



RESEARCH ARTICLE

Examining the Role of Gamification in Enhancing Candidate Engagement and Experience Through Gamified Selection Processes

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ABSTRACT

The study delves into the combination of gaming strategies into organizational talent acquisition and development techniques, aiming to discover each theoretical underpinning and realistic applications at the same time as addressing ability-demanding situations. Through a radical examination of the literature and empirical findings, the study unveils widespread improvements across 3 crucial domain names. Firstly, leveraging elements such as challenges, rewards, and opposition heightens candidate engagement, fostering deeper involvement with tests and sports. This active participation enhances the overall enjoy, making the procedure greater enriching and worthwhile. Secondly, gamified simulations and scenarios enable assessors to have a look at candidates' skills in realistic environments, ensuing in a greater accurate assessment of management, the incorporation of gamified factors complements the overall candidate adventure, imparting dynamic and immersive reviews that resonate with candidates. he innovative and interactive nature of those reviews amplifies engagement, main to a notion of the expertise acquisition and development techniques as revolutionary, impactful, and fulfilling. Consequently, candidates' delight and perception of the organisation are accelerated, emphasising the transformative ability of gaming strategies in organizational contexts. Findings demonstrate development extensively meditated in candidate engagement, with gaming recruitment techniques continually outperforming traditional techniques. Interactive assessment allows agencies to severely analyse the skills, abilities and cultural healthy of applicants, contributing to hiring decision making and organizational performance. In conclusion, the study highlights the variability at play in organizational learning environments. By harnessing the motivational power of games, organizations can create engaging and effective training and development programs. However, challenges such as policy considerations and various concerns need to be addressed. Overall, the study provides useful recommendations for organizations looking to adapt talent acquisition and development strategies in today's competitive environment.

INTRODUCTION

Traditional recruitment strategies are proving inadequate to meet the evolving needs of organizations and candidates in today's talent acquisition landscape With the advent of digital technology, changing them a they are looking for the expectations of the job, and recruitment

strategies need to be rethought to ensure they remain effective at identifying and attracting top talent. In response to these challenges, organizations are increasingly turning to new methods, and gamification is emerging as a promising solution for constituent engagement and experience flow face throughout the selection process

The concept of "gamification" signifies the integration of gaming technologies and resources into non-gaming situations, such as recruitment, to provide engagement, motivation, and behavior change (Deterding et al., 2011). This concept focuses on common principles in games, such as competition, rewards, challenges and feedback, using games their participation transforms mundane tasks into interesting and enjoyable activities, creating a more immersive and interactive experience for users. A range of factors have led to the development of recruitment strategies, including technological advances, changes in candidate options, and competition in the activity market. Candidates, in particular more youthful generations, are looking for more enticing and engaging studies for the duration of the recruitment procedure, prompting groups to search for new methods to get right of entry to skills.

Gamification gives a completely unique way to the demanding situations faced via conventional recruitment strategies. By incorporating gaming factors into the choice procedure, agencies can create a dynamic and immersive experience for applicants, for engagement and investment planning were increased Furthermore, video games had been shown to enhance records retention, choice-making and ordinary delight of contributors (Hamari et al., 2014). These benefits make gaming an attractive option for organizations seeking to scale up their recruiting efforts and stand out in a aggressive marketplace.

The position of gaming in recruitment goes past simply enjoyment price; It has the capability to basically alternate the manner companies become aware of and compare expertise. By gamifying factors of the selection system, which includes assessment, interviewing, and onboarding, agencies can gain deeper insights into applicants' competencies, their skills, and cultural suit Additionally, gamification allows businesses to be more expert adopting inclusive and equitable employment guidelines through transparency and increasing transparency (Hamari et al., 2014)

