Study of need analysis of gamification to increase the employee satisfaction in the Textile industries across Kerala.

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Abstract—**A Textile industry faces challenges with regards to employee satisfaction as the work culture is very monotonous and not changing with the current work life culture that many other industries provide to the employees. The engagement of the employees has been identified as one of the important element to manage these challenges. Gamification is an emerging concept that helps in improving employee engagement thereby achieving employee satisfaction and motivation. This paper proposes to implement the concept of Gamification in Textile industry to increase the employee engagement.**
Key words : gamification, textile, employee engagement

I. CONCEPT DEFINITIONS
Concept Definitions
Need analysis:
Needs assessment is the first step in the instructional design process and as such is an important process for performance improvement practitioners (Rossett, 1987), especially for those for whom training is a primary function. Needs assessment is not just for training, however; performance improvement practitioners identify and prioritize all types of performance gaps by conducting a needs assessment (Kaufman, 1994; Rothwell& Kazanas, 2004). This leads to a needs analysis to determine the cause of the performance problem and the appropriate solution that will close the gap in performance, regardless of whether the solution is training (Kaufman, 1994).

Gamification:
Gamification is the process of applying game design theories to everyday situations, including business. Gamification has been defined as "the use of game design elements in non-game contexts" (Deterding et al, 2011). Kevin Werbach (2013) of University of Pennsylvania defines gamification as "using design techniques from games in a business context or some other non-game context".
Employee satisfaction:
Employee Satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). This definition suggests employee satisfaction is a general reaction that individuals hold about their job.

Textile Industries:
The textile industry or apparel industry is primarily concerned with the design and production of yarn, cloth, clothing, and their distribution. The raw material may be natural, or synthetic using products of the chemical industry.

II PURPOSE OF RESEARCH
As organizations have become more focused on business objectives, gamification has increased because it can help the workplace become more engaging and productive. A Textile Industry apart from the IT industry have always adhered to the traditional management strategies where no new approach is brought in the work culture to achieve an increase in the employee satisfaction. The industry has always had a focus on providing the workers only with the basic expectations like Competitive salary, Insurance, health Benefits and Healthy Working conditions.The life of employees in the textile industry have become monotonous. The work culture or the work life balance that many other industries have to offer to the employees is missing in this industry.Gamification changes the rules of engagement and inspires employees to change behaviors as a result. The power of gaming pivots around player experience, generating positive emotions, exploring personal strengths, establishing social connections, commanding user engagement, practicing healthy competition, attaining status and fame and reaping rewards, either real or virtual. This study will help to understand the current employee satisfaction in a Textile industry and how they would accept a new change in the engagement of workers through Gamification.

III REVIEW OF LITERATURE
Employee satisfaction continues to be among top priorities of Global Corporations. Engaged employees do better jobs and are essential to the organizations' long-term success. Winning loyalty and Commitment of employees is a critical responsibility and a key to organizations' strategic objectives. Employee satisfaction represents the constellations of person's attitude towards or about the job. In general, employee satisfaction is the attitude towards the job as a whole.

Employee satisfaction is a function of satisfaction with different aspects of job, that is supervision, pay, works itself, co-workers, promotion, etc., and the level of importance one attaches to these respective components. Job satisfaction is a multifaceted construct Churchill, Ford, and Walker (1974);Comer, Machleit, and Lagace (1989); Lagace, Goolsby, and Gassenheimer (1993). The most commonly used facets of satisfaction Judge, Thoreson, Bono, and Patton (2001) are satisfaction with pay, promotion opportunities, coworkers, supervision, and the work itself Smith, Kendall, and Hulin (1969). These five job facets usually account for a substantial amount of the variance in overall job satisfaction Kinicki, McKee-Ryan, Schriesheim, and Carson (2002). There have been many more researches to identify other important and contemporary facets of job satisfaction. Taber and Alliger (1995) suggested that to understand overall job attitudes, researchers must identify the principal tasks and activities in which employees engage. Brief (1998) studied how the changing nature of work leads to facets, considered most important to job satisfaction are still indeed most important and if new facets or facets once considered peripheral to job satisfaction have become more central. Judge et al. (2001) argued that the breadth of job characteristics must include all elements that may have become more salient in contemporary job settings. Similarly, Rogelberg, Leach, Warr, and Burnfield (2006) argued that to understand components of overall job attitudes, the principal tasks/activities in which employees are required to spend large amounts of time should be considered. Philip apple listed five major components of employee satisfaction, which are attitude towards work group, general working conditions, attitude towards company, monetary benefits and attitude towards supervision. Other components that can be added to these five are the individual's state of mind about the work itself and about life in general. The individual's health, age, level of aspiration, social status and political and social activities can all contribute to employee satisfaction. A person attitude toward the job may be positive or negative.

