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إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

توظيـــف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفيـن على الإندماج والتفاعل في عملهم
حالة دراسية – مؤسسة ميرسي كور

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Incorporating Gamification into Performance Management to Drive Employees' Engagement
Case Study - Mercy Corp

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DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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The Islamic University-Gaza
Higher Education Deanship
Faculty of Commerce
Master of Business Administration Programme

Incorporating Gamification into Performance Management to Drive Employees' Engagement
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توظيــف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفيـن على الإندماج والتفاعل في عملهم

حالة دراسية – مؤسسة ميرسي كور

by

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Supervisor

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Thesis submitted in partial fulfilment of the requirements for the degree of Master of Business Administration

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بسم الله الرحمن الرحيم

الجامعة الإسلامية – غزة
The Islamic University - Gaza

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ وفـاء محمـد أحمـد عليـان لنيل درجـة الماجستير فـي كليـة *التجارة/ قسـم* إدارة الأعمال وموضوعها:

توظيف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفين على الاندماج والتفاعل في عملهم

Incorporating Gamification into Performance management to drive "employees' engagement - Case Study "Mercy Corp

وبعـد المناقشـة التـي تمـت اليـوم الأربعـاء 06 صفـر 1437هـ، الموافـق 2015/11/18م الساعة الثالثة مساءً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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د. محمـد إبـراهيم المـدهون	مناقشـاً خارجيـاً	....

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية *التجارة/قسم* إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبد الرؤوف علي المناعمة

﴿ قَالُوا سُبْحَانكَ لَا عِلْمَ لنَاَ إِلَّا مَا عَلمَّتنَاَ إنِكَّ أنَتَ الْعَليِمُ الْحَكِيمُ ﴾

سورة البقرة، الآية رقم (32)

﴾They said, "Exalted are You, we have no knowledge except what You have taught us. Indeed, it is you who is the knowing, the Wise"﴿

AL- BAQARAH (The COW), verse 32

Dedication

I dedicate this study to my mother, who loved, encouraged and supported me throughout all my life;

I dedicate this study to the soul of my father who believed in me and who gave me all the support I needed to accomplish my goals.

To my sisters and my brother who were the best gift from God.

To my husband and my two kids who were patient and have supported me during the difficult times that took me away from them.

I thank all of them for all what they did for me, though thanking them wouldn't be enough

Wafa Ulliyan

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Sincere thanks goes to my colleagues at Mercy Corps who were ready to assist and were responsive to my questionnaire and special thanks goes as well for Mercy Corps leadership management for their support and encouragement during this time.

Finally, yet importantly, I would like to express my deep thanks to my family for giving me unconditional support and encouragement to pursue my education even when this went beyond the boundaries of their own interest.

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Abstract

The aim and main objective of this research is to verify the possibility of integrating gamification into performance management system in Mercy Corps- Gaza to engage employees and thereby increasing organization's performance, and moreover validating that leveraging innovation like gamification can motivate Mercy Corps- Gaza employees. This has been achieved through using questionnaire designed and developed for this research after necessary research and literature review in addition to conducting an interview with senior management at Mercy Corps – Gaza.

This research followed the analytical descriptive methodology approach to describe the basic features of the data in the research. Two days' orientation workshop were designed to ensure that enough information and discussion provided to the research sample to enable them understand the gamification as a concept to work on driving employee's engagement, the questionnaire has been distributed to 81 participants representing the team of Mercy Corps – Gaza, accordingly, 81 questionnaires have been filled and received back presenting 100% response rate. The questionnaires were analysed by different statistical testes using SPSS.

The main findings and conclusions generated from the research:

- Gamification application influences performance management and employees' engagement at Mercy Corps – Gaza;
- Responses obtained under Gamification application in Performance Management System had been influenced by gender; qualification, while, age, job level , marital status and yeasr of service had no influence on participants' responses.
- Responses obtained under Employee Engagment had been influenced by years of services while other personnel differences had no influence on responses obtained under Employees' engagement.
- Level of intrinsic motivation among employees at Mercy Corps- Gaza is high;
- Level of understanding digital incentive among employees at Mercy Corps- Gaza is high;
- Level of understanding virtual competition among employees of Mercy Corps – Gaza is high; and
- Possibility of incorporating Gamification in Performance Management System to drive employees' engagement in Mercy Corps- Gaza is high.

The main recommendations drawn from the research:

- Mercy Corps – Gaza should proceed with integrating gamification into its performance management system to enhance employee engagement through using the proposed model developed within this research, in addition to introducing gamification into other human resources functions such as training.
- Provide more focus on areas such as training, capacity building, and social collaboration among employees within Mercy Corps – Gaza.
- Engage more studies within the scope of gamification into other human resources functions within Mercy Corps – Gaza.

Abstract in Arabic

إن الهدف من هذا البحث هو التحقق من مدى امكانية إدراج تقنيات الألعاب ضمن أنظمة تقييم الأداء، لدى الـ ميرسي كور في غزة لتحفيز الموظفين على الإندماج أكثر و بالتالي رفع مستوى أداء المؤسسة، و أكثر من ذلك التحقق من أن أداة مبتكرة ذات تأثير مثل تطبيقات تقنية الألعاب من شأنها تحفيز موظفي مؤسسة ميرسي كور في غزة.

تم تحقيق هذه الأهداف من خلال استبانة تم تصميمها و تطويرها لهذا البحث بعد عمل المراجعات اللازمة و عقد مقابلة مع الإدارة العليا لـ ميرسي كور في غزة. اتبع البحث المنهج الوصفي ليصف خصائص الأساسية للبيانات التي تم جمعها.تلى ذلك عقد ورشة عمل ليومين متتاليين للتحقق من أن هناك قدر كاف من المعلومات و النقاشات حول تقنيات و تطبيقات الألعاب لتحفيز الموظفين على الإندماج و الإنخراط أكثر في عملهم، حيث تم من بعد ذلك توزيع 81 استبانة و تعبئتها كاملة بمعدل 100% استجابة من العينة الكلية و قد خضعت الإستبانات المستلمة للتحليل الإحصائي باستخدام برنامج SPSS.

النتائج الأساسية المنبثقة عن هذا البحث:

- إدراج تقنيات الألعاب من شأنه التأثير على مدى اندماج موظفي ميرسي كور في غزة

- أثرت بعض الفروق الفردية لدى الموظفين المشاركين على إجاباتهم فيما يتعلق بتطبيق تقنيات الألعاب ضمن أنظمة تقييم الأداء، و كانت تتمحور حول النوع الاجتماعي، المؤهلات فيما لم تؤثر الفروق الفردية المتمثلة في العمر، الدرجة الوظيفية و الحالة الإجتماعية وعدد سنوات الخدمة على إجاباتهم.

- تأثرت إجابات الموظفين حول اندماج الموظفين نتيجة الفروقات الفردية المتعلقة بعدد سنوات الخدمة، بينما لم يكن للفروق الفردية الأخرى أي تأثير على إجابات الموظفين

- كان مستوى التحفيز الذاتي لدى موظفي ميرسي كورفي غزة مرتفعاً.

- كان مستوى فهم و إدراك ماهية الحوافز الرقمية لدى موظفي ميرسي كور في غزة مرتفعاً

- كان مستوى فهم و إدراك بيئة التنافس الإفتراضي لدى موظفي ميرسي كور في غزة مرتفعاً.

- إمكانية توظيف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفين على الإندماج في عملهم لدى ميرسي كور في غزة تبدو جلية و متاحة.

التوصيات الرئيسية المترتبة على نتائج هذا البحث:

- المُضي قُدماً بتطبيق في إدراج تقنيات الألعاب ضمن أنظمة تقييم الأداء لدى ميرسي كور في غزة لتحفيز الموظفين على الإندماج أكثر من خلال استخدام النموذج المقترح و المنبثق عن هذه الدراسة، بالإضافة إلى ذلك ادراج تقنيات الألعاب ضمن وظائف الموارد البشرية مثل التدريب و تنمية القدرات.

- النظر بعمق أكبر في نواحي مثل التدريب ، تنمية القدرات و التكاثف الاجتماعي لدى ميرسي كور في غزة.

- القيام بدراسات أكثر في نطاق تطبيقات تقنيات الألعاب من خلال وظائف أخرى للموارد البشرية في ميرسي كور في غزة.

Chapter One: General Framework

- Introduction
- Research Problem Statement
- Research Variables
- Research Hypothesis
- Research Objectives
- Research Importance

Chapter One- General Framework

Introduction

Today, more than any time organizations pay attention to their human resources. They have understood that human resources (HR) have potential affect performance of organization, and itis used as a strong tool for competition. In knowledge based organizations, the role of HR is more highlighted because HR are considered as intangible assets (intellectual capital), HR is becoming the source of the competitive advantage for the organization, form here, organization start to pay more attention to providing the proper care for their staff from day one at work. Therefore, it is becoming critical for organization to think of innovative and creative approaches that would address their staff needs.

Performance management as HR function has been and still a challenging factor considering that human resources are still representing the most crucial asset to organizations. Many organizations are striving for more achievements and success through its programmes by focusing all resources to build human assets through considering tangible and objective elements such as infrastructure upgrading and capacity building without paying enough attention to their employees' engagement that plays a vital and driving factor to other elements of today's modern business management.

Mercy Corps as one of the main active organizations in Gaza strip with annual global budget of US$ 205,000,000 and a budget of around US$ 11,000,000 for Palestine mission that is already expanding in terms of programmes and projects being implemented under humanitarian, developmental and emergency fields employing more than 3,000 staff globally and more than 100 staff in Gaza mission is looking for highly competent employees, more attracting work environment, less turn over and eventually more engaged employees. This comes under a significant challenging work environment in Gaza, high-level competiveness between working organizations (NGOs and INGOs), and under extremely limited budget and financial resources that restrict incentive packages to the non-monitory type **(Mercy Corps Annual Report, 2014)**

Studies show that highly engaged employees perform 20% better and are 87% less likely to leave the organization, which indicates that employee engagement is linked to organizational performance. Further, organizations that are able to maintain high levels of employee engagement command a source of competitive advantage difficult for competitors to replicate **(Lockwood, 2007, p2).**

Achieving high levels of employee engagement, however, seems challenging for organizations as studies show that 42 percent of employees globally is considered somewhat or completely disengaged **(Aon Hewitt, 2012, p4).** This indicates that organizations need support in improving their employee engagement, which makes it an interesting area to investigate further.

Employee engagement can, in its most general sense, be described as a state of mind with both psychologically and behavioral facets involving energy, enthusiasm and focused effort. This state of mind is related to what is referred to as flow; a psychological state of mind characterized by immersion, focus and enjoyment in the activity itself, and is achieved when

the challenge faced is in direct parity with the perception of skill. Engagement can be described as an emotional, defined as a constantly changing state of readiness for acting and thinking. What both the mental state of flow and the feeling of emotional arousal have in common is that they are frequent outcomes of games **(Biloch, 2013, pp 2-3).**

Tremendous amounts of people, of different ages, play games and they spend a lot of time doing it. The motivations for why so much people choose to invest so much time in playing games is diverse, however, a significant part of them is similar to those social and personal motivations generally driving any real-life behavior **(Biloch, 2013, p30)**

In human-computer interaction, the trend towards gamification is part of the shift of focus from usability to the more holistic approach of user experience. Gamification is "the use of game elements in non-game contexts" and is increasingly used in a variety of domains such as crowd sourcing, health care, sustainability, sports and learning. Gamification can be effectively applied to the context of performance management if goals and key performance indicators are captured upfront and fed into the design of the platform, **(Narayanan et al, 2013, p6).**

The occupied Palestinian territories represent one of the most uniquely challenging environments for the INGO sector for sustainable development in the world **(UNRWA, 2013)**. This is driving Mercy Corps to be flexible and creative to design innovative programs. Such kind of challenging working environment for Mercy Corps requires highly engaged human resources with great competencies and professional skills that can creatively overcome such unique obstacles and turn these crises into opportunity. Improving the organization's employees' engagement could contribute greatly to mitigate the current challenges faced by Mercy Corps.