In this literature overview, we will discover the role of games in chief engagement and experience through sport choice approaches. Using theoretical frameworks, empirical studies and applied modelling, one can look at the effect of gaming on diverse elements of the recruitment procedure, along with candidate engagement, troubles a retention, selection making and normal pleasure. Through this studies, we aim to offer insight and steerage to groups seeking to use gaming to optimize their skills acquisition efforts and live beforehand in an increasing number of aggressive market.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Gamification, characterised with the aid of the integration of non-sport contexts in recreation layout elements, has end up a staple in numerous industries because of its enticing and motivating ability (Deterding et al., 2011). Role gambling in vocational education and improvement mainly has emerged as a promising approach to reinforce mastering studies and improve participant engagement. This phase gives an in depth assessment of the present literature on the position of recreation in leadership participation and refines their experiences for the duration of the game choice technique. By combining theoretical frameworks, empirical research, and sensible programs, this look at goals to provide nuanced understandings of the consequences and advantages of incorporating video games into systemic competitiveness inside the choice system

Hiring Evolution

In the no longer-so-distant past, recruiting often involved task gives, standardized exams, and traditional interviews, and when these methods laboured, they correctly engaged applicants and

assessed their suitability for roles (Schwalbe). Rarely had the dexterity and conversation required to do so. And Wagner, 2014). But the recruitment method has changed dramatically with the appearance of gaming. Organizations have moved away from traditional techniques to more participatory and immersive recruitment methods, the usage of recreation-like elements to attract attention and engagement from candidates (Brull et al., 2015).

Gamification has revolutionized the company recruitment method, transforming it from a mundane assignment into an immersive reveal. By incorporating factors which include challenges, rewards, and competitions, gamification enhances applicant engagement and makes the hiring journey extra exciting (Hartmann et al., 2015). For instance, gamified checks simulate actual-international work eventualities, permitting applicants to exhibit their competencies in an interactive and authentic way (Schwalbe & Wagner, 2014). In addition, gamified preference strategies can offer valuable insights into candidates' trouble-fixing abilities, adaptability, and collaboration, which can be vital for fulfilment in these day's dynamic paintings environment (Cennamo & Gardner, 2008).

By gamifying hiring approaches, businesses are not best able to entice pinnacle skills but additionally create a high-quality candidate enjoy, leading to better pleasure and logo retention (Hartmann et al., 2015). In addition, gaming can help businesses distinguish themselves in a aggressive activity market, positioning them as innovative, revolutionary employers (Brull et al., 2015). As generation maintains to evolve, gaming is possibly to play an more and more crucial role inside the future of recruitment, presenting new opportunities for groups to evolve their skills acquisition techniques (Schwalbe & Wagner, 2014).

Linking human behaviour, motivation and theory to provide a theoretical basis for use policy and sport management in guiding the theoretical application of autonomy strategies and competency-related skills. can the flow theory of balance in intensity for effective movement Emphasizes the importance of creating experiences that promote flow and enhance enjoyment and performance so design provides a solid foundation for effective play strategies which increases user engagement and motivation

Self-Determination Theory (SDT):

Developed by Deci and Ryan (1985), SDT suggests that intrinsic motivation is to fulfil psychological needs such as autonomy, competence, belonging, etc. Gamification elements aligned with SDT principles , such as providing an autonomy- supporting environment and skills acquired through leadership boards , have been found to increase user motivation and engagement (Deci & Ryan, 1985).

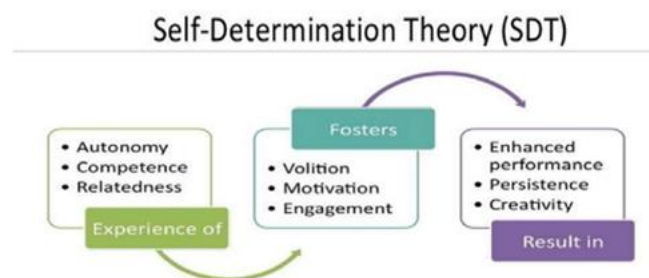


Figure 1:- Self-determination theory (SDT) - Deci and Ryan (1985)

The SDT framework provides a comprehensive understanding of human motivation and behaviour by emphasizing the fulfilment of three basic psychological needs: autonomy, competence, and relatedness. Autonomy refers to the internal desire to have control over one's actions and choices, to enable one to act according to one's morals and interests. Competence requires a sense of

effectiveness and competence in one's endeavours, seeks opportunities for growth, learning and skill development. Relationships involve the need for relationships and meaningful relationships with others, creating a sense of belonging and social support. In the SDT framework, these psychological needs are important motivators for individuals to engage in activities and pursue goals. When these needs are met, individuals experience intrinsic motivation, characterized by pleasure, enjoyment, and satisfaction from the activity itself. Conversely, that these needs have been suppressed or unable to manage it, individuals experience decreased motivation and well-being.

