# A study on Integration of Gamification towards IT Employee Motivation: A Case Study

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# ABSTRACT

The purpose of this research study was to discover if gamification can be implemented in large Sri Lankan IT Companies to improve the employee motivation and increase the outcome. Also, to provide best practices and recommendations for the managers and HR personals to implement gamification in a way that suits the company culture and size.

This study mainly focused on suitability of gamification for large Sri Lankan IT Companies. Based on the literature analysis, a framework to evaluate the current status and the applicability of gamification was derived. Then open-ended interviews, which based on the derived framework were conducted with nine representative managerial level employees from four large IT companies. An empirical qualitative analysis was used with grounded theory approach to conduct an in-depth analysis of nine management personals from these four companies.

Research study discovered five main elements of gamification, namely points, leaderboard, badges, levels and rewards as the mostly researched or considered effective elements in gamification concept. Major findings were that team culture followed in large companies for years and large number of people to be managed by gamification were main challenges. And one of the remedies is to apply divide and conquer strategy to make the gamification overcome this issue.

**Keywords**: Gamification, Software Development, Employee Motivation

# ACKNOWLEDGEMENT

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# LIST OF ABBREVIATIONS

SPI – Software Process improvement

LOV – List of Values

IT – Information Technology

PLB – Points Leaderboard Badges