A study in 2001 in the journal Personnel Psychology examined whether positive employee behaviors and attitudes influence business outcomes or it is the opposite, that positive business outcomes influence employee behavior .The study broke down employee attitudes and satisfaction into five measurable employee behaviors: conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. The study measured participants in the five categories, reviewed turnover rates within the participant population, and compared this data with the organizations' financial performance for the following year. Findings support that employee satisfaction, behavior, and turnover predict the following year's profitability, and that these aspects have a strong correlation with customer satisfaction. Robinson (2004) and Penna (2007) developed a model of engagement which incorporates employee satisfaction, feeling valued at work, communication and training and development as key influences on staff engagement and overall satisfaction at work. Robinson (2004) argued that satisfaction with the job of work alone, will not produce a satisfied and engaged workforce, but it is a contributory with many other factors. This phenomenon is visible in some positions where the actual job itself is intrinsically satisfying but the place of work is not,40 Journal of Strategic Human Resource Management Volume 1 Issue 1 January 2012 for example academics or specialized maintenance trades operating in large organizations. In these situations, the employee feels the organization does not value the job they do, but they, personally, take great pride in their work, regardless of the company culture and working environment. Penna's model (2007) adopted a similar position. This model indicates that employees seek to find "meaning" at work. Penna defines "meaning" as fulfillment from the job. Fulfillment comes from the employee being valued and appreciated, having a sense of belonging to the organization, and feeling as though they are making a contribution, and is congruent with the underlying theoretical framework of Robinson. Penna's model is similar to Maslow's Hierarchy of Needs and Herzberg's theory, with "hygiene" factors at the base of the triangle and "satisfiers" towards the top. As an organization successfully meets each of these engagement factors, Penna states that the organization becomes more attractive to new potential employees and becomes more engaging to its existing staff. Several researches have studied the relationship between organizational culture and employee satisfaction. Organizational culture has been defined by Schwartz and Davis (1981) as a pattern of beliefs and an expectation shared by the organization's members and is work-related values, ideologies, philosophies and beliefs. Behery and Paton's (2008) studied selected 200 UAE middle level managers, from banking, insurance and real estate industries. The study revealed that employee satisfaction reinforces employee commitment and reduces turnover rates. Employees like to continue with an organization, if they are satisfied with the job. Thus the satisfaction depends on organizational control mechanisms. There are considerable theory and research link of job satisfaction to turnover intentions. Mobley's (1982) theory of turnover suggests that the job satisfaction level is as a function of evaluation (or re-evaluation) of current job conditions and characteristics. Lee et al., (1996, 1999) indicates that job satisfaction can change with any kind of shocks employees experience at work (example, termination of close friends) and that decline in job satisfaction can lead to turnover. However, these researches do not explain why job satisfaction change might influence turnover decisions. Many of job satisfaction and turnover research also reflects a static approach that fails to capture the dynamic nature of job satisfaction and the turnover process, Holtom, Mitchell, Lee, and Eberly, 2008; Steel (2002).