Flow Theory:

Flow theory, proposed by Csikszentmihalyi (1975), suggests that individuals achieve optimal satisfaction and performance when the level of challenge of an activity matches their skill level. In gamified selection processes, it can facilitate the flow of the environment and provide an appropriate balance between the challenge posed by research and candidates' skills, leading to engagement and the experience of interventions have improved (Csikszentmihalyi, 1975).

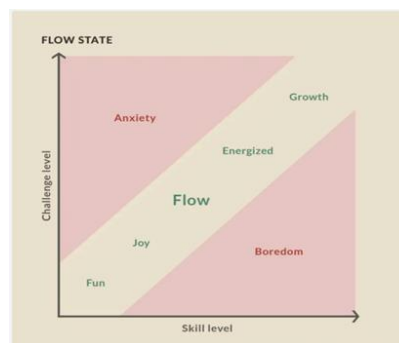


Figure 2:- Flow Theory- Mihaly Csikszentmihalyi (1975),

The theory describes several key elements needed to achieve a state of flow, including clarity of goals, immediate feedback, loss of sense of control, loss of self, time distorted thinking and when these elements align, individuals are fully engaged in activity, feel less effortful action and concentration. In games, an understanding of flow theory is essential to creating experiences that are more engaging and moving. Game designers strive to create challenging challenges in order to maintain fun but not be overwhelming, giving players flow and inner satisfaction with their participation. Through flow-encouraging elements encourage, such as by adding clear objectives and progressive challenges, gaming experiences can enhance users and ultimately academic performance and can provide results have improved.

Octalysis Framework :

Octalysis Framework by Yu-Kai Chou (2015) identifies eight key drivers of human behaviour, and provides a comprehensive approach to creating engaging experiences. By incorporating elements such as epic meaning, promotion, and social impact, gamified selection processes can accommodate a variety of incentives, increasing candidate engagement and participation (Chou, 2015).

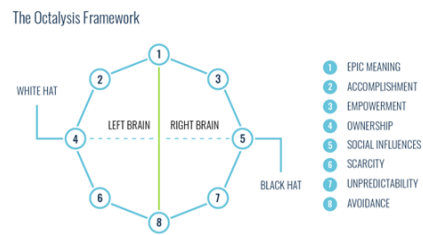


Figure 3:- Octalysis Framework- Yu-Kai Chou (2015)

The framework provides a comprehensive assessment of human motivation by identifying eight key drivers. These stimuli include both cognitive and perceptual components, classified as left-brain stimulation and right-brain stimulation. They include epic meaning & calling, growth and development, power and response to creativity, ownership and possession, social influence and interaction, scarcity and impatience, unpredictability & luck a lack of, and loss avoidance Each action taps into different aspects of human psychology, such as desire purpose, achievement, social relationships , autonomy, and for innovation. By leveraging these core drives, the Octalysis system provides gamification designers with a versatile set of tools to create engaging and effective experiences that match users' internal motivations and inspire actions that they want.

Player Type Framework:

Introduced by Bartle (1996), the Player Type Framework categorizes individuals into four types of players based on their preferences in game settings: Achievers, Explorers, Socializers, and Killers - They fulfill priorities (Bartle, 1996).