Mercy Corps has extensive experience and leadership position with strong brand recognition in different areas of humanitarian and development work in Gaza, Mercy Corps depends largely on its project coordinators/ officers who constitute more than 50% of its employees in Gaza, **(Mercy Corps Annual Report , 2014),** whom task is to ensure proper implementation of Mercy Corps projects which are likely to reflect positive image of Mercy Corps and also to contribute to the overall reputation of the organization.

Research Problem Statement

Given the fact that researcher is a Mercy Corps management leading staff and simultaneously doing MBA, researcher was looking how to couple her gained experience with the goals of s and come up with the subject research that aims at providing answers on how more engaged employees can be achieved within the set-up constraints above, especially after the core discussion interview the researcher had to do with Deputy Chief of Party (DCOP) Ms Marina Antounivic on 27 December 2014 that addressed the below main points and illustrated in Appendix I that outlines the interview content **(DCOP interview, 2014)**

1- Employees' disengagement level.
2- Reasons beyond Employee Disengagement.
3- It's Effects on the organizational performance.

4- Proposed Mechanisms for overcoming employees' disengagements.

Mercy Corps has already identified the need to engage its employees having that consider a driving factor to more competent employees and highly performing ones, this was actually addressed through calling for a workshop conducted on 15 December 2014 by Mercy Corps Global Leadership & Organizational Effectiveness Director that came based on a request raised from Mercy Corps program managers and DCOP. The workshop looked into the below items:

1- Creating a high performance culture,
2- Promoting high performing organization that is characterized by different elements including engaged team members,
3- The current level of performance and engagement of its employees.

More specifically with the project coordination as a function is considered repetitively performed in a routinely manner throughout the course of last decade in Gaza and was perceived as un-stimulating and tedious, which caused unengaged and detached employees as per the observations raised by different program managers at the organization. This provided an opportunity for a tool that seeks to engage employees and thereby increase their performance.

Prior research provide evidence that engaged employees perform better on their respective jobs and are significantly less likely to leave the organization, compared to those employees that are disengaged at work. At the same time, evidence show that a large part of the global employment is considered somewhat or completely disengaged **(Gallup, 2012)**

High performing project staff members , in terms of achieving project deliveries in a timely fashion, is considered to be a potentially important aspect for any NGO engaged in the program management, specifically Mercy Corps – Gaza, both from a feasibility and efficiency point of views.

With having major part of the global employees are considered partially or completely disengaged, this indicate that organizations find it challenging to achieve high levels of employee engagement and hence are in need of supporting methods for dealing with this issue which condense the problem of this research by trying to explore through innovative means such as gamification as a supporting method to mitigate the effect of employees' disengagement, and see how this could be overturned to engaged employees rather than disengaged and accordingly the research will answer the following question "How can a combination between performance management and gamification be adopted to drive employee engagement in Mercy Corps – Gaza work environment?

Research Variables

The research will have two variables as following:

1- Dependent Variable: Employees' Engagement
2- Independent Variable: Gamification application in Performance Management System,

under this variable the research will have the following sub-variables:

a. Intrinsic motivations;
b. Digital incentives; and
c. Virtual competitions.

Following is a systematic illustration of the aforementioned set of variables and relations among them:

Figure 1-1: Presentation of research variables
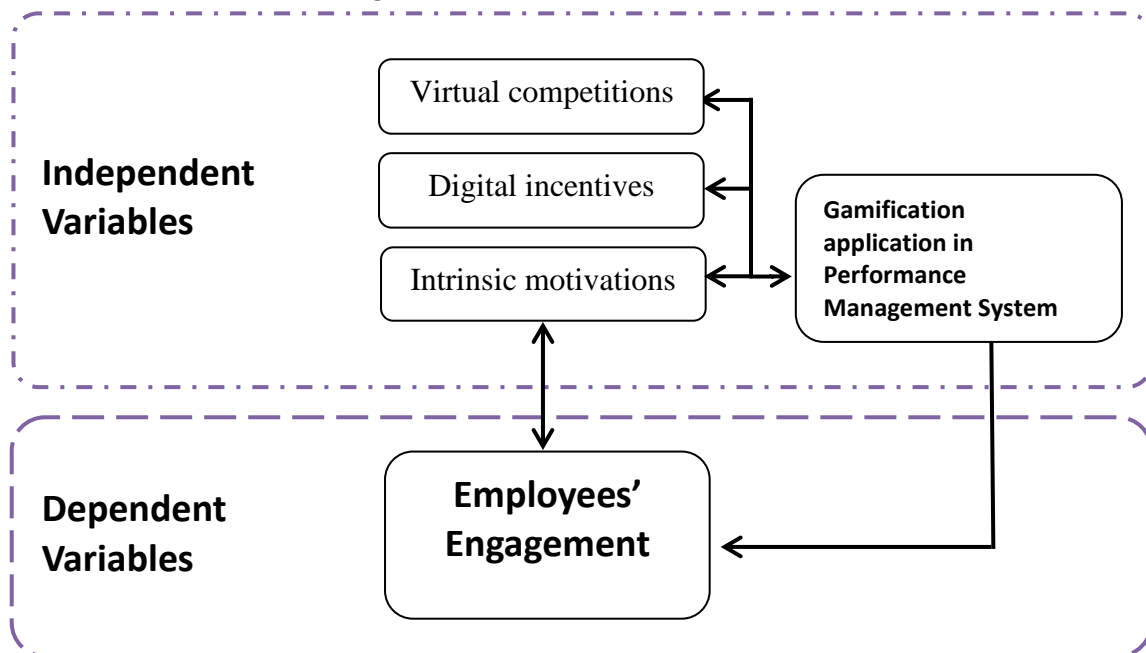
Source: articulated by the researcher, based on Werbach and Hunter (2012)

Research Hypothesis

The research will examine the following hypothesis:

1- Hypothesis (1): There is a statistically significant correlation at (α=0.05) between gamification in performance management and employees' engagement at Mercy Corps – Gaza. The hypothesis informed the following sub-hypotheses.

    a. There is a statistically significant correlation at (α=0.05) between using intrinsic motivations in gamification model in performance management and employees' engagement at Mercy Corps – Gaza.

    b. There is a statistically significant correlation at (α=0.05) between using digital incentives in gamification model in performance management and employees' engagement at Mercy Corps – Gaza.

    c. There is a statistically significant correlation at (α=0.05) between using virtual competitions in gamification model in performance management and employees' engagement at Mercy Corps – Gaza.

2- Hypothesis (2): There is a statisticaly significant impact of intisinc motivation at

(α=0.05) on employees' engagement at Mercy Corps – Gaza.

3- Hypothesis (3): There is significant statistical difference of the research sample's responses according to their personal and professional characteristic (Age, gender, education, job level, years of services and Marital status).

Research Objectives

Games have a powerful ability to captivate people by attracting interest, attention and, most interestingly, engagement, and a central aspect of this captivation is that games are motivating.

In that respects both issues of how games are able to attract such interest, attention and engagement and the other of how organizations are looking for ways to engage their employees, both constitute the basis for this research which aims at:

1. Verify the possibility of integrating gamification into performance management system in Mercy Corps- Gaza to engage employees and thereby increasing organization's performance;
2. Validating that leveraging innovation like gamification can motivate Mercy Corps-Gaza employees noting that digital incentives such as badges are certainly lower cost than financial incentives.
3. Developing a model for applying gamification concepts to the performance management of project coordinators/ officers in INGO's working in Gaza.
4. Putting the developed model into real-life application following achieving conclusive results and verified correlations between tested elements for incorporating gamification into performance management to drive employees' engagement, having the Mercy Corps management board already open to new ideas and approaches that fall within serving Mercy Corps employees' engagement.

Research Importance

Reviewing the literature and to the best of the researcher knowledge, the research topic is considered new and unique by all terms considering Gaza context, which makes it challenging from one hand but beneficial from the other hand especially when considering the outcomes at the following levels:

1. Research importance at the Academic and Research level, the research will be considered important reference as considering advanced techniques in performance management through employees' engagement, and more importance when considering a case study from Gaza that will add to that benefit and enrich the references set in performance management experienced by local organizations working in Gaza. The research will also constitute a base-foundation to further academic researches that explore in more details the use of modern techniques in performance management.

2. Research importance to Mercy Corps and other organizations, Mercy Corps and other organizations working in Gaza are striving for modern techniques in motivating their employees and ensuring their full engagement considering the very important roles played by them in making success possible under the difficult working conditions experienced in Gaza. Having the number of employees increasing to cope with projects' scales and numbers, applying advanced knowledge in this field is becoming

crucial. Additionally, this research is exploring increasing Mercy Corps Employees' engagement through the above described technique where consequently increasing their engagement will lead to greater productive, committed team members and positive workforce place.

3. Research importance to the Community & Mercy Corps Beneficiaries, The researcher is looking toward this research from long-term perspectives where increasing Mercy Corps Employees' engagement will lead to improved organizational performance and greater productivity which consequently will drive improved services ,programs impact and quality and greater accountability toward Mercy Corps beneficiaries and community and being more powerful in building more strong relationship with the communities in which the organization serve.

4. Research importance to the researcher, researcher current capacity as operations manager will allow her benefiting from this topic by enriching her knowledge in performance management and by allowing her exploring through gamification as performance management tool for application to concerned staff in operations. The researcher is also trying to open more avenues to apply in performance management through gamification at Mercy Corps.

Key Terms Definition

The following terms definitions reprenst the main research terms addressed and discussed thought out the research:

1- Engagement: is best defined as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

2- Gamification: Its described in the context of employee engagement and innovation as the use of game attributes to drive game-like player behavior in a non-game context to digitally engage and motivate people to achieve their goals,

3- Intrinsic motivation: refers to an engagement into an activity because it is inherently interesting and one derives satisfaction from the activity itself. Under intrinsic motivation, behaviors are not a function of control or rewards.

4- Digital Incentives: It is a gamification technique embedded into social applications such as badges, earning points etc and used to demeonstrate the different level of achievements when participation milestones are reached.

5- Virtual competition: It is described as creating an information-based ludic learning space where participants can explore and find meaning. This can be a physical space or a virtual space, but the idea is the same - develop a set of mechanisms that can be used for play (and therefore be used for games) that help the participant discover what is interesting and relevant about the underlying non-game context and connect that to his or her prior experiences, knowledge, and skills.

Chapter Two: Literature Review

- Section One: Understanding Gamification
- Section Two: Defining Employee Engagement
- Section Three: Performance Management
- Section Four: General Overview About Mercy Corps

Chapter Two- Literature Review

Section One- Understanding Gamification:

Introduction

Millions of people worldwide come in touch with gamification every day, although often they don't realize it. The term is one of the buzz words in the marketing professionals' community, but it is still unknown to the wide audience. One of the most frequently quoted definitions of "gamification" is "the use of game mechanics and game design techniques in non-game contexts". This definition is adopted here, because it is based on investigation of the historical origins of the term and on its relation to similar fields as human-computer interaction, serious games, alternate reality games and playful design. The first documented use of "gamification" dates back to 2008, but the term did not see widespread adoption before the second half of 2010. The breaking point was the success of the location-based service Foursquare, after which the idea of using game design elements in non-game contexts to motivate user and to increase activity and retention has rapidly gained traction in interaction design and digital marketing. **(Markova, 2013, p.6)**

To fully understand gamification, it is important to examine the definition more closely first of all, as Deterding and other researchers are clear to point out, gamification relates to games, not the broader term of 'play.' The difference in the two terms being that games are specialized systems that are characterized by explicit rules and the attempt within those systems to achieve certain goals or outcomes. Play, on the other hand is a term that refers to a much broader and free form type of activity **(Giannetto, 2013, p.197).** In attempt to delineate and elaborate more on gamification it can be described as the use of game attributes to drive game-like player behavior in a non-game context. This definition has three components according to **(Sands, 2013, p.15)**:

1. The use of game attributes, which includes game mechanics/dynamics, game design principles, gaming psychology, player journey, game play scripts and storytelling.
2. To drive game-like player behavior, such as engagement, interaction, addiction, competition, collaboration, awareness, learning.
3. In a non-game context, this can be anything other than a game".