Gamification changes the rules of engagement and inspires employees to change behaviors as a result. The prediction is that by 2015, 40 percent of Global 1000 organizations will use gamification as the primary mechanism to transform their business operations. When you make work more fun, you get more and better work. And "when you reward customers for engaging in fun, easy activities, they engage more often and

more deeply," according to Gabe Zichermann, author of the book *The Gamification Revolution* and founder of Dopamine, a consulting agency focused on gamified campaigns for employees and consumers.

Gamification represents the fusion of four trends:

- the explosion of social media usage

- the mobile revolution

- the rise of big data

- the emergence of wearable computing

In order to understand the impact of gamification on employee engagement and motivation, we need to understand how and why it works. In addition we need to learn the keys necessary to implement gamification successfully (and authentically) in a business. Gamification has proven to be very successful in engaging people and motivating them to change behaviors, develop skills, or solve problems. Thus, gamification has been effective in increasing *employee* motivation and engagement. By leveraging some of the features used in real games, gamification can turn many other types of activities into games. ("A well-structured recognition system can create a Las Vegas-style atmosphere in a worker's limbic system, stimulating the amygdala and conditioning the brain to pursue ever-greater acts of sales accomplishment. Those who use gamification in employee motivation and engagement realize that while initial popular gamification designs often are mostly relying on simplistic reward approach, even these lead to significant improvements in short term engagement.

The psychology behind gamification is that it uses regular and consistent positive feedback – points, badges, status, progression, etc. – to build up the users' motivation.

Gamification increases the perceived ability of users by making difficult tasks or challenges simpler either through practice or by lowering the activation threshold of the targeted behavior. "People may be motivated by getting a gift card, but what really drives them is recognition [as well as] status, access, power, and stuff (the SAPS Model), "says Zichermann. The problem with "stuff" is that people want more and more over time. If the same stimulus is used repeatedly, employees lose interest. "Every type of reward will need to increase in intensity over time due to habituation, which is part of the behavior of economics, according to Zichermann."

"The bias that people have to win something is how achievement-oriented people tend to view the world," says Zichermann. Employees who are achievement-oriented want some sort of pay-off or prize. However, the majority of people, according to Zichermann, are not as achievement- or winning-oriented. These employees feel rewarded when they think they control their own destiny.

Status, access, and power are virtual rewards, an example of which is employee achievement. These things scale up without added expense. "That's part of why businesses are attracted to gamification – it scales." Another aspect of gamification is that it involves making work increasingly fun by leveraging the concepts of gamification. "It's about figuring out ways to

create alignment with incentives and motivation. You increase productivity (and) performance and you can attract a higher-quality employee, this next generation of employees or millennials generation who bring with them their increased technology skills," says Zichermann.

IV RESEARCH METHODOLOGY
Organizations under study

G T N Textiles Limited, Alwaye – GTN -A
Patspin India limited – Cochin – PIL - C
Preist Meridian Limited – Palghat – PRE -P
G T N Enterprises Limited – Palghat – GTN - E
Patspin India Limited – Unit 1 – Palghat – PIL - P

Out of the total sample size, 16 questionnaires were distributed to each of the textile mills

Of the 16 questionnaires, 3 questionnaires were each given to HR, Finance, IT and Admin and 4 questionnaires each were given to each of the respondents in Operations

NAME OF THE DEPARTMENT	NAME OF ORGANISATION				
	GTN – A	PIL - C	PRE – P	GTN - E	PIL - P
HR	3	3	3	3	3
Finance	3	3	3	3	3
IT	3	3	3	3	3
Admin	3	3	3	3	3
Operations	4	4	4	4	4

All the respondents were falling under Supervisors, Officers and managers

V FINDINGS

    I.   Length of service with the current organization

EXERIENCE	NO. OF RESPONDANTS	%
LESS THAN 12 MONTHS	5	6.25%
1-2 YEARS	12	15%
LESS THAN 5 YEARS	25	31.25%
MORE THAN 5 YEARS	38	48%