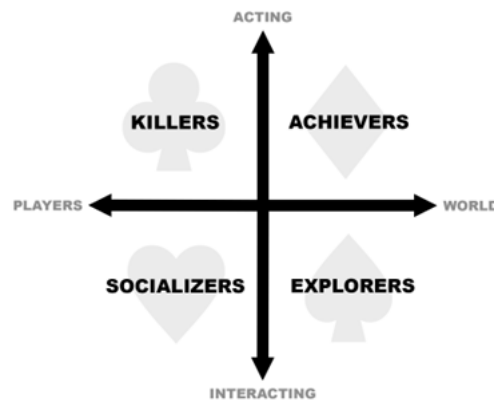


Figure 4 :- Player Types Framework- Richard Bartle (1996)

Play theory divides individuals into four distinct types of actors based on their preferences and actions on different arenas. These types of players include Achievers, who focus on completing tasks and achieving goals in the game world; Explorers, driven by curiosity and interested in finding hidden parts of the game; ally, prioritizing social interaction and cooperation with other players; and Killers, who thrive on competition and conflict, frequently engaging in player-to-player interactions. By know-how such players, sport designers can tailor game mechanics and content to one of a kind player motivation, growing a extra inclusive and engaging gaming enjoy for special audiences.

MATERIALS AND METHODS

A complete blended method are adopted to observe the function of recreation through the sport preference method at the enjoy of participatory leadership. This method combines qualitative and quantitative methods to provide a nuanced understanding of the phenomenon. First, a complete literature review is carried out to build a theoretical foundation, such as relevant research, theoretical frameworks and practical packages in the recruitment and selection video games.

The qualitative information series will consist of interviews and awareness groups with HR experts, recruiters, and applicants who've experience with gamified choice tactics. In addition, case studies of corporations that have implemented gamified recruitment techniques might be examined to discover demanding situations confronted and strategies implemented. Quantitative data will be collected through surveys assessing candidate participation, satisfaction and performance in the gamified

selection processes. Performance metrics such as completion rate and accuracy will also be collected from the game-based surveys.

The approach of integrating game-based factors into recruitment involves matching specific game tasks with the core competencies required for each job function, as shown in Table 1. These tasks—such as timed challenges, gameplay, scenarios. Based simulations have also been developed to explore key skills such as problem solving, communication, leadership, and technology. By tracking applicants' progress, providing real-time feedback and rewards such as badges or leadership board rankings, recruiters can measure applicants' overall potential and level of engagement there about This approach not only enhances the experience of the candidates but also reduces bias, and ensures accurate assessment of job suitability, more -It also helps in active and transparent recruitment.

Table 1. Job Roles and Suitable Game-Based Elements (Source by the author for the data collection)

S.no	Job Role	Game-Based Elements	Short Description
1	Software Developer	Timed Coding Challenges, Skills-Based Quests, Interactive Assessments, Puzzle Challenges, Job Simulations, Leaderboard Positioning	Coding challenges, puzzle-solving, and simulations to test technical skills and problem-solving ability.
2	Project Manager	Scenario-Based Questions, Interactive Storytelling, Role-Playing Games (RPGs), Virtual Team Challenges, Feedback Loops	Tests decision-making, leadership, and team collaboration in simulated environments.
3	Sales Representative	Timed Challenges, Role-Playing Games, Progress Tracking, Leaderboard Positioning, Knowledge Quizzes, Achievement Levels	Measures competitive drive, communication skills, and product knowledge in a time-constrained setup.
4	Customer Support	Scenario-Based Questions, Interactive Videos, Job Simulations, Role-Playing Games, Skills-Based Quests, Feedback Submission Portal	Focuses on real-world problem-solving and customer interaction through scenario-based exercises.
5	Marketing Specialist	Interactive Storytelling, Knowledge Quizzes, Skills-Based Quests, Feedback Loops, Gamified Onboarding Teasers	Assesses creativity, market knowledge, and adaptability through storytelling and scenario-based tasks.
6	Data Analyst	Interactive Assessments, Puzzle Challenges, Timed Challenges, Completion Badges, Interactive Assessment Games	Tests analytical thinking and problem-solving ability in a gamified environment.
7	Graphic Designer	Personalized Tasks, Interactive Storytelling, Virtual Job Shadowing, Completion Badges, Engagement Scorecards	Focuses on creativity and design skills through visual tasks and real-world scenarios.
8	HR Specialist	Scenario-Based Questions, Referral Leaderboards, Engagement Scorecards, Feedback Loops, Interactive Q&A Board	Measures HR-related decision-making, employee engagement, and

