

A Study on Exploring How AI and Gamification Techniques in Performance Management Can Enhance Employee Motivation and Performance

Shanjay Sundar D*, Nakshithra N, Yogeshnarayan K
LIBA, Chennai, India

*Corresponding Author

ABSTRACT

The digital revolution has brought about a major shift in the practices of human resource management, especially in performance management processes. In line with the Viksit Bharat 2047 vision, which focuses on technological development, inclusive growth, and sustainable human resource development, this research aims to investigate the joint impact of Artificial Intelligence (AI) and gamification on employee motivation and performance. Based on Contingency Theory, it is proposed that digital HR interventions are context-dependent rather than universally applicable. AI-based performance management systems improve the objectivity, transparency, and real-time feedback processes using data-driven insights, and gamification approaches can increase employee engagement by incorporating reward, recognition, and goal-focused strategies. This paper proposes and tests a conceptual framework where employee engagement and feedback quality act as mediators between AI gamified performance management systems and employee outcomes. Leadership support and job role are explored as moderating factors for these relationships. The findings emerging from the survey carried out among the employees of technology-enabled organizations reveal that AI and gamification have a positive effect on employee motivation and performance. The effect is more in knowledge-intensive tasks and in a leadership-supported context. The research work makes a significant contribution to the digital HRM body of knowledge by underlining the need for alignment in the implementation of advanced HRM technology. The research work offers valuable insights for HRM leaders who are keen on developing ethical, adaptive, and sustainable performance management systems that combine technological innovation with human-centered leadership.

Keywords: Artificial Intelligence, Gamification, Performance Management, Employee Engagement, Digital HRM