    II.   Age

AGE GROUP	NO. OF RESPONDANTS	%

<25 YEARS	10	13%
25 - 40 YEARS	28	35%
>40 YEARS	42	52%

III.   Gender

GENDER	NO. OF RESPONDANTS	%
FEMALE	23	28.75%
MALE	57	71.25%

IV.   Educational Qualification

EDUCATIONAL QUALIFICATION	NO. OF RESPONDANTS	%
DIPLOMA	24	30%
DEGREE	44	55%
P G	12	15%

All the respondents stated that there are training programs organized in all the companies
Out of the 80 respondents:
15 falls under Managerial or equivalent category (18.75%)
*20 falls under officers or equivalent category (32.5 %)*
39 falls under supervisor category (48.75%)

78 are fully aware of this and only 2 are not aware of the same 97.5% are aware and only 2.5% are not aware

AWARENESS OF GAMIFICATION
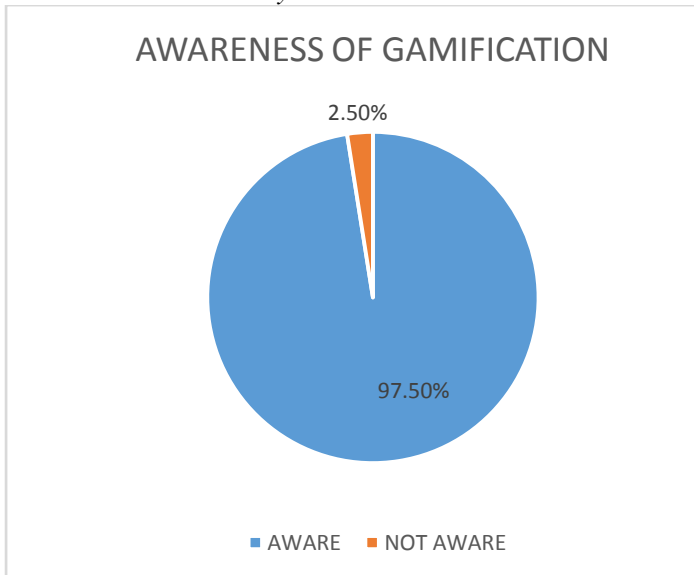
69 feels that Gamification activities are beneficial, 11 feels that it is not beneficial 86.25% feels beneficial and only 13.75% feels it's not beneficial

AWARENESS OF BENEFITS OF GAMIFICATION
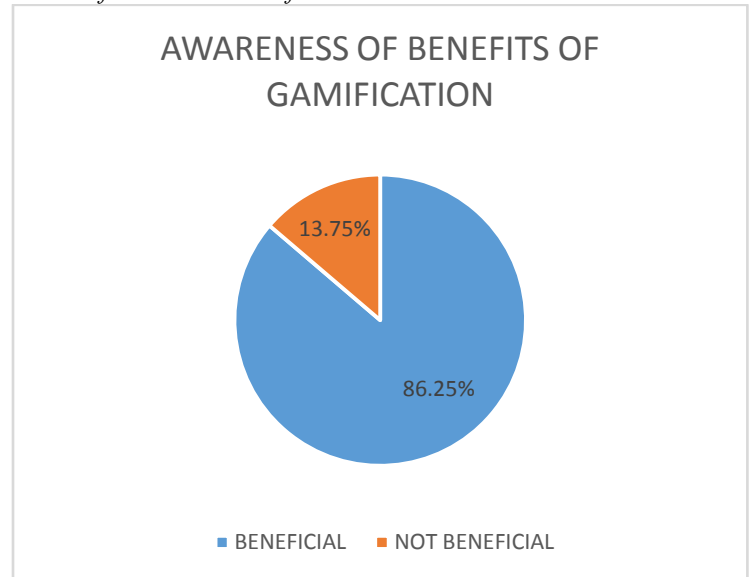
76 people feels that Gamification activities can be implemented in all the departments and 2 respondents in finance and 2 respondents in Admin felt that it's not necessary
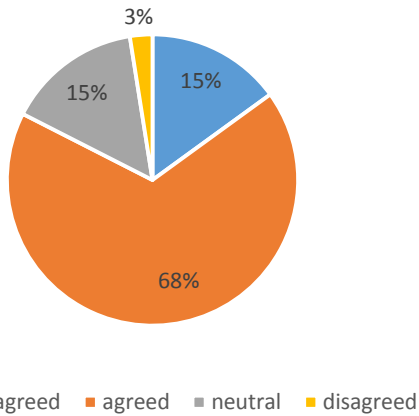