This is why the study of gamification is considered to be fruitful because of the following as per described by **(Salcu and Acatrinei 2013, p. 769)**:

1. Gamification is a significant and emerging business practice which the world's top companies are already using in various contexts. Gartner.com (2012) predicts that over 70% of the Global 2000 organizations will have at least one gamified application by 2014, and that more than 50% of the organizations that manage innovation processes will gamify those processes by 2015.
2. Games are experiences for pure enjoyment. They are engaging, and support sophisticated thinking and learning techniques.
3. Lessons from psychology, design, strategy, technology can be learned from games. They can help people understand certain underlying principles of business.
4. Gamification is harder than it appears. It must be ethical and fit within the business objectives. It requires strategy and has to be understood within a broader context.

Some companies are already using gamification, such as; Microsoft, Nike, SAP, American Express, MLB, Salesforce.com, AXA, Deloitte, Samsung, Foursquare, USA Networks, LiveOps, Dell, Foot Locker, eBay, Cisco, Siemens, and Yelp etc. Gamification is becoming the hot new business concept, with many of the world's most admired companies signing on. They range from small, very technology focused startups, to big, consumer products focused, established bricks and mortar companies. Striving to make everyday business tasks more engaging, a growing number of firms are incorporating elements of videogames into the workplace. **(Salcu, et al, 2013, p. 769).**

HR function is not immune to the challenges of today's world and must itself progress to cope with the demands of the modern world of work. The use of gamification within HR Strategy is seen as a modern day tool to support future thinking HR Strategy. Through its ability to tap in to some of the core attributes that attract and engage employees such as providing continuous feedback, increasing intrinsic motivation and providing the digitalization that employees require, there is a direct link to increasing an organizations competitive advantage by leveraging this approach to its HR Strategy. The below model shows that using Gamification as part of the HR Strategy can be a pivotal tool in increasing organizational competitive advantage through addressing key "pains" impacting on corporate HR departments, that of Employee Engagement. This model is shown in Figure 1 overleaf **(Sands, 2013, p.22-23).**

Figure 2-1: Conceptual Model of How HR Function Can Use Gamification As A Strategic Tool To Gain Competitive Advantage For An Organization

Source: Sands F., Master Thesis: Case Study: Gamification as a Strategic Human Resource Tool to gain Organisational Competitive Advantage via increased employee engagement, National College of Ireland, 2013, p.78

Gamification and Game Thinking

Games have already been an integral part of our society where people appreciate the feeling of earning points, rewards and autonomy by overcoming challenges and obstacles with an element of fun. According to leading experts and market thinkers, design thinking is a process that all business engages for specific purpose **(Maan, 2013, pp.10-11).**

According to Werbach and Hunter, that there are three categories of game elements that are applicable to gamification which are components, mechanics and dynamics. Dynamics represent the large objective of the gamified system and consist of constraints, emotions, narrative, progression and relationships, which constitute the elements of the taxonomy of games supported by Hunicke, LeBlanc and Zubek. Dynamics are abstract because they are designed to drive motivation toward action. The mechanics stand for the processes that generate player engagement in order to reach one or more of the dynamics. The key game mechanics applied in gamification are challenges, chance, competition and cooperation, feedback, rewards, transactions, win states and other elements. Components are a specific form of mechanics and dynamics. In addition to points, badges and leader boards, the components consist of achievement, content unlocking, levels, social graphs, teams, virtual goods and other components **(Surugiu, 2014, p.24)**

The gamification elements form a pyramid, as illustrated in Figure 2.

Figure 2-2: Gamification Elements Hierarchy

Gamification applies the dynamics and mechanics of psychology that makes games so engaging and sticky. It is the means to provide information into the system and facilitating the process that engages that kind of sharing. Gamification typically makes more sense when game design thinking is applied to non-gaming applications like enterprise business applications, collaboration and communication application suites etc. Gamification is a factor of the following **(Maan, 2013, p.11)**:

   1- Game Design: The way application needs logic; games are also designed considering

an internal logic in mind. In case, games do not allow performing something logical without any warning, it fails to engage the user for a long.

2- Behaviour: High-end user engagement to influence the target behaviours whereas, engagement level depends on the type of the game players (also outlined in Bartle's user typology, Figure 3):

- Achievers who are high focused on game-oriented goals
- Explorers who are innovative and find the hidden part of the game
- Socializers mainly focused on engaging, sharing, collaborating information
- Killers who always want to create trouble/problems for other participants

3- User experience: Most interaction design is about process and knowledge worker efficiency where "Gamefulness" and "Playfulness" attributes are important in user experience design

Figure 2-3: Bartle's User Typology
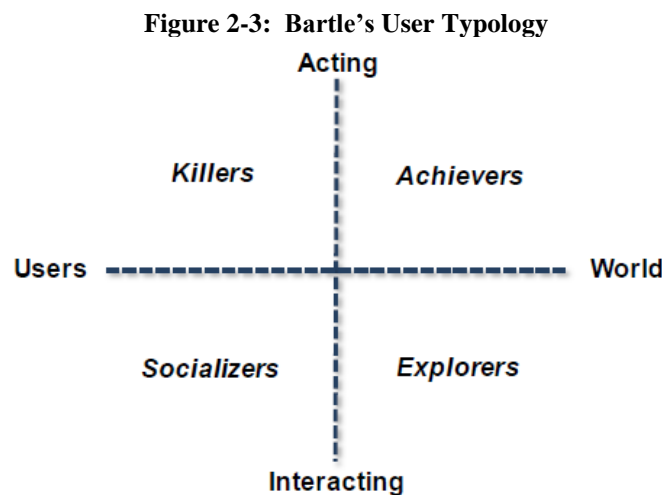
Source: Surugiu T. , Master Thesis, Gamification as means for employee motivation, personal engagement and behavioural outcomes: A gamification system developers' perspective, 2014, p.27

Goals of Gamification

The goals of gamification are to achieve higher levels of engagement, change behaviors and stimulate innovation. The opportunities for businesses are great – from having more engaged customers, to crowdsourcing innovation or improving employee performance. (**Salcu, et al, 2013, p.769**)

Further evidence from industry experts has identified four principal means of driving engagement using gamification techniques (**Sands, 2013, p.18**):

1- Accelerated feedback cycles: Gamification increases the velocity of feedback loops to maintain engagement.
2- Clear goals and rules of play: Gamification provides clear goals and well-defined rules of play to ensure players feel empowered to achieve goals.
3- A compelling narrative: Gamification builds a narrative that engages players to participate and achieve the goals of the activity.
4- Tasks that are challenging but achievable: Gamification provides much short-term, achievable goals to maintain engagement.

Gamification Application

There are three main types of categories where gamification can add value in an external environment; in an internal environment; and in behavior changing (**Werbach & Hunter, 2012, p.77**).

1- The external gamification: is applied outside the organization or company. Gamification is applied to customers, for the purpose of marketing, sales, and customer engagement.
2- The internal gamification: refers to the applications of gamification to employees, or people within the company. Gamification can provide the motivation for HR, productivity enhancement, or crowdsourcing.
3- Behavior change gamification is applied when an individual needs motivation to do something he/she appreciates the value of. Motivation through gamification may have a social impact in this respect, because it is something people want to do.

In order to be able to further understand gamification, it should be understood first what it is not. Therefore, gamification is not about: making everything into a game; playing games in the workplace; using games in a business context; serious games; something used purely for marketing or engagement; points, badges or leaderboards; or game theory. Gamification is the recognition that games are powerful, listening to what games can teach us, learning from game design and fields like psychology, economics or marketing, and appreciating the value of fun. (**Salcu, et al, 2013, p. 770**)

It is important to differentiate the concept of "game" from the concept of "play", although both are important towards the understanding of gamification, Salcu described "play" as being the expenditure of exuberant energy, whatever is done spontaneously and for its own sake, and free movement within a more rigid structure.

Play can be understood as "a type of human experience regardless of the particular activity the individual is engaged in, and not a form of distinct human activity with clear boundaries" (**Cantaragiu and Hadad, 2013, p. 835**). The gamified sense of play seeks to create a zone of fun and exuberant energy for the player within a contained environment.

Gamification Design Process

Three keys to designing effective persuasive gamification solutions involve understanding the following (**Mehta, et al, 2012, p.8**):
1- The stages of behavior change;
2- The challenges that confront each stage; and
3- Gaming techniques that can address each of those challenges.

Persuasive gamification is not a one-size-fits-all endeavor. Understanding what stage of the behavior-change lifecycle current challenges a given employee is critical, because it is important that challenges at each stage are successfully addressed before helping the employees overcome the challenges of the next stage. The most important part of designing a system of gamification is to understand the application being modified or enhanced and the expected behaviors of the users in that system. (**Giannetto et al 2013, p.199**)

The design process of gamification has been elaborated by Werbach and Hunter 2012, and by Burke 2014. The steps of the two processes and their similarities are illustrated in Figure 2.4. Based on the two proposed processes, the design process of a gamified system was elaborated for the present study that combines the common steps and address the motivation and engagement aspects (**Surugiu 2014, p.25-28**).

Figure 2-4: Similarities between Werbach & Hunter's and Burke approaches of gamification design processes (The similar steps are linked with the interrupted arrow.)
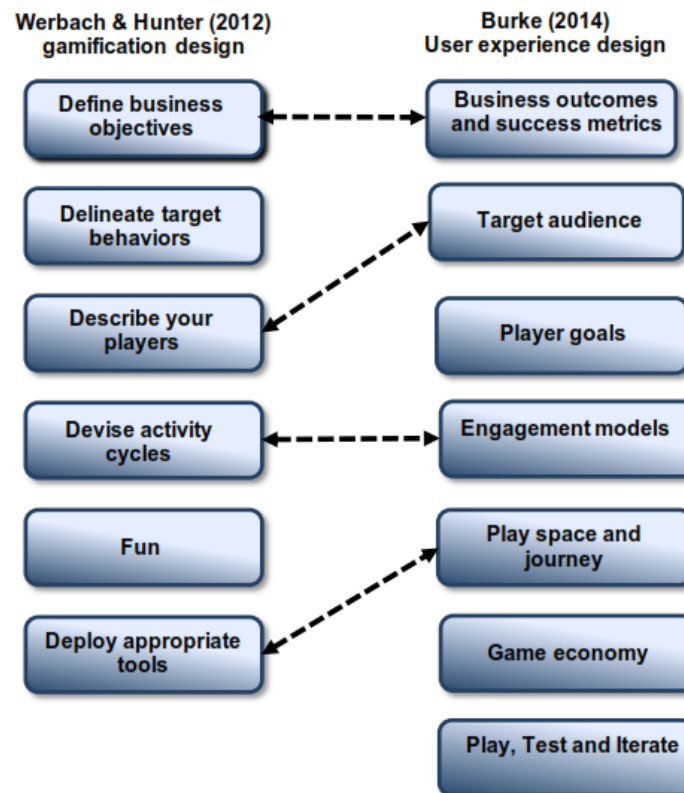
Source: adapted from Werbach, K. & Hunter, D. ,For the win: how game thinking can revolutionize your business. Philadelphia, PA: Wharton Digital Press. (2012, 85-102) and Burke, B. (2014) Gamify: How Gamification motivates people to do extraordinary things. Gartner, Inc. (2014, p.125)

The typical architecture of any gamification initiative is essentially based on key game elements including the following (**Maan, 2013, p.12-13**):

1- Rewards & Incentives: To stay competitive, organizations prefer to run reward campaigns to offer discounts, promotions and incentives to their employees, customers and partners through Loyalty programs. Organizations design rewards structure that encourages desired behaviors in employee-facing environment. Some organizations prefer to design two level reward mechanisms - Badges for adoption and frequency of use on particular platform and Karma points for desired action within the platform. By virtue of fact, most organizations often use extrinsic incentives to motivate their employees which, at times fail to intrinsically motivate them to work. Such external rewards are good if they are aligned with internal psychological need of the user. On practical ground, it is much more effective to practice intrinsic motivators like social competition and continuous feedback highlighting achievements and mastery levels.

