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GAMIFICATION AS A FACTOR IN IMPROVING THE EFFICIENCY OF THE ORGANIZATION'S HUMAN RESOURCES

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Abstract. This article examines the potential of gamifying tools as a motivational component for staff performance. Experience with gamification is analyzed to identify the advantages and disadvantages of using gamification as a motivational tool.

Keywords: Gamification, the emotional commitment of employees, company success, psychological factors.

The successful functioning of any organization depends on a multitude of external and internal factors that, to varying degrees, influence its key processes. Instability in the economic, social, political, and industrial environments, rapid scientific and technological progress, and ever-increasing competition compel managers to adapt their management style to the changing context of management activities, develop new ways to motivate staff, and improve existing ones [1].

The primary goal of management science is to identify and develop ways to improve productivity, one of which is employee motivation. Gamification, one of the most advanced methods of employee motivation, has recently become widely used.

Gamification in HR is the use of game mechanics and game design elements to engage and motivate employees to achieve goals aligned with the company's specific business objectives. Gamification has long been used in many foreign companies, and it is so universal that it is applicable to virtually all types of businesses. The beauty of gamification is that it can be used for a wide variety of purposes – for marketing, conducting market research, building corporate culture, project management, recruiting, and even for organizing optimal work and rest schedules to maintain employee health.

Gamification as a motivational tool has a number of advantages and disadvantages, each of which managers should consider.

According to research by Zippia portal staff [2]:

- 90 % of employees say gamification makes them more productive at work;

- on average, employees experience a 48 % engagement increase with a gamified work experience;

- companies that use gamification are seven times more profitable than those that do not use gamified elements at work – whether with employees or consumers;

- the North American gamification industry, led primarily by the U. S., is valued at \$ 3,8 billion;

- 72 % of people say gamification motivates them to do tasks and work harder on the job;

- 67 % of students agree that gamified learning is both more engaging and motivating than traditional classes.

According to existing research, global employee engagement – the emotional commitment of employees to their organization and a genuine desire to contribute as much as possible to its success – will decline to 21 % in 2024 (according to Gallup). This leads to lower productivity and economic losses, while engaged employees contribute to company growth, reduce turnover, and strengthen the employer brand.

After years of investment in employee engagement platforms, wellness programs, and “cultural initiatives”, there is a reversal.

Manager engagement worldwide plummeted from 30 % to 27 % in 2024, with the steepest decline observed among younger managers and

women. Why is this important? Because Gallup research shows that managers are responsible for 70 % of the variance in team engagement.

Employee engagement is significantly impacted by the type of work arrangement. Data shows that hybrid employees have the highest engagement rate at 35 %, followed by fully remote workers at 33 %. Office-based employees only have 27 %. This suggests that flexibility and autonomy are powerful drivers of engagement. However, the shift to remote work is also cited as a major factor in declining engagement. This is due to companies' desire to recreate their office culture through screens, which doesn't work.

The problem isn't remote work itself, but rather that our digital tools are ineffective at building the social connections and cultural cohesion that underlie engagement.

This is where gamification comes in – it's more than just a nice-to-have extra. It's a strategic response to a structural problem.

In addition to financial losses, departments with disengaged employees face [3]:

- 37 % higher absenteeism;
- 18 % lower productivity;
- 15 % lower profitability.

At the same time, companies with highly engaged employees enjoy a 21–23 % profitability advantage over competitors.

Gamification in HR extends beyond mere points and badges; it represents a sophisticated approach grounded in behavioral psychology. By incorporating elements such as points systems, achievement badges, leaderboards, and progression metrics, organizations tap into fundamental human drivers including the need for achievement, recognition, competition, and social connection. The neurological basis for gamification's effectiveness lies in its ability to stimulate dopamine release – the neurotransmitter associated with pleasure and motivation – creating positive reinforcement loops that encourage sustained engagement. Research indicates that approximately 75 % of gamification's impact stems from psychological factors, while only 25 % derives from the technological implementation, highlighting the importance of understanding human motivation in designing effective gamified systems [5].

Key Applications Across HR Functions:

Recruitment and Talent Acquisition: Forward-thinking organizations are transforming their recruitment processes through gamified assessments

that evaluate candidates' problem-solving abilities, cultural fit, and job-specific competencies. Companies like Google and Dutch retailer Albert Heijn have implemented scenario-based games and cognitive challenges that not only make the application process more engaging but also provide superior data for selection decisions. Industry surveys reveal that 78 % of candidates find companies using gamification more appealing as potential employers, providing a significant advantage in competitive talent markets [6].

Onboarding and Integration: The initial onboarding experience critically influences employee retention and engagement. Organizations like Deloitte have developed sophisticated gamified onboarding programs that incorporate virtual office tours, team-based challenges, and progressive learning modules. These approaches accelerate social integration and cultural assimilation, particularly valuable for remote workers who cannot experience physical workspaces. Research demonstrates that gamified onboarding reduces time-to-proficiency and significantly improves new hires' understanding of organizational values and expectations [6].