NEED FOR THE IMPLEMENATION OF GAMIFICATION

12 respondents strongly agreed – 15%
54 respondents agreed – 67.5%
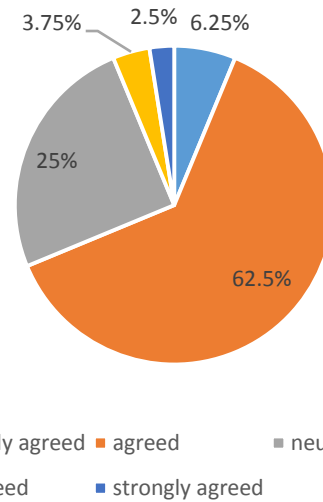*12 respondents were neutral – 15%*
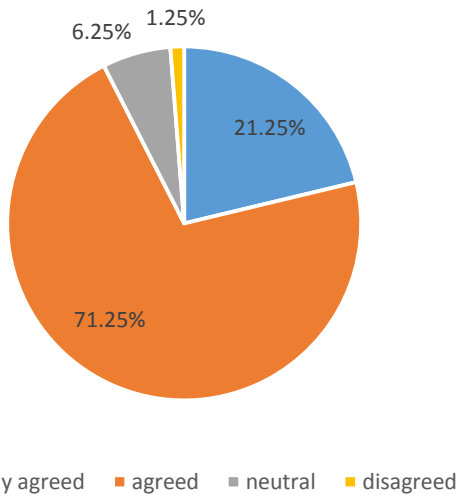*2 respondents disagreed – 2.5%*

GAMIFICATION ENHANCES MOTIVATION

17 respondents strongly agreed – 21.25%
57 respondents agreed – 71.25%
5 respondents were neutral – 6.25%
1 respondent disagreed – 1.25%

NON MONETORY REWARDS & RECOGNITION FOR EMPLOYEE MOTIVATION

IMPROVEMENT OF INTER- PERSONAL RELATIONSHIP

5 respondents strongly agreed – 6.25%
50 respondents agreed – 62.5%
20 respondents were neutral – 25%
3 respondents disagreed – 3.75%
2 respondents strongly disagreed – 2.5%

VI CONCLUSION

From the data collected it can be analyzed that the majority of the respondents are the most experienced people in the industry and fall under the managerial category. They strongly feel the need for gamification to be implemented across all the departments in the industry and there is only negligible amount of respondents who are not aware of the concept.
An increase in the motivation and interpersonal relationship of the employees is highly effective through this implementation. The employees also feel that non-monetary rewards and recognitions will help to boost employee morale and satisfaction

The study on employee's satisfaction in organization is result of full co-operation of the employees and
Management. As far as possible within the given limits the study is completed with the satisfaction of many people. The data collected are analyzed scientifically and the results obtained are free to nearly 80%. It is assured that the organization would get employees with boosted morale by including in some of the suggestions made in the report in carried out. We have identified the significant implications that gamification would have on the employee satisfaction. The findings are based on the limited sample size. Some respondents hesitated to give the actual situation; they feared that management would take any action against them. This research is conducted on a sample size significantly lesser than

actual number of designated office bearers. This is due to inability of the office bearers to respond, less resources available and extremely busy schedule of majority of office bearers. The findings and conclusions are based on knowledge and experience of the respondents that sometimes subject to bias.

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