2- Badges: Gamification techniques when embedded into social applications include badges demonstrating different level of achievements when participation milestones are reached.

3- Leaderboards: It is an emerging practice in forward-looking organizations to assign Leader boards in different areas of domain expertise across business functions. People normally like to validate if they are performing well as per expectations or not. Leader board helps people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition.

It has been noted locally at the Palestine Islamic Bank the use of leader board at the end of 2014 expressing best employee among bank different branches distributed among Gaza strip, however, the bank is not using this leader board example as a part of an integrated gamified system, it has been used traditionally as a motivation practice.

Figure 2-5: Example of leader-board brought up from Palestine Islamic Bank, 2014

Source: Palestine Islamic Bank,– http://islamicbank.ps/new/ accessed on 15/2/2015

4- Point System and Scores: Besides rewards and incentives, there are other viable ways to motivate and encourage the desired behaviors by earning points and further chance to win the awards and incentives. Game player earn points based on level of participation. Points come in many different forms like redeemable points, Skill, karma and Reputation etc. The criteria for awarding Points is broadly depend on following key attributes –Speed of Response, Frequency of Participation, Quality of participation and Learning Continuum. Gamification examples against each of these attribute is shown in the below diagram:

Figure 2-6: Key criteria for awarding points in q gamified application
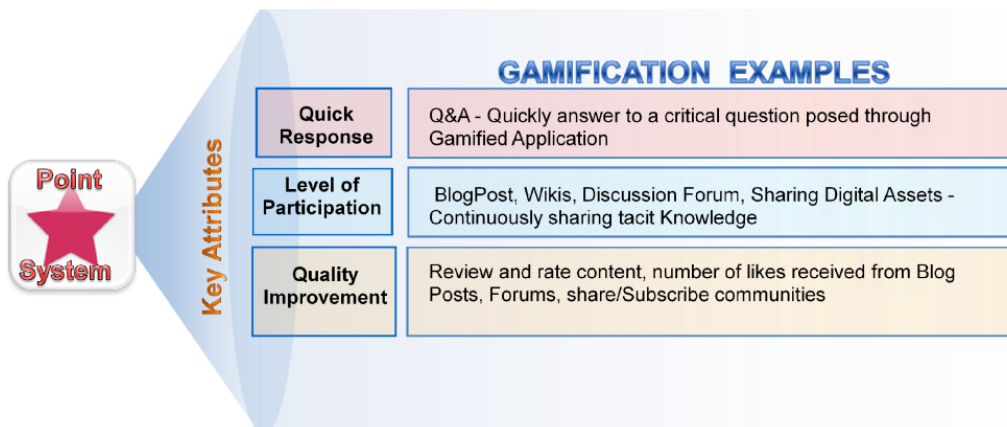
5- Social Connection: Social Connections leverage social networks to create competition and provide customer support. With the high penetration of mobile web and high adoption of mobile devices and tablets, social networks may provide instant access to social connections anytime anywhere which increases the level of engagement and interactions.

6- Competition: it is something that can describe a situation where success can be measured in terms of outcome. Competition may take one or other form of several dimensions including speed, accuracy, creativity, strategic tactics, Knowledge and time, for instance football game requires physical elements (Strength, speed and accuracy) along with mental tactics and knowledge of the opponent team. Although, games are mainly characterized by competition but Game designers usually focus on creating a team-like collaboration environment.

7- Levels & Reputation: It signifies the level of user engagement across the business value chain which   becomes a basis for awarding the players once they reach a specified level. A user generates reputation when he gets an enough attention to the questions and answers posted by him. Reputation is the clear measure of the trust build in the community and gives an under- standing of relevance of your questions and answers in right context.

Enterprise Gamification

While gamification has traditionally been applied in training and customer engagement, there is a new trend towards applying it internally to the workplace: enterprise gamification. Enterprise gamification is gamification directed inward at an organization; employers use gamification for employees rather than customers. Within the gamification industry, enterprise gamification is a quickly-growing field. Using rewards, social incentives, and the engaging quality of games, the gamification industry believes, is a more powerful way to engage employees than standard monetary incentives alone. In addition to increasing engagement, enterprise gamification programs have the potential to improve evaluation and measurement. Because game mechanics like achievements, badges, points, and levels are quantifiable, it is easier for organizations to measure them and see how employees are focusing their attention, **(Epstein, 2013, p.3)**

According to **(Werbach and Hunter 2012, pp.20-25)**, enterprise gamification promotes personal and organizational benefits the employee fulfilling personal and organizational goals. Enterprise applications may fall into one of the two gamification buckets – Internal and External Gamification **(Maan, 2013, pp.13-14).**

Figure 2-7: Enterprise Gamification Benefits
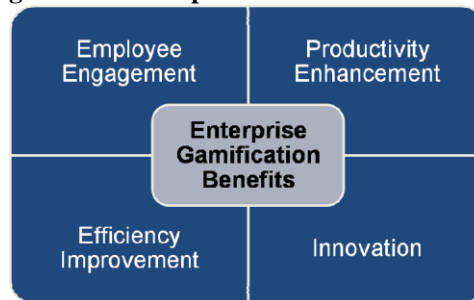
Source: Maan J., Social Business Transformation through Gamification. International Journal of Managing Information Technology (IJMIT) Vol.5, No.3, August 2013, p.14

The benefits of Enterprise Gamification are broadly categorized into more than area (**Maan, 2013, p.14**):

1- Employee Engagement: Many large enterprises are attempting of leverage gamification to encourage their employees to make valuable contribution to their existing collaboration and communication platforms.

2- Productivity Enhancement: Most of the product companies look at gamification as a core to their product strategy from the very beginning to revamp their existing branding sites by enabling:

    a- Real-time rewards for user behaviors,

    b- Leaderboards or significant achievements, and

    c- A natively gamified user experience

3- Efficiency Improvement: Efficiency as a term, just make people work better by doing everything they can do efficiently. For example, email: as most of the critical time for productive work for business users is spent in email management, it is not their job primarily to answer/response to every email, but they have to do it as part of their job, people waste tons of time in reading and answering such emails, clearing their mailbox so and so forth. Gamification practices are being used to improve the efficiency of such processes, by embedding game mechanics that you can see every moment to check how much time you spent in emails, progress bar telling how much you are left with pending mails along with a point system for quickly disposing off your emails, for deleting or responding to in the way that you can close these tasks in your mail box. It encourages you to deal with email efficiently, saving lot of time.

4- Innovation: Innovation is a center-stage theme for global organizations to stay competitive and it is imperative for them to continuously encourage their employees to come up with great ideas and thoughts and realize them to provide business benefits. Several organizations are leveraging gamification mechanics to drive such initiatives, say for example, concept like Idea marketplace similar on the lines of virtual stock market helps encourage all stakeholders to create a rewards and motivation platform to incubate, share and execute ideas from all business domains.

Gamification as Means for Employee Motivation and Engagement

The positive effect of gamification depends on the context in which gamification is being applied and on the motivation of the target users. Motivation represents the fundamental concept of gamification. Gamified solutions targeted at employees constitute the fastest growing segment of gamification because of the opportunities to influence behaviors and drive organizational performance (**Burke, 2014, p.44**).

The satisfaction of the psychological need of autonomy, competence and relatedness, lead to the fulfilment of the psychological condition of meaningfulness for personal engagement. Gamification implies action. Thus, in gamification, the goal is to reach the behavioral engagement that requires building reasoning (trait) and emotional (state) engagement. Engagement loops constitute one of the fundamental principles of gamified environment. By fulfilling the need for autonomy, competence and relatedness **(Burke, 2014, pp.110-116)**

Feedback creates further motivation to engage. To implement progression loops, there is need to consider that the engagement loop at the micro level persist at each level of progression. Thus, to reach the focal goal, the employee experiences cycles of motivation and engagement while progressing in the system **(Surugiu, 2014, p61)**.

Gamification can engage employees in changing their behaviors and to adopt a new habit, necessary for business processes. Changing habits require learning, and the motivation to learn is tied to acquired skills and knowledge. The change is implemented by defining clear goals and providing encouragement along the change process, which stimulate behavior change **(Burke, 2014, p.49)**.

The gamification solution needs to balance motivation and challenges in order to keep each user type **(Burke, 2014, p.131)**: achiever, killers, explorers and socializers, introduced in Figure 4, engaged in task performance. The gamification system needs to be designed to avoid the opposite effect of reward as extrinsic rewards are not sufficient to sustain engagement and in some cases have opposite effects, such as diminishing intrinsic motivation. **(Sands, 2013, p.22-23)**

Section Two- Defining Employee Engagement

Introduction:

Competition is rising across industries both domestically and internationally. Use and applications of technological developments are at its peak at all levels of management functioning. This kind of environment has compelled organizations to improve efficiency in production and effectiveness in achieving goals. Employee Engagement (hence forth as EE) is a complex concept but a vital component for every organization to thrive in this competitive scenario. The need for EE arose out of the need to increase productivity and to get maximum output from efforts **(Khan, 2013, p.1).**

Engagement is best defined as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and foster engagement, which requires a two-way relationship between employer and employee." **(Markos, 2010, p.90).**

Employee engagement measures how emotionally involved employees are with their work, including attitude, productivity and overall satisfaction with current employment. When employees are engaged in their work, they invest physical, mental and emotional energy in completing their daily tasks. Engaged employees actively seek new ways to contribute to the success of their team and the organization as a whole **(Snyder, 2012, p.2).**

People do better when they get feedback on how well they are progressing toward their goals, because it helps identify discrepancies between what they have done and what they want to do next, that is, feedback guides behavior. But all feedback is not equally potent. Self-generated feedback - with which employees are able to monitor their own progress - is more powerful than externally generated feedback. **(Robinsn, 2014, p.104)**

Countless studies have shown that engaged employees are more productive, more sharply focused on customers and more likely than their disengaged counterparts to stay with their organization.

Dimensional Concept of Work Engagement

According to the bestselling book, 'First, Break All the Rules", which first compiled the results from the Gallup organization's program of research on engagement, fewer than one in every five workers is actively engaged in their work. **(Gallup, 2012)**

The findings of studies conducted to create measurement tools in this area have further refined its definition to include a three -dimensional concept of work engagement. The three factors include the following **(May, et al, 2004, p.20):**
  1- A physical component (e.g., "I exert a lot of energy performing my job");
  2- An emotional component (e.g., "I really put my heart into my job"); and
  3- Cognitive component (e.g., "Performing my job is so absorbing that I forget about everything else").

Employee engagement predicts employee outcomes, organizational success, and financial performance. However, it has also been reported that employee engagement is on the decline and there is a deepening disengagement among employees today **(Ram, 2011, p.48).**

Employee engagement is linked with the emotional, cognitive and physical aspects of work and how these factors integrated. The concept of employee engagement should not be regarded just as another HR strategy. Employee's engagement is a long term process and

linked to core tenants of the business like as, values, culture and managerial philosophy. Employees require to be adopting in a working environment which will lead them to display behavior that organizations are looking for. An organization has to promote the factors which have a positive effect of engagement through every business activity that they do **(Metha, 2013, p.213)**.