Training and Development: The most extensively documented application of gamification in HR lies in training and skill development. Studies consistently show that challenge-based gamified learning improves performance by up to 89.5 % compared to traditional lecture-based approaches, while increasing knowledge retention by 50 %. Pharmaceutical giant AstraZeneca achieved 95 % completion rates across all training modules through their “Go-to-Jupiter” gamified learning platform, while Japanese multinational NTT Data's “Samurai” game successfully identified potential leaders and generated substantial revenue through employee-generated ideas [5].

Performance Management and Daily Operations: Beyond formal programs, gamification principles are being applied to enhance routine workplace activities and performance management. Google's complete success in achieving employee compliance with expense reporting guidelines through gamification demonstrates how even administrative tasks can be transformed. Companies like Amazon have implemented arcade-style performance tracking in warehouses, while organizations across industries are reframing personal goals as “quests” and introducing achievement systems for completing critical tasks.

Despite its demonstrated benefits, gamification implementation presents several significant challenges that require careful management:

The potential for excessive competition represents a primary concern, as poorly balanced leaderboards and reward systems can undermine collaboration and create unnecessary stress. Additionally, organizations must

navigate the ethical considerations of behavioral modification, ensuring that gamification enhances rather than diminishes employee autonomy. Research indicates that an overemphasis on extrinsic rewards can gradually erode intrinsic motivation – the genuine interest and satisfaction employees derive from their work itself.

Successful implementation requires a strategic approach that incorporates several key principles:

1. **Alignment with Organizational Culture and Objectives:** Gamification systems must reflect and reinforce the organization's core values and strategic priorities. What motivates a competitive sales team may prove counterproductive in collaborative research environments, necessitating customized approaches for different departments and functions.

2. **Balance Between Intrinsic and Extrinsic Motivation:** While points, badges, and leaderboards provide immediate motivation, the most sustainable systems incorporate opportunities for mastery, purpose, and autonomy. As SHRM experts note, “When organizations prioritize extrinsic rewards, they risk overlooking the deeper, intrinsic factors that drive meaningful engagement”.

3. **Robust Technological Infrastructure and Measurement Framework:** Implementing organizations should select flexible technology platforms that support customization and integration with existing HR systems. Equally important is establishing comprehensive measurement strategies that track both participation metrics and business outcomes, enabling continuous refinement and demonstrating return on investment.

The difference between gamification that works and gamification that flops comes down to understanding the psychology of motivation, designing for your specific audience, and integrating these systems into a coherent employee experience strategy. It’s about creating an environment where people actually want to level up their skills, not because they have to, but because it feels rewarding [6].

Conclusion.

It's worth noting that gamification continues to gain popularity and is becoming an integral part of modern HR strategies. It helps create a comfortable and motivating environment for personal and professional growth. However, to achieve maximum effectiveness, it's crucial to properly integrate game elements into corporate processes, focusing on company goals and employee needs. It's important to remember that everyone reacts differ-

ently to game elements: for some, they serve as a motivator, while for others, they can be a distraction. Therefore, preparation through internal communications and the proper implementation of updates are essential.

With the development of technologies such as artificial intelligence and virtual reality, gamification will open new horizons for HR. For example, VR simulations can be used to train employees on complex processes in a safe, game-like environment. In the future, gamification will penetrate other areas of business, transforming corporate processes and customer interactions. Success will depend on organizations' ability to properly integrate innovations, taking into account business goals and audiences. According to research by Mordor Intelligence, the gamification market will grow at a compound annual growth rate of 25.85 % from 2025 to 2030, confirming the growing importance of this tool in business. Gamification mechanics will continue to evolve, and their proper use will become a crucial element of HR and business strategy [4].

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HR-ТРЕНДЫ В ЭПОХУ ЦИФРОВИЗАЦИИ

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Аннотация. В работе изучаются HR-тренды в эпоху цифровой трансформации. Освещаются направления HR-автоматизации, HR-аналитики, HR-маркетинга, электронного обучения и smart-рекрутинга с рассмотрением практического примера компании «KFC».

Ключевые слова: HR-тренды, цифровая трансформация, управление персоналом, HR-Digital, HR-аналитика, HR-маркетинг.

Цифровые технологии стали все более активно внедряться во все сферы нашей жизни – от науки и экономики до социальной сферы и повседневности. Прежде всего, эти преобразования повлияли на бизнес-сектор, где предприятиям необходимо быстро реагировать на изменения в конкурентной среде. Учитывая, что человеческий капитал является ключевым ресурсом любой компании, HR-сфера должна оставаться высококонкурентной и своевременно интегрировать актуальные HR-тренды.

Цифровизация бизнеса оказывает всестороннее влияние на все внутренние бизнес-процессы организации, включая управление персоналом. Одним из важнейших направлений этой трансформации является HR-Digital: использование цифровых инструментов, платформ и аналитических решений для достижения корпоративных целей, и повышения