			responsiveness to feedback.
9	Operations Manager	Role-Playing Games, Scenario-Based Questions, Timed Challenges, Job Simulations, Personalized Tasks, Interactive Storytelling	Evaluates management skills, problem-solving, and decision-making in simulated operational scenarios.
10	Product Designer	Job Simulations, Scenario-Based Questions, Role-Playing Games, Virtual Job Shadowing, Skills-Based Quests, Feedback Loops	Focuses on product design thinking, creativity, and user-centered problem-solving in realistic simulations.

The study involved 100 participants in two different selection processes: traditional interviews across HR and a game-driven selection process. Data were collected through self-reported participation and satisfaction scores, completion rate, task accuracy, and completion time. Interview results were assessed based on a commonly used interview their issues in HR, while those in the game system were meant to evaluate problem-solving, creativity and decision-making under pressure. Game-based evaluation completed. The results showed that the gamified system led to them deeply involved, satisfaction and completion, as well as better productivity and faster completion times, meaning that games enhance a candidate's experience and effectiveness in the selection process.

RESULTS

The Gamified Selection Process outperformed the General HR Interview in almost all measured metrics. Specifically:

Higher Engagement and Satisfaction

The Gamified Selection Process yielded significantly higher engagement and satisfaction levels among candidates compared to the traditional HR interview. The interactive and immersive nature of the gamified assessments provided a more engaging experience, which was reflected in positive candidate feedback. Participants reported that they found the gamified tasks enjoyable and reflective of real-world challenges, indicating that this format effectively enhanced their overall assessment experience.

Higher Completion Rate

A notable increase in completion rates was observed in the gamified process, with a larger proportion of candidates completing the assessments relative to those in the traditional interview process. This increase is likely due to the engaging and structured design of the gamified tasks, which maintained candidate interest and encouraged them to see the process through to completion. Higher completion rates suggest a reduction in candidate drop-off, which can improve the quality and size of the talent pool advancing through the recruitment stages.

Improved Performance Outcomes

Candidates in the gamified assessments demonstrated better performance, with higher accuracy and faster completion times compared to traditional interview participants. The gamified tasks, which simulate job-related challenges, provided a more accurate assessment of candidates' abilities, encouraging quick decision-making under timed conditions. This outcome suggests that the gamified

format may enhance the relevance and effectiveness of skill assessments, offering insights into both cognitive and practical competencies.

Reduced Time Requirements

The gamified selection process required less overall time than the traditional HR interview, attributed to its streamlined structure that integrates multiple assessment stages into a cohesive experience. This efficiency benefits both candidates and recruiters, as candidates face fewer time demands and recruiters can evaluate and advance candidates more quickly. The reduction in assessment time also positively impacts time-to-hire metrics, supporting faster decision-making while maintaining a high standard of candidate evaluation.

Overall, these findings highlight the gamified selection process as a highly effective and efficient alternative to conventional HR interviews, yielding favorable outcomes across engagement, completion rates, performance, and time efficiency.

Table 2: Shows that the gamified process led to higher engagement, better performance, and greater efficiency compared to the traditional HR interview. These findings suggest that gamification not only enhances candidate engagement and satisfaction but also improves performance and efficiency in the selection process, making it a more effective alternative to traditional HR interviews. Furthermore, organizations adopting gamified selection processes are likely to attract and retain higher-quality candidates who are more suited for the role.