Employee Engagement Versus Other Constructs

The following constructs constitute the bigger construct for employee and are important parts and predictors of employee engagement but they cannot independently act as a replacement for engagement:

1- Employee commitment: is conceptualized as positive attachment and willingness to exert energy for success of the organization, feeling proud of being a member of that organization and identifying oneself with it **(Markos, 2010, p.90)**.
2- Organizational Citizenship Behavior (OCB): which is a behavior observed within the work context that demonstrates itself through taking innovative initiatives proactively seeking opportunities to contribute one's best and going extra mile beyond employment contract, (**Markos, 2010, p.91**).
3- Performance outcomes: Employee engagement is closely linked with organizational performance outcomes. Companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company, productivity, profitability, growth and customer satisfaction **(Markos, 2010, p.95)**.
4- Job involvement: Engagement is most closely associated with the constructs of job involvement which is defined as 'a cognitive or belief state of psychological identification'. This differs from engagement in that it is concerned more with how the individual employs him/her self during the performance of his/her job. Furthermore, whilst the focus of job involvement is on cognitions, engagement, according to most definitions, also encompasses emotions and behaviors **(Kular et al, 2008, p.4)**.

Benefits of Employee Engagement

The main reason behind the popularity of employee engagement is that it has positive consequences for organizations. There is a general belief that there is a connection between employee engagement as an individual level construct and business results. Therefore, there is reason to expect employee engagement to be related to individuals' attitudes, intentions, and behaviors **(Ram, 2011, p.51)**.

There are various benefits that Employee Engagement (EE) brings forth for an organizations success **(Khan, 2013, p.677)**. these benefits are:

1- Improved Passion to excel at work place by employees and increased employer branding;
2- Reduced accidents at workplace;
3- Greater commitment for achieving organizations goals;
4- Better recruitment and selection;
5- Employees as brand ambassadors;
6- Business growth and increase in profits and increase in productivity and highly delighted customer experiences and loyalty;
7- Value addition to the company and Increase in loyalty;
8- Positivity to the work environment that is infectious;
9- Greater sense of belongingness and attachment; and
10- Great productive teams, Higher retention rate.

It can therefore be concluded that organizations need to take care of their employees from day

one to help build employee engagement levels and it should be a continuous process followed at every aspect of management **(Khan, 2013, p.678).**

Accordingly, the impacts that engagement can have upon an organization and the relatively widespread trends of disengagement found in various employee surveys, it is clear that engagement has become an important topic in recent years. Table 2.1 highlights the commitment to employee engagement by a selection of leading players from both the public and private sectors and the underpinning rationale for their uptake of this new approach. They have recognized the importance of employee engagement and have acted accordingly to leverage the organizational benefits such an approach can deliver. The information is presented via case study extracts, **(SESR, 2007, pp 41-42).**

Table 2-1: Importance of Employee Engagement – Case Study Evidence

Public Sector Case Study	Evidence	Source
Rotherham Metropolitan Borough Council	<u>Runner up in CIPD People Management Awards – Judges' assessment:</u> "The council made big improvements in employee turnover, satisfaction and absence levels following an employee engagement initiative. Communication between the council officers, the community, unions and council members was outstanding. A good example of how to drive through change quickly, in collaboration with stakeholders."	Brockett, James (2006) The exchange factor (change management at Rotherham Borough Council), IN People Management, Vol 12 No 22 9 Nov 2006, pp34-35
Cambridge shire County Council	"We are not a traditional authority. We seem to have more ways to get messages out and actively listen to people." "If you don't start with the workforce, how can you reach the public? 18,000 ambassadors are better than 18,000 assassins."	Johnson, Rebecca (2006) Singular focus (employee engagement), IN People Management, Vol 12 No 18 14 Sep 2006, pp36,38
Private Sector Case Study	**Evidence**	**Source**
Royal Bank of Scotland	RBS is the world's fifth largest bank and it has the concept of employee engagement at the heart of its business strategy. Its model is based on engaging staff to: • '**Say**' that the job and company are good • '**Stay**' with the company and develop it • '**Strive**' to go the extra mile for the company	Robinson, D., Perryman, S. and Hayday, S. (2004) The drivers of employee engagement. Brighton: Institute for Employment Studies - Appendix 3

Source: Scottish Executive Social Research (SESR). Employee Engagement in the Public Sector (A review of literature), Scottish Executive Social Research, May 2007, available on the Scottish Executive Social Research website www.scotland.gov.uk/socialresearch. p42.

Drivers of Employee Engagement

The intensity of an employee's connection to an organization is based on three core elements:
1- The extent of employees' discretionary effort committed to achieving work goals
2- The ability to meet work challenges effectively through the availability of resources to perform
3- The provision of a work environment that energizes the employee through a supportive social environment and feelings of achievement and accomplishment at work.

Added to this dramatic change and according to Aon who conducted a deep dive in to the changes in the critical elements that impact driving positive employee engagement in today's business environment. This analysis concluded that improvements in the area of "Employee Recognition" within an organization are a critical success factor. However, recognition is not viewed in the traditional forms of pay and benefits but that of "employees need for feedback and positive reinforcement". Employees need to know how they are performing and how this performance is contributing to the overall success of the organization. (Sands, 2013, p-12)

Many researches have tried to identify factors leading to employee engagement and developed models to draw implications for managers. Their diagnosis aims to determine the drivers that will increase employee engagement level. According to Penna research report issued on 2007, meaning at work has the potential to be valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. Employees want to work in the organizations in which they find meaning at work. Researchers have come up with a new model they called "Hierarchy of engagement" which resembles Maslow's need hierarchy model (Figure 2.1). In the bottom line there are basic needs of pay and benefits. Once an employee satisfied these needs, then the employee looks to development opportunities, the possibility for promotion and then leadership style will be introduced to the mix in the model. Finally, when all the above cited lower level aspirations have been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work **(Markos, 2010, p.91).**

Figure 2-8: Model of Hierarchy of Engagement - Penna's Hierarchical Model

Source: Scottish Executive Social Research (SESR), Employee Engagement in the Public Sector (A review of literature), Scottish Executive Social Research, May 2007, available on the Scottish Executive Social Research website www.scotland.gov.uk/socialresearch.,p.22.

The Gallup organization has been using 12 questions to assess the extent to which employee engagement is linked to positive work outcomes for millions of employees over the past 30 years. There are far more engaged employees in highly successful than in average organizations, and groups with more engaged employees have higher levels of productivity, fewer safety incidents, and lower turnover. Academic studies have also found positive outcomes. One particularly large study examined multiple business units for their level of

engagement and found a positive relationship with a variety of practical outcomes. Another reviewed 91 distinct investigations and found higher levels of engagement associated with task performance and citizenship behavior. **(Robinson et al., 2014, p.103).**

Figure 2-9: Model of Feeling Valued and Involved - Robinson's Model
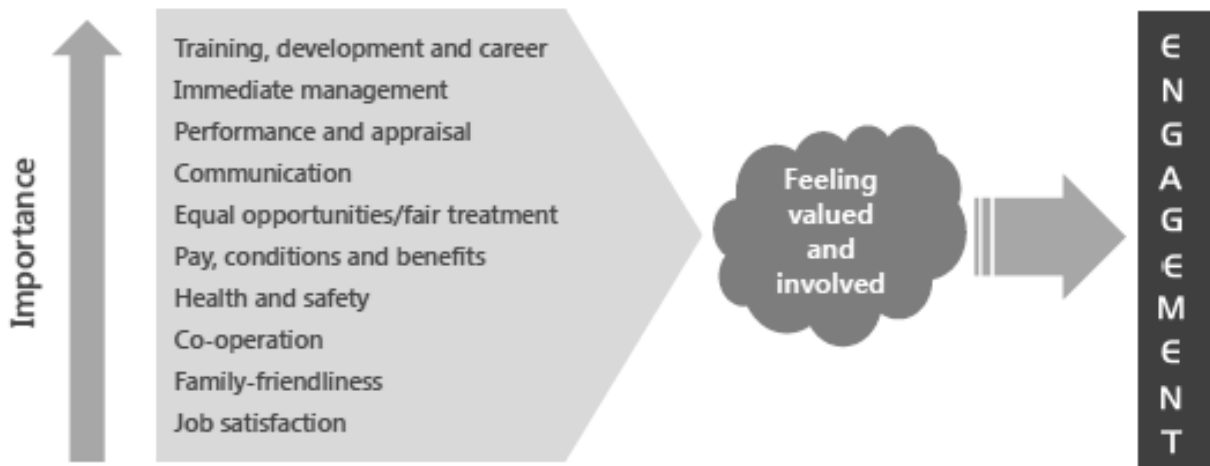
Source: Metha, D., Metha, K. N., (2013). Employee Engagement: A Literature Review, Economic. Seria Management, Volume 16, Issue 2, 2013. p.211

Employee Engagement Strategies

Employee engagement strategies to have engaged employees in any organization imply the need for managers to look at the following ten points. These can be called points "tablets" because it is believed that they will cure employee disengagement diseases. Take these ten tablets **(Markos, 2010, p.93)**:

1. Start it on day one: Most organizations do have clear new talent acquisition strategies. However, they lack employee retention strategies. Effective recruitment and orientation programs are the first building blocks to be laid on the first day of the new employee. Managers should be careful in pooling out the potential talent of the new employee through effective recruitment. The newly hired employee should be given both general orientations which is related to the company mission, vision, values, policies and procedures and job-specific orientation such as his/her job duties, and responsibilities, goals and current priorities of the department to which the employee belongs in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future. After the hiring decision is made, the manager has to ensure role-talent fit when placing an employee in a certain position and exert all managerial efforts needed to retain that talent in the organization.

2. Start it from the top: Employee engagement requires leadership commitment through establishing clear mission, vision and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a "corporate fad" or "another HR thing". Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. It requires "Leading by Being example"

3. Enhance employee engagement through two-way communication: Managers should promote two-way communication. Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job

and life. Clear and consistent communication of what is expected of them paves the way for engaged workforce. Involve your people and always show respect to their input. Share power with your employees through participative decision making so that they would feel sense of belongingness thereby increasing their engagement in realizing it.

4. Give satisfactory opportunities for development and advancement: Encourage independent thinking through giving them more job autonomy so that employees will have a chance to make their own freedom of choosing their own best way of doing their job so long as they are producing the expected result. Manage through results rather than trying to manage all the processes by which that result is achieved.

5. Ensure that employees have everything they need to do their jobs: Managers are expected to make sure that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job.

6. Give employees appropriate training: Help employees update themselves increasing their knowledge and skills through giving appropriate trainings. Generally, it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment.

7. Have strong feedback system: Companies should develop a performance management system which holds managers and employees accountable for the level of engagement they have shown. Conducting regular survey of employee engagement level helps make out factors that make employees engaged. After finalizing the survey, it is advisable to determine all the factors that driving engagement in the organization, then narrow down the list of factors to focus on two or three areas. It is important that organizations begin with a concentration on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to address all factors at once. Managers should be behind such survey results and develop action-oriented plans that are specific, measurable, and accountable and time- bound.

8. Incentives have a part to play: Managers should work out both financial and non-financial benefits for employees who show more engagement in their jobs. Several management theories have indicated that when employees get more pay, recognition and praise, they tend to exert more effort into their job. There should be a clear link between performance and incentives given to the employees.

9. Build a distinctive corporate culture: Companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections. Companies that build a culture of mutual respect by keeping success stories alive will not only keep their existing employees engaged but also they baptize the new incoming employees with this contagious spirit of work culture.

10. Focus on top-performing employees: A study conducted by Watson Wyatt Worldwide in 2004/05 on HR practices of 50 large USA firms shows that high-performing organizations are focusing on engaging their top-performing employees. According to the finding of the same research, what high-performing firms are doing is what top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result leads to top business performance.

