

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

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Degree of Master of Business Administration in Information Technology

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Sri Lanka

March 2018

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The dissertation was submitted to the Department of Computer Science and Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration in Information Technology.

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## **DECLARATION**

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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**

I place this opportunity to express my sincere gratitude for all those who helped me in numerous ways to make this research study success. First and foremost, I am deeply grateful to my supervisor Dr. Malaka Walpola for his continuous support, feedback and outstanding guidance given to me throughout the research.

I would like to extend my sincere thanks to Dr. Chandhana Gamage (Course Coordinating Lecturer, Department of Computer Science and Engineering) and Ms. Jeeva Padmini who have provided me with continuous feedback and encouragements in-order to complete a research successfully.

I convey my thankfulness to all my lecturer panel at the Department of Computer Science and Engineering, University of Moratuwa for their guidance and would also express my sincere appreciation to office staff at the University of Moratuwa for the services provided.

I am extremely grateful to anonymous participants who helped me for data gathering by sharing their valuable experience, most useful views and opinions. This report would not have been possible without your valuable information, time and effort.

Last but not least my special thanks go to my loving family and friends for their immense support, love, care, encouragement and patience throughout all these years and complete this thesis successfully.

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## **LIST OF ABBREVIATIONS**

SPI – Software Process improvement

LOV – List of Values

IT – Information Technology

PLB – Points Leaderboard Badges