Table 2:- Summary of Results

S.no	Metric	General HR Interview	Gamified Selection Process
1	Engagement Score (out of 10)	5.2	8.6
2	Satisfaction Score (out of 10)	6.1	8.4
3	Completion Rate (%)	88%	95%
4	Performance (Accuracy)	75%	85%
5	Average Task Completion Time (minutes)	45 minutes	30 minutes
6	Time Spent (minutes)	45 minutes	30 minutes

DISCUSSION

Incorporating gaming elements into the process of recruitment goes beyond the usual evaluation techniques of candidates' skills by introducing fresh approaches to candidate evaluation. With the help of gamified tools such as time-boxed tasks, scenario based simulations or role-play activities, employers not only understand the candidature but also analyse the applied skills, flexibility and logic of the candidate. Such elements do provide a candidates' abilities in the field, associated with the occupation, in a timely and purposeful manner but also correlate to the degree to which one can expect such a candidate to act if in such a position. In addition, the use of gamification makes the experience of the candidate more enjoyable rather than simply the recruitment process due to it being inclusive and facilitative which helps in promoting employer brand. Nevertheless, for such assessments to be useful, there needs to be a proper fit between the nature of the job and the assessments to ascertain that applicants are rated on the competencies that are pertinent to the position.

While there are merits to gamification in recruitment, there are some problems as well. Accessibility and fairness of such game-based assessments is crucial to avoid biases which may put some candidates at a disadvantage - especially those who have no prior experience with gaming or simulation aids. It is also vital to draw a line between too much fun and too serious evaluation in the

use of these tools in order to protect the authenticity of the scores obtained. Furthermore, developing specific game-based applications for some jobs may require huge financial and time inputs. More studies and improvements on gamification techniques should be done in analyzing the influence of such techniques on hiring processes and applicants' performance in the work environment in the long run.

AUTHORS' CONTRIBUTIONS

The study and development work were contributed to significantly in this study by Chandra Sekhar Uma Shankar, Jaya Ganesan, and Yeo Sook Fern. This study was led in the conceptualization and primary design by Chandra Sekhar Uma Shankar, who gave an input and advisory on data collection and analysis. Jaya Ganesan also contributed to the methodology, refined the research approach, and played a key role in interpreting data. Yeo Sook Fern assisted me in carrying out the statistical analysis and provided very pertinent feedback on the draft of the manuscript to avoid mistakes on accuracy and clarity. Together with all their hard work and experience, such efforts would thus shape the final outcome of this study into a complete and rigorous investigation.

CONCLUSION

The characteristic of play in fostering participatory control and improving recruitment strategies through gamification highlights its potential to revolutionize traditional practices. Integrating game factors like competitions, rewards, and demanding situations creates a greater dynamic and engaging enjoy for candidates, boosting their engagement, motivation, and satisfaction. Gamification allows groups to measure and determine applicants' abilities and capabilities correctly, making it a promising manner to modernize recruitment in nowadays' s aggressive task marketplace.

Gamified recruitment leverages intrinsic motivations, inclusive of fulfilment and popularity, to pressure candidate participation. This approach turns the hiring method into a series of interactive demanding situations, making it extra enjoyable and noteworthy. As a result, candidates are much more likely to interact deeply and showcase their real ability, offering employers with a complete understanding in their abilities.

One significant advantage of gamification is accelerated candidate engagement. Traditional recruitment techniques may be monotonous and annoying, leading to disengagement. In comparison, gamified approaches introduce amusing and competition, stimulating applicants to position forth more effort and display a broader variety of competencies. Additionally, using rewards like badges and leaderboards enhances motivation, developing a aggressive environment in which applicants strive to excel.

Implications of the Study:

The findings of the study has numerous implications for human useful resource management studies and practice. First, they emphasize the significance of incorporating technology-pushed innovations into recruitment techniques to draw and retain top talent. By leveraging recreation standards and era, groups can target enterprise desire and create effective experiences that decorate their employer emblem. Furthermore, the look at highlights the need for similarly research to have a look at the long-term and final results outcomes of gaming desire applications on worker performance, retention, and organizational achievement.

RECOMMENDATIONS:

Based on the findings of this take a look at, numerous suggestions can be made to corporations that desire to apply gamification in their recruitment methods. First, groups need to spend money on customized assessment video games that align with their organizational way of life, values, and job

necessities. Additionally, managers and recruiters need to accept ok education and aid to effectively use gaming tools and techniques.

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