Measuring and Monitoring Engagement

Engagement data is generally collected via employee responses to a survey, usually delivered online. Employees indicate the extent to which they agree or disagree with the items in the survey. Results can be tabulated and presented in a number of different ways. Most organizations look at an overall engagement composite score, which averages responses across all survey items and is often presented at the work unit, department, division, and corporate

levels. Generally, when its talkd about organizations with high or low engagement scores, it is usually refered to their overall composite scores **(Wellins, et al., 2005, p.8).**

Much of the literature emphasizes the use of surveys (as discussed previously) on an ongoing basis as a method to monitor engagement over time. However, there are several other tools for monitoring engagement that are highlighted in the literature, for example:

1- Focus groups;
2- Human capital toolkit;
3- Panels and employee suggestions; and
4- Monitoring online feedback.

However, what is missing from the literature is a discussion of an explicit monitoring framework detailing how changes in engagement can be measured, and how progression along a spectrum of engagement might be quantified. Although some of the literature places employees into categories of 'engaged' or 'disengaged,' or 'highly' or 'moderately' engaged, there is a lack of detail in the literature about monitoring progress in the literature and quantifying the steps between disengagement and engagement **(SESR, 2007, p51)**.

Section Three- Performance Management

Introduction

Performance management is an integrated process in which manager's work with their employees to set expectations, measure and review results, and reward performance, in order to improve employee performance, with the ultimate aim of positively affecting organizational success. Such practices are being recognized as increasingly central to high performing organizations. Particularly empowerment enhancing practices have been found in Western cultures to have a significant effect on employee commitment, one important dimension of engagement. Despite this idea that performance management practices have particular significance for notions of engagement, as yet evidence of the direct linkage is weak. **(Farndale et al, 2011, p.31).**

Performance management is the systematic process of **(USOPM, 2011, pp. 5-6)**:

1- Planning: In an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

2- Monitoring: In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals.

3- Developing: In an effective organization, employee developmental needs are evaluated and addressed. Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

4- Rating: From time to time, organizations find it useful to summarize employee performance. This helps with comparing performance over time or across a set of employees. Organizations need to know who their best performers are.

5- Rewarding: In an effective organization, rewards are used often and well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative.

Performance Management as an HR perspective

Performance management (PM) systems are one of the major focuses in business today. Although every HR function contributes to performance management, training and performance appraisal play a more significant role. Whereas performance appraisal occurs at a specific time, performance management is a dynamic, ongoing, continuous process. Every person in the organization is a part of the PM system. Each part of the system, such as training, appraisal, and rewards, is integrated and linked for the purpose of continuous organizational effectiveness, **(HRM.2011. p236)**.

Figure 2-10: Systematic Process of Performance Management

Source: USOPM, (2011), United States, Office of Personnel Management, Handbook for Measuring Employee Performance, Executive Resources and Employee Development, Performance Management Implementation, September 2011, pp. 6)

Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals (Figure 2.10). This can be summarized as follows (**Aguinis, 2005, p.20**):

1- Continuous process: Performance management is ongoing. It involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback.

2- Link to mission and goals: Performance management requires that managers ensure that employees' activities and outputs are congruent with the organisation's goals and, consequently, help the organisation gain a competitive business advantage. Performance management therefore creates a direct link between employee performance and organizational goals, and makes the employees' contribution to the organization explicit.

Goals of Performance Management:

The goals for adopting a strong performance management system include (**ONESTEP, 2010, p.3**):

1- Improving organizational performance by promoting a stronger financial position, enhanced programming, better customer service, greater efficiency, greater focus on desired results, engaged employees, and retaining top performers.

2- Driving continuous improvement by identifying employee training and professional development needs, promoting accountability, and creating a framework for ongoing support and guidance.

3- Fostering cultural change by empowering managers and motivating employees.

Performance Versus Engagement

Many CEOs don't know that there is a philosophical battle occurring in the ranks of their company's managers. On one side are the performance-oriented managers who try to help their team perform at high levels by focusing their management activities such as conversations and development meetings on the team's objectives, goals, and desired outcomes. On the other side are the engagement-focused managers who try to help their team perform at high levels by focusing their management activities on creating an engaging environment that energizes and motivates employees and teams. So in this philosophical war, which side is right? Should a manager focus on performance or on engagement? **(Mann et al, 2014, pp.1-4).**

Employee engagement has become a top business priority for senior executives. In this rapid cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets **(HBR, 2013, p.1).**

Employee Engagement Relations to Performance Outcomes

In 2012, Gallup conducted its eighth meta-analysis on the twelve questions in relation to employee engagement **(Gallup, 2012, p.15),** using 263 research studies across 192 organizations in 49 industries and 34 countries. Within each study, Gallup researchers statistically calculated the business/work-unit-level relationship between employee engagement and performance outcomes that the organization supplied.

Researchers studied 49,928 business/work units, including nearly 1.4 million employees. This eighth iteration of the meta-analysis further confirmed the well-established connection between employee engagement and nine performance outcomes:

1- Customer ratings
2- Profitability
3- Productivity
4- Turnover (for high-and low-turnover organizations)
5- Safety incidents
6- Shrinkage (theft)
7- Absenteeism
8- Patient safety incidents
9- Quality (defects)

Given the timing of the eighth iteration of this study, it also confirmed that employee engagement continues to be an important predictor of organizational performance even in a challenging economy. Gallup researchers studied the differences in performance between engaged and actively disengaged business/work units and found that those scoring in the top half on employee engagement nearly doubled their odds of success compared with those in the bottom half. Those at the 99 percentile had four times the success rate of those at the first percentile.

In short, the 2012 meta-analysis once again verified that employee engagement relates to each of the nine performance outcomes studied. Additionally, Gallup continues to find that the strong correlations between engagement and the nine outcomes studied are highly consistent across different organizations from diverse industries and regions of the world. **(Gallup, 2012, p.21)**

Driving Engagement by Focusing On Performance

Performance-oriented managers help their employees identify and focus on their most important objectives, goals, and desired outcomes. They wholeheartedly agree with the Walt Disney quote: "Of all the things I've done, the most vital is coordinating the talents of those who work for us and pointing them toward a certain goal." **(Mann et al, 2014, p.1).**

High-performance managers create an engaging work environment that promotes peak performance in three primary ways **(Mann et al, 2014, p.2)**:

1- High-performance managers are involved in their employees' work lives: They don't subscribe to a laissez faire approach to management, and they don't ignore their employees. When employees strongly agree that their manager knows what projects or tasks they are working on, they are almost seven times more likely to be engaged than actively disengaged. However, when employees strongly disagree with that statement, indicating they are largely ignored by their bosses, they are 15 times more likely to be actively disengaged than engaged. Ignoring your employees, it seems, is one of the worst things you can do to their engagement.

2- High-performance managers help employees set goals and prioritize their projects: Employees who work for a manager who helps them set performance goals are 17 times more likely to be engaged than disengaged. In contrast, employees who strongly disagree that their manager helps them set performance goals are almost seven times more likely to be disengaged than engaged. These data demonstrate an important point that's overlooked too often: Most people want to succeed in their jobs. They want to strive for big goals and accomplish great things. But they need great managers to support and guide them. One of the main reasons managers keep their distance from their employees is because they fear being intrusive or being a micromanager. But there is a distinct difference between micromanaging and being involved in your employees' work lives. Micromanagers take control of the process and the outcome. Great managers support employees by helping them define the right outcomes, then letting them use their unique talents to choose the process that works best for them.

3- High-performance managers hold their employees accountable for performance: It is not enough to be involved and provide direction. Great managers also ask their employees to take ownership of their success or failure. High-performance managers don't allow a culture of excuses or poor performance; no one thrives in such a culture. When managers don't hold employees accountable for performance, about seven in 10 employees (69%) are actively disengaged; only 3% are engaged. One of the easiest ways for managers to start promoting engagement through performance is to establish regular meetings with their employees. On hearing this advice, many managers push back and perhaps rightly, because meetings aren't what many companies do best. However, our analysis shows something surprising, regularly scheduled meetings with a manager are critical to an employee's engagement. On average, only 15% of employees who work for a manager who does not meet with them regularly are engaged; managers who regularly meet with their employees almost tripled that level of engagement. And regular meetings and involvement pay dividends in performance and engagement. Employees who meet regularly with their manager generate higher performance for their immediate team and company and are more likely to report that they regularly receive recognition and praise, that someone cares about them, and that they know someone cares about their development. So for managers, the first step to creating a culture of performance and engagement is the easiest set up a regular meeting with your team members

Driving Performance by Focusing On Engagement

Engagement-focused managers increase productivity and success by creating an environment that energizes and motivates employees and teams, helping them reach the highest levels of performance. Workgroups with high levels of employee engagement experience 22% higher profitability and 21% higher productivity compared with workgroups with low levels of engagement. They also experience 65% lower turnover and 10% higher customer ratings than workgroups with low engagement. To achieve world-class levels of engagement, great managers focus on the 12 elements of great managing at both the individual and team levels as follows **((Mann et al, 2014, p.3-4).**

1- At an individual level: many great managers use the 12 elements as a project checklist. When they give employees an assignment, they ask themselves questions like: Have I clearly laid out the expected deliverables? Have I made sure that there are no barriers or obstacles in his way? Is this a project that uses this person's talents and strengths? Have I told this person what I liked about her past work so she can apply that feedback on this project?

2- At a team level**:** great managers meet with their team to discuss their engagement at least once a year and revisit engagement commitments throughout the year. Teams that have taken Gallup's 12-item employee engagement survey, the Q^{12}, can use their results to discuss whether they are experiencing any barriers to their engagement and how to overcome them. They can also discuss how the team can meet its performance outcomes by making sure that each of the 12 elements is addressed. Together, team members can identify activities that they can stop doing, start doing, or continue doing to increase engagement and performance.

The crucial point is that the team must have an open and honest discussion about its engagement. What is standing in the way of the team achieving its goals? Are expectations unclear for the team? Are team members unsure about how their tasks should be prioritized? Does the team need more support from other departments or coworkers? Great managers discuss these and other questions with their team and make a plan to positively influence engagement and performance over the next year **(ibid, p.3-4).**

The Key to Success: Focus on Performance and Engagement

In the end, the philosophical battle between performance and engagement is no battle at all. High-performance managers understand that these goals are not mutually exclusive they are mutually dependent. A team will never reach its full potential until it has a manager that is both performance-oriented and engagement-focused **(Gallup, 2012, p.86).**

One of the main goals of performance management is development which is directed towards ensuring having the capability for good performance in the future, not just good performance in this fiscal period. But the engagement research shows us an added performance bonus: if you develop for the future, employees will be more engaged today **(Creelman, 2010, p.7).**

Because performance management is in many ways the centerpiece of the talent management system, it should be no surprise that it has an impact on many of the elements that drive engagement. The surprising thing about looking at performance management through the engagement lens is that it makes the value of the process so much clearer. What engagement teaches us first is that the role of performance management in providing clarity is very important and managers should recognize that this is one of the main things to get out of goal setting. **(Creelman, 2010, p.7).**

HR should recognize that the issue of providing employees with the support they need is easily overlooked and they may want to build something about that into the performance

management process. One thing that holds back good performance management is that managers feel they are forced to do it. They end up seeing it as an administrative activity and not as a way to get results from the team. HR needs to invest in the tools and communication that will change how managers think about the performance management process. They need to see it as something that is helping them drive engagement and performance." **(Creelman, 2010, p.8).**

Section Four- General Overview about Mercy Corps

Introduction

The occupied Palestinian territories represent one of the most uniquely challenging environments for sustainable development in the world. The populations are highly educated and around 70% is food insecure and constrained by occupation (**WFP, 2014**), this environment represent a very good opportunity for the International Humanitarian Organization to work and intervene in with divers humanitarian, developmental & relief programs (**Mercy Corps Strategic plan, 2012**).

