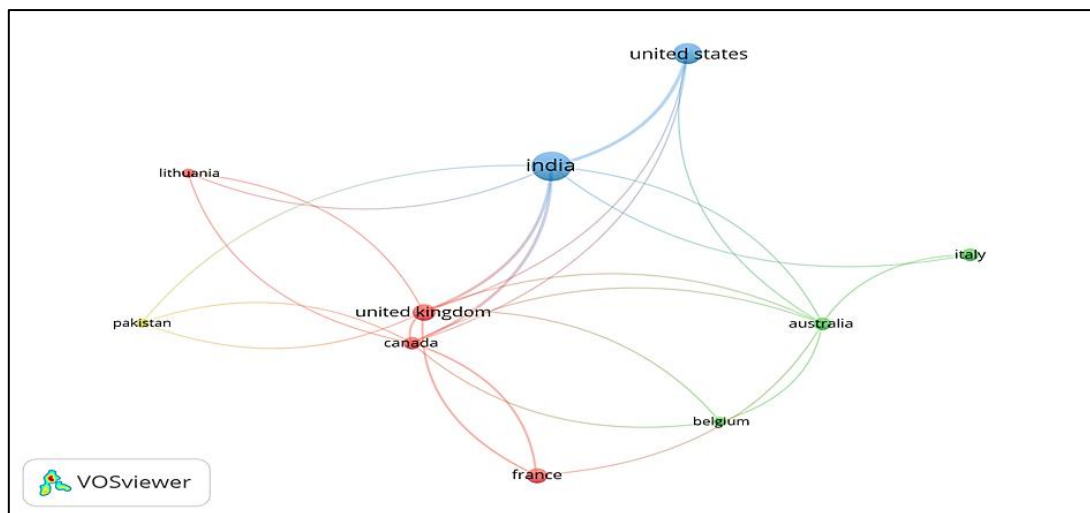


Figure 3: Documents Publication by Countries

Verify selected countries				
Selected	Country ^	Documents	Citations	Total link strength
<input checked="" type="checkbox"/>	australia	2	183	2
<input checked="" type="checkbox"/>	belgium	1	88	2
<input checked="" type="checkbox"/>	canada	2	229	2
<input checked="" type="checkbox"/>	france	3	165	4
<input checked="" type="checkbox"/>	germany	3	42	0
<input checked="" type="checkbox"/>	india	14	231	4
<input checked="" type="checkbox"/>	indonesia	2	2	0
<input checked="" type="checkbox"/>	iran	1	3	0
<input checked="" type="checkbox"/>	italy	2	38	1
<input checked="" type="checkbox"/>	latvia	1	1	0
<input checked="" type="checkbox"/>	lithuania	1	18	1
<input checked="" type="checkbox"/>	malaysia	1	3	0
<input checked="" type="checkbox"/>	nigeria	1	2	3
<input checked="" type="checkbox"/>	pakistan	1	18	1
<input checked="" type="checkbox"/>	portugal	2	38	1
<input checked="" type="checkbox"/>	south africa	1	2	3
<input checked="" type="checkbox"/>	spain	1	1	0
<input checked="" type="checkbox"/>	united kingdom	4	235	2
<input checked="" type="checkbox"/>	united states	7	167	7
<input checked="" type="checkbox"/>	zambia	1	2	3

Figure 4: Number of Publication by Countries

In terms of employee engagement, how do the most influential research and articles contribute? Compensation including benefits (monetary and non-monetary) played a crucial role in driving engagement. The punishment could be adjusted in a way that benefits employee involvement. Managers should embrace transformational and authentic leadership styles because they are the most effective in promoting engagement among team members (19). Employee engagement revolves around showing appreciation for your employees. Although the factors provided are helpful, there is additional information needed to enhance employee engagement within your company. Keep in mind that a committed employee is efficient, involved, and well-behaved. It is high time to prioritize engagement within the workplace, encompassing job satisfaction level,

stress factors, motivation level, sense of trust, fairness treatment, working ethics, learning abilities, and active decision-making participation. Which authors are considered to be the primary figures in the field of employee engagement literature? The number of publications by authors in a specific field determines their recognition. They are the top writers who are the main contributors to a specific area of research. Figure 4 highlights the bibliographic coupling network of different authors. Moreover, top ten authors in employee engagement field are shown in Figure 5 and are the foremost writers who have contributed to the field of employee engagement in literature. They are Alkire (née nasr), Hammedi Wafa, Jin, Hyun, Seung Kietzmann, Jan H, Leclercq Thomas, Mccarthy Ian, Mitchell Robert, Pitt Leyland, Plangger Kirk, and Poncin Ingrid.

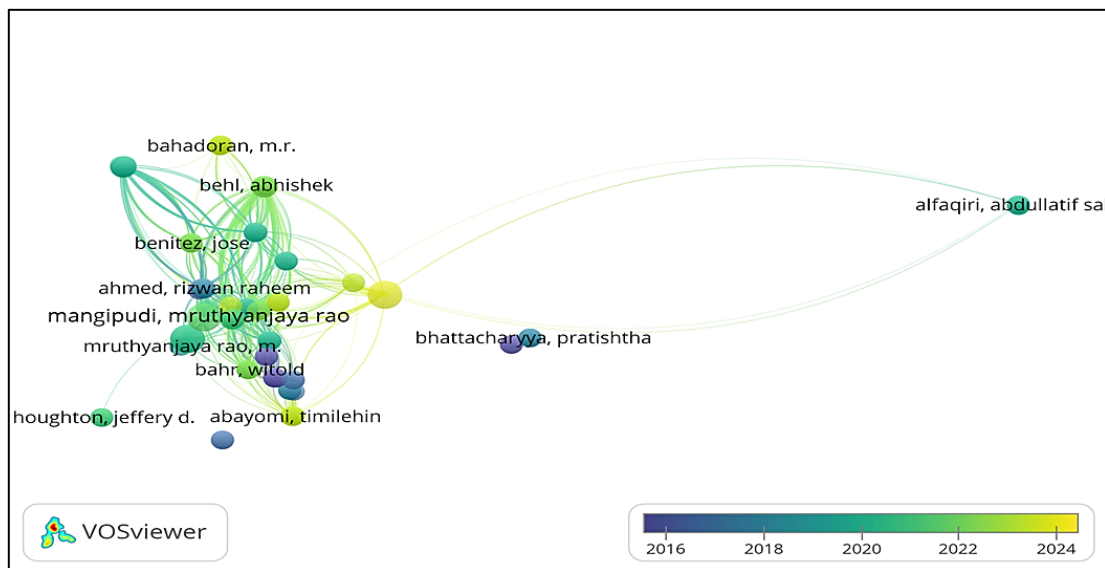


Figure 5: Bibliographic Coupling Network with Authors

Verify selected authors				
Selected	Author	Documents	Citations	Total link strength
<input checked="" type="checkbox"/>	alkire (née nasr), linda	1	88	
<input checked="" type="checkbox"/>	hammedi, wafa	1	88	
<input checked="" type="checkbox"/>	leclercq, thomas	1	88	
<input checked="" type="checkbox"/>	poncin, ingrid	1	88	
<input checked="" type="checkbox"/>	jin, hyun seung	1	137	
<input checked="" type="checkbox"/>	kietzmann, jan h.	1	201	
<input checked="" type="checkbox"/>	mccarthy, ian	1	201	
<input checked="" type="checkbox"/>	mitchell, robert	1	137	
<input checked="" type="checkbox"/>	pitt, leyland	1	201	
<input checked="" type="checkbox"/>	plangger, kirk	1	201	
<input checked="" type="checkbox"/>	robson, karen	1	201	
<input checked="" type="checkbox"/>	schuster, lisa	1	137	

Figure 6: Number of Publication by Authors

In Figure 6, the total number of publications by authors is highlighted. Which keywords and research themes are crucial for exploring employee engagement? Scientific keyword analysis unveils the discovery connections between different areas within a field. Larger the more frequent a specific keyword appears, the greater the emphasis placed on a subject. VOSviewer facilitates the extraction and assorting the keywords according to their

frequency, displays them on a two-dimensional chart showing in Figure 7. In the domain of employee engagement and gamification, various significant keywords are present in the literature. Some important terms to note: “Employee Engagement, Gamification, Motivation, Feedback, Recognition, Rewards, Performance Management, Intrinsic Motivation, Learning and Development, Social Interaction, Collaboration, Technology” etc.

involving workers, customizes gamification for particular situations, and emphasizes its importance in employee learning and growth. The article also talks about incorporating gamification into performance management systems in order to enhance productivity and collaboration. It highlights the significance of staff welfare and job contentment using gamification and proposes assessing the success of gamification projects. Additionally, ethical concerns related to the implementation of gamification in a work environment are discussed. In general, businesses can utilize this data to responsibly incorporate gamification initiatives, resulting in increased employee engagement and organizational results.

Future Directions

Future research could be taken up to interpret and analyse the impact of gamification tools on employees' job satisfaction and engagement and how decision makers and managers of MSME firms can apply gamification to augment employee productivity thereby leading to exponential growth in organizational revenue and returns. However, the present study uses a bibliometric based literature review, a more detailed and comprehensive analysis could be conducted in the future based on information collected and retrieved afresh from corporate and other level employees and managers involved in innovative ways of gamification implementation.

Conclusion

A clear definition of employee engagement has not been agreed upon. The study of engagement is relatively new and is currently focused on establishing a more detailed and universally recognized definition of engagement. Studies indicate a solid connection between staff engagement and organizational performance results.

This document utilized Scopus metrics and bibliometric software to perform a thorough examination and assessment of employee engagement. It contributes significantly to the employee engagement research by utilizing a distinct blend of various bibliometric methods. Firstly, Scopus metrics are utilized to evaluate performance through examination of top authors, nations, and publications. The authors provide further explanation of the results of the analysis to offer recommendations for managers and

employers. Taking the next step, the study has attempted to uncover research topics and relationships by utilizing bibliographic coupling results. An extensive content analysis was conducted on the 115 retrieved articles to assess the existing research on employee engagement. The methods for keeping employees engaged are provided in the findings of multiple studies. The research focuses on employee engagement and emphasizes key factors that drive employee engagement. Both employees and organizations rely on each other to meet their goals and objectives. It is important for employee engagement to be integrated into the company's culture as a continuous practice rather than a singular occurrence. Employee engagement should be defined by ongoing learning, growth, and active participation. Studies show that EE has a significant impact on the company's overall performance. Companies that have dedicated workers experience greater staff loyalty, resulting in lower turnover rates, improved productivity, reduced costs, career progression opportunities, and increased customer satisfaction.

Abbreviation

Nil.

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Author Contributions

Sole contributions for the manuscript.

Conflict of Interest

The authors declare no conflict of interest.

Ethics Approval

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