The None Governmental Organizations (NGOs) comprise a vital part of the Palestinian business community in terms of their role in service delivery and the socio-economic development process. They exist as a major pillar of Palestinian civil society, which is responsible for protecting citizens' interests, providing them with platforms for self-expression, and reaching out with their services to the poor and marginalized. According to PCBS statistics on Palestinian NGOs for the year 2007, there are almost 893 Palestinian NGOs active in Gaza, in addition to tens of NGOs that are registered at the Ministry of Interior and have yet to commence operations, additionally there are 82 International none Governmental Organizations (INGOs) operating in Gaza Strip, out of this number only 74 organizations are active (**Ministry of Interior, 2014**). These NGOs are in a strategic position to influence the future of Palestinian society.

Mercy Corps is considered one of key INGOs operating in the Palestinian territories with excessive focus and attentions on Gaza Strip. Mercy Corps implements a very large scale of interventions and programs in Gaza strip in diverse sectors of economic recovery, social recovery, ICT, etc with a very large network of partners exceeds 50 partners distributed over Gaza Strip. Mercy Corps budget for 2015 fiscal year exceeded US$ 16,000,000 for Gaza Projects only that is already expanding in terms of programmes and projects being implemented under humanitarian, developmental and emergency fields employing more than 100 employees.

Mercy Corps is a nonprofit international relief and development organization serving more than 19 million people in 42 countries. Mercy Corps helps people turn the crises they confront into the opportunities they deserve. Driven by local needs, Mercy Corps programs provide communities in the world's toughest places with the tools and support they need to transform their own lives.

Mercy Corps serves an area for extended periods of time to foster local entrepreneurship, rebuild social capital, and stimulate markets through "cash for work" programs and a variety of lending models. Mercy Corps, in the last 14 years, has founded 12 different finance institutions. Since 1979, Mercy Corps has provided more than US$1.95 billion in assistance to people in 107 nations. Supported by headquarters offices in North America and Europe, the agency's unified global programs employ 3,700 staff worldwide and reach nearly 16.7 million people in more than 40 countries.

In short, Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Secure, productive and just societies emerge when the private, public, and civil society sectors are able to interact with accountability, inclusive participation and mechanisms for peaceful change (**Mercy Corps Strategic plan, 2011**). This theory is illustrated in Mercy Corps Vision for Change as the below figure

Figure 2-11: Mercy Corps vision of change

Mercy Corps Palestine:

Mercy Corps began operations in Gaza in the 80's and since then has implemented successful programs in humanitarian relief in Gaza post-conflict, including shelter rehabilitation, non-food items distribution, psychosocial support for families and has remained an innovator in cash-for-work based economic recovery; peace-building work through high-level and grassroots cross-borders dialogue and business partnership development, and conflict management skills training; empowerment of marginalized groups including women and people with disabilities through athletics and education support projects; and sustainable economic development through institution building, mentorship, internship and partnership, and capital investment in promising business ideas .In 2008, the Mission began to invest more heavily in the potential of knowledge and information, as these represent inputs that are easily disseminated and are not impeded by the physical barriers of checkpoints and fences. Mercy Corps witnessed positive long-term gains in economic development (**Mercy Corps Gaza Strategy, 2012)**

Mercy Corps Leadership Organizational Effectiveness & Learning Initiatives:

Mercy Corps as an organization is committed to professional development and organizational learning; Mercy Corps encourages all team members to invest five percent of their time toward learning activities to benefit themselves and Mercy Corps. While the majority of an individual's professional development takes place on-the-job and through peer and supervisor mentoring, targeted training can help fill specific gaps in knowledge and skills (**Mercy Corps, Organizational learning 2014).** Additionally, Mercy Corps is committed toward building high performing team and creating a cultivating environment that promotes and encourages team members development, therefore, Mercy Corps commitment toward staff performance development was clearly represented in Mercy Corps strategic road map where Mercy Corps identified one of its strategic goals toward this where Mercy Corps is looking forward strengthening and investing in the development and well-being of Mercy Corps' global team. Mobilize the agency to collectively strengthen Mercy Corps culture, acquire needed talent, and invest in the development and wellbeing of Mercy Corp's global team, allowing

Mercy Corps to earn a reputation as among the best in the quality of Mercy Corps people and how Mercy Corps treat them (**Mercy Corps Strategic Plan, 2012**)

The Leadership and Organizational Effectiveness (LOE) team partners with the Mercy Corps community to create a work environment that inspires excellence and attracts, retains, supports, engages and develops talent to lead Mercy Corps successfully into the future. Mercy Corps' vision is to cultivate the best performing global team in the humanitarian and development.

Mercy Corps is aiming to achieve and maintain strategic success through increasing and promoting its employees engaging, therefore Mercy Corps further invest on its human capital and strives very hard to improve satisfaction and reduce turnover through the ensuring the following:

1- Goal Clarity and Alignment: Mercy Corps set and aligns goals that respond to the external environment and consistently meet them; team members are clear about their goals and how their goals support the mission

2- Engaged Team Members: In addition to clarity about goals, team members are focused on the mission and beneficiaries, think like owners, and work well on teams.

3- Promoting Learning Culture: High performing organizations recognize that to continue to thrive, they must continuously develop, grow and adapt; they therefore incorporate learning into their daily interactions, business processes, and overall strategy. Engages in double loop learning—learning about learning

4- Quality Communication: The organization works very hard to maintain open, authentic, trusting relationships characterized by quality communication norms as follows:

   a- Trust;
   b- Norm of giving and receiving feedback;
   c- Transparent decision making;
   d- Shares information.

Under the LOE, Mercy Corps implements several number of development programs that aims for enabling Mercy Corps' national team members to improve their engagement, confidence, competence in business fundamentals, entrepreneurial thinking and leadership effectiveness so that they can take on higher levels of complexity and responsibility within their country programs. Mercy Corps believes that to in order to build highly performing organization and as follows (**Mercy Corps, Organizational-learning 2014**)

1- Online course- E- learning web sites: Mercy Corps global team has opportunities to engage in eLearning via the Internet. Mercy Corps has its own site called, "The Learning Site" with over 500 self-paced courses available online to Mercy Corps worldwide team. All Mercy Corps Team Members may access these resources.

2- Entrepreneurial leaderships program (ELP): The ELP is a six-month program designed to develop the business, innovation and leadership skills of team members. The program enables participants to better understand the dynamics of managing and leading the organization and local partners. The program aims to developing critical business and leadership capacities and building the team capacity for more complexity and more responsibility; and developing the strategic thinking, cultivate social entrepreneurship, Performance Management and enhance their core business, thinking skills to assume positions of higher programs

3- Country Director Leadership and Pipeline: Prepare high performing team members to assume a Country Director (CD) role within 1-3 year, it aims to preparing high

performing, high-potential current and aspiring country directors & deputy country directors to be able to lead more complex countries and

4- Mercy Corps' Performance Management System: the system is defined with two words: ongoing communication, discussing the desired next step in the staff member career and professional development, regularly review progress against performance and development objectives, give each other feedback on performance and make necessary changes to work plan or work flow

5- E-Cornel on-line courses: Mercy Corps Partnership with E-cornel University for on-line courses for distance learning programs with different grad-level certificate programs and individual courses in the different educational fields that aims to build the staff capacity.

6- Professional Program Management Certifications: a credential program administered by the project management institution (PMI), the program aims to develop the program management performance and increase impact and accountability.

7- Talent Management platform: Mercy Corps will announce during FY16 and integrated online system that will be home to several modules for developing and managing Mercy Corps team members, such asPerformance Management and Learning.

In summary, Mercy Corps Leadership Learning Architecture for FY14-15 is designed to maps different levels of leaders to targeted developmental activities. It helps to ensure that leadership development is tied to strategy and business outcomes, contributes to developing the leadership pipeline and it makes it easier for team members to guide their own learning. It provides general guidance and Learning suggestions and recommendations that will need to be customized to each individual.

Mercy Corps-Gaza Staff Capacity Building Programs

Mercy Corps country management is committed toward building the country team capacity and maintaining proper performance and management system for staff involved in programs implementation, Mercy Corps allocates an annual budget for staff capacity building and performance development programs. According to Mercy Corps 2014 fiscal year budget, Mercy Corps has spent USD 70,000

Country management discuss on regular basis with Mercy Corps Head Quarter organizational learning experts the need for team and individual performance and leadership training initiatives that stir positive change inside the Gaza & West bank program team, Mercy Corps Gaza management is works closely with the country Human Recourses to ensure the implementation of the basic and fundamental factors and strategies that endorse Employee Engagement including but not limited to:

1- On-boarding systems;
2- Prober and clear communication channels;
3- In-home and out of country training programs;
4- Availability of physical facilities needed for performing the job;
5- Proper staff reporting mechanize system.

Chapter Three: Previous Studies

- Introduction
- Local Studies
- Arabic Studies
- Foreign Studies
- Comments on Previous Studies

Chapter Three- Previous Studies

Introduction

The studies outlined in this part of the research have discussed and addressed the gamification and employee engagement with its various aspects and reviewed both of these concepts from different perspectives. The studies have been collected using online published journals and research papers, and all of it within the last five years; several Master theses were explored to serve the research topic and were included either from within local or foreign studies.

In this regard 2 Palestinian studies, 7 Arabic studies and 15 foreign studies were reviewed, and were sorted according to date from the newest to the oldest. The following studies have direct relationship to this research, corresponding its purpose and objectives, and they helped in setting its dimensions taking into consideration its local application and cultural differences.

Local Studies

1-Madi, (2014). The Organizational Support Impact on Developing the Employee Engagement of UNRWA Gaza Field Office Employees.

The study aimed to know how organizational support impact the development of job engagement for employees at UNRWA Gaza Field Office, and to determine the means of organizational support provided by the field office, also highlighting the obstacles that prevent using the proper organizational support and developing the approaches of organizational support in order to increase the level of job engagement and involvement.

The study population consisted of employees in the field office of UNRWA placed in grades from 10-20. A stratified sample of 270 employees was selected randomly out of 327 where questionnaire was used as a tool for data collection

Study Results:
  a- The study illustrated that the organization support dimension are existing in the UNRWA Field Office at a medium and acceptable degree that assures UNRWA's implementation of organized and coordinated policies that respond to the Employee requirements and aim to increasing their welfare.
  b- The study has also illuminated that Employee engagement degree is high among UNRWA's employees
  c- The results of the study have also indicated that Organizational Justice is being addressed and applied at UNRWA Field Office at a medium and acceptable level
  d- The UNRWA Field Office leadership management behaviors seemed to be supportive for its employees, however, the internal systems and process at UNRWA is not encouraging nor helping the employees at the lower grades to maintain independent thinking through giving them more job autonomy so they can have a chance to make their own freedom of choosing their own best way of doing their job as long as they are producing the expected result.
  e- The study has indicated that the existence of distinctions between the averages of estimations for the sample of study and all fields combined together is related only to the department which the employee works in.

Study Recommendation:

a- The researcher recommended in his study that UNRWA needs to review the means of organizational support currently implemented to further enhance the employees' engagement through number of recommended procedures as follows:

- Reviewing the current pay scale and current rewarding system
- Involving employees more in decision-making process, in addition to organize, and offer all the requirements of job-stability, and increase the welfare of the employees,
- Strengthen the relationship between UNRWA managers and officer and their subordinates and conducting periodic surveys to know the level of satisfaction and job involvement for the employees in the field office of Gaza

2-Nassar, (2013). The Quality of Work Life and its Effects on Improving Employee Engagement: Comparison Study between UNRWA Department of Education and Governmental Ministry of Education

The Study aimed at identifying the level of quality of work life in both UNRWA Department of Education and Governmental Ministry of Education, identifying the effects of work life factors on the employee engagement of the staff of those two institutions and comparing the effect of these factors on both staff.

The study population consisted of the staff of department of education in UNRWA and Governmental Ministry of Education and was applied on the headmasters and the assistant headmasters in both institutions. The study researcher selected stratified random sample of 406 employees out of 1257 employees and used questionnaire as a tool to collect the data.

Study Results:

a- The study revealed that the work life dimensions were available in both institutions at a medium and acceptable degree and employee engagement degree among the employees is very good

b- The work life quality level and the job involvement degree among UNRWA department of education staff was better than the Governmental Ministry of Education staff

c- The Study showed that there were differences between the estimations averages of the study sample members regarding the combined field attributed according to their ages, work place and their job title.

d- The study has confirmed that the employee engagement is affected by the work life quality dimensions that included but not limited to rewarding systems, work relationships, job security, internal communication, etc.

Study Recommendations:

b- Further attention to be paid to prompting the level of work life quality and accordingly increasing the level of employee engagement in both UNRWA department of Education and the Governmental Ministry of Education through number of recommended procedures as follows:

- Increasing the current pay scales and Improving the rewarding system and enhancing the working environment
- Offering better job stability and increasing the decision making participation among staff members
- Activating the role of labor syndicates and empowering work teams.
- Increase the efforts aimed at achieving balance between the life and work and reducing work pressure among staff members

Arabic Studies

1- Albdour, et al (2014). Employee Engagement and Organizational Commitment: Evidence from Jordan

The purpose of this paper is to investigate the relationship between the two measurements of employee engagement (job engagement and organizational engagement) and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment, that is in the context of Jordanian banking sector.

A survey self-administrated questionnaire was distributed on a sample of 336 frontline employees of banks in Jordan.

Study Results
  a- The results of the study show a significant and negative relationship between job engagement and continuance commitment. Conversely, when employees' job engagement increases, their continuance commitment decreases and vice versa.
  b- Contrary to what was hypothesized about organizational engagement as having a negative association with continuance commitment, a positive and non-significant association between these two variables was obtained instead.
  c- Separately, the findings also indicate that organizational engagement does not explain the continuance commitment.
  d- The results of this study indicate that job engagement has a strong relationship with the normative commitment. Hence, the Jordanian bank employees, who have high levels of job engagement, will be likely to have high degrees of normative commitment.

Study Recommendations
  a- Future research could extend the investigation to different sectors and countries to obtain a wider generalization of the study.
  b- In-depth interviews with employees would be helpful, especially because employee engagement and organizational commitment may vary according to sectors and countries.
  c- Future studies can also be tailored to investigate the effects of employee engagement and organizational commitment, using multiple respondents in a given organization.
  d- Future research could also re-examine the conceptual model used in this study with a

larger sample size so that the outcomes can be generalized to a larger population. For the purpose of causality, it would be interesting to replicate this study in a longitudinal design, so that it could be determined if employee engagement and organizational commitment are conditions and relationships that are likely to be sustained.

e- Another future direction is to investigate other factors that might influence the level of employee engagement and organizational commitment towards banks, such as trust and perceived organizational support.

2- Aljunaibi, (2014). Talent Management and Employee Engagement.

This study aims to provide a comprehensive understanding of relationship of talent management and employee engagement and investigate the impact of talent management practices on employee engagement in semi-government organizations in Abu Dhabi, UAE. Quantitative study was done to provide empirical evidences of the relationship of the concepts by distributing a survey to employees working in the oil and gas industry. The Survey was divided into three main sections; demographic, Talent Management and Employee Engagement section.

The survey was distributed electronically and randomly to around 350 participants working in different oil and gas companies in the emirate of Abu Dhabi and out of this number. 118 employees successfully completed the questionnaires.

Study Results

a- Majority of the participating employees showed a high percentage of employee engagement in the different attributes of the talent management factors.

b- This could indicate to organizations that they should not allocate all their resources and effort toward only the reward and recognition factor. However, they should increase their focus and initiatives toward other talent management practices such as talent development, work environment and leadership support.

c- According to the findings of this study from the context of oil and gas organizations, it can be suggested that organizations that are interested in advancing the level of its employee engagement ought to implement a proper talent management with the focus in the main practices such as talent development, leadership support and enhancing thier polices and working environment.

Study Recommendations

a- Future research in the same area can focus on gathering more representative sample by extending the geographical location and investigating the concepts in other Arab countries.

b- Moreover, a research that compares Arab world to western world might give different perspectives.

c- In addition, other researchers could also study the employee engagement level in the private and public sectors.

3- Al Abedi, (2014). The Organizational Agility: A Strategic Approach into the Promoting process of Job Engagement for Employee's

The purpose of this research is to identify the types of organizational agility (sensing agility, and decision-making agility, acting agility) in organizations working in the industrial sector as a sample search, and in light of a changing work environment and dynamic necessary to the existence of agile organizations (agility) have a role in the process promoting of job engagement to workers through dimensions (cognitive engagement, emotional engagement, physical engagement) and thus determine the impact of organizational agility in the promoting process of job engagement for workers in the sample companies.

Data were collected from the study (100) employees (5) companies under the Ministry of Industry and Minerals, has been relying on international scales for measuring organizational agility and through the questionnaire for data collection and analysis.

Study Results
   a- There is an agreement on the proposed study sample of the organizational agility and it is directly affected by the dimensions of the job engagement, and promotes the process of employee's engagement in the research sample companies.

Study Recommendations
   a- Most of the literature on this subject focuses on specific concepts are not explained, and did not address the dimensions. Thus it is recommended to expand the concepts presented in the study because it includes the dimensions of organizational agility and concepts as well as the dimensions of the job engagement, and factors affecting the process of job engagement.

4- Albdour,et al (2012). Corporate Social Responsibility and Employee Engagement in Jordan.

Purpose of the study is to investigate the impact of internal Corporate Social Responsibility (CSR) practices on Employees' Engagement. Specifically, it examines the impacts of five internal CSR practices namely, training and education, human rights, health and safety, work life balance and workplace diversity on the two dimensions of employees' engagement: Job Engagement (JE) and Organizational Engagement (OE).

The study utilizes a nonprobability sampling method in the forms of quota and convenience sampling. The proposed model was tested on a sample of 336 frontline employees working in the banking sector in Jordan.

Study Results
   b- The results have shown the significant effects of internal CSR practices on JE, OE. Overall, it can be concluded that banks with a higher level of internal CSR practices will lead to a higher level of EE.
   c- The findings of this study have also provided further information for banking managers regarding the impact of internal CSR practices on employees' engagement.
   d- Internal CSR practices are not highly adopted within the banking sector in Jordan,

only one dimension of internal CSR, namely work life balance as being less adopted compared with the other four dimensions of internal CSR.

e- The results of this study highlight the fact that the impact of internal CSR practices on OE was greater as compared with that of JE. This implies that internal CSR practices could predict employees' OE stronger than their JE.

Study Recommendations

a- This study only concentrated on frontline employees within the banking sector in Jordan, thus future research could extend the investigation to different sectors and countries to obtain a wider generalization of the study.

b- In-depth interviews with employees would be helpful, especially because internal CSR practices may vary according to sectors and countries.

c- Future studies can also be tailored to investigate the effects of internal CSR and EE, using multiple respondents in a given organization.

d- For the purpose of causality, it would be interesting to replicate this study in a longitudinal design, so that it could be determined if internal CSR practices and EE are conditions and relationships that are likely to be sustained.

e- Moreover, future research could also investigate the effects of both internal and external CSR practices on employees' attitude and behavior such as employee engagement.

5- Abraham, (2012). Development of Employee Engagement Programme on the basis of Employee Satisfaction.

The study is for finding the level of employee satisfaction in the organization and developing an employee engagement programme to increase productivity, the study aims at:

a- Studying the factors influencing employee satisfaction among employees in the company.

b- Developing an employee engagement programme for the organization.

The study aims to know the influencing factors on employee satisfaction and developing an employee engagement and was done at UAE Exchange and Financial Services Ltd located in Cochin.

The organization had 2,500 permanent employees. For the purpose of the study 150 employees were selected using systematic sampling technique. A questionnaire was prepared with 30 statements on job satisfaction. This was pretested for its reliability and an alpha score of 0.76 was obtained. This questionnaire was used to collect primary data from the respondents through a survey.

Study Results

a- Employee satisfaction is a key to employee engagement. Engaged employees perform exceptionally well in their job. The study highlighted the most influencing factors of employee satisfaction in the organization. A design for an employee engagement has been proposed to the management to enhance employee commitment.

b- The respondents were highly satisfied with their work.

c- They took pride in contributing towards organizational goals through their efforts.

d- The management guided the respondents through clear cut objectives and well laid out

policies which were implemented without any prejudice.

e- The respondents had full trust on all managerial actions relating to work.

f- The respondents were satisfied with the relationship they had with their immediate supervisor who were including the opinions of the respondents in taking decisions on work related issues.

g- The respondents were moderately satisfied with benefits and recognition and reward schemes in the organization.

h- Respondents showed very low satisfaction with teamwork as it caused confusions at work thereby slowing down the pace of work. They also felt that communication between the top management and employees were not clear and information on strategies and activities were not transparent on all occasions.

Study Recommendation

a- The employee satisfaction level in the organization is satisfactory. The following points are suggested to the management to enhance employee commitment leading to employee engagement. These include:
  - Communications activities
  - Reward schemes
  - Activities to build the culture of the organization
  - Team building activities

b- Some respondents were seen to be cautions in responding openly to the items in the questionnaire, as well as there were also constraints of limited time available, this is recommended as to avoid in future studies.

6- Ram, et al (2011). The Role of Employee Engagement in Work-Related Outcomes.

In this study, authors investigated the antecedents and consequences of employee engagement in Jordanian Industry. A snowball sample of 310 respondents from the Jordanian hotel industry was interviewed using the research instrument. The sample comprised of employees from different levels of management.

A five point Likert scale was employed for the research instrument using seven dimensions that included Job Engagement, Job Characteristics, Intrinsic and Extrinsic Rewards, Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Perceptions of Procedural Justice, Perceptions of Distributive Justice, and Employee Engagement, Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior (OCB).

Study Results

a- A holistic view of employee engagement can be helpful to determine what is working and what is not.

b- Predictors offers HR a way to better understand what practices and policies in their organization effectively promote employee motivation, attendance, retention and productivity. By using a matrix of engagement predictors (organizational process, values, management, role challenge, work/life balance, information, reward/recognition, work environment and products/services),

c- HR can help the organization better manage engagement and ultimately foster motivation, productivity and retention.

d- The level of engagement determines whether people are productive and stay with the organization or quit and perhaps join the competitors.

e- The extent to which employees are connected to the organizational strategy and goals, acknowledgment for work well done, and a culture of learning and development foster high levels of engagement.

f- Without a workplace environment for employee engagement, turnover will increase and efficiency will decline, leading to low customer loyalty and decreased stakeholder value.

Study Recommendation

a- Its recommended that it is vital for top management to foster positive, effective people managers along with workplace policies and practices that focus on employee well-being, health and work/life balance

7- Burke, et al, (2010). Work Engagement among Managers and Professionals in Egypt.

The purpose of this paper is to examine potential antecedents and consequences of work engagement in a sample of male and female managers and professionals employed in various organizations and industries in Egypt.

Data were collected from 242 respondents, a 48 percent response rate, using anonymously completed questionnaires. Engagement was assessed by three scales vigor, dedication, and absorption, Antecedents included personal demographic and work situation characteristics as well as measures of need for achievement and workaholic behaviors; consequences included measures of work satisfaction and psychological well-being.

Study Results

a- Findings suggest that engagement at work is associated with positive work and individual well-being outcomes and that stable individual difference factors are a major contributor to levels of employee engagement.

b- Study findings extend the understanding of engagement in ways that have practical implications such as selection; goal setting and the articulation of a challenging "contract" between the individual and the organization are ways to heighten engagement.

c- Egypt is a country that currently has high levels of unemployment, relatively low levels of personal income, is in transition from government (state) managed enterprises to private sector ownership and management, has a high proportion of family-owned and managed enterprises, and is making slow economic progress.

d- The respondents in the study sample expressed relatively high intentions to quit their current jobs in the current year.

e- This raises the issue of whether the relatively young men and women in study sample will have to continue in jobs that they would prefer to change; a reality that likely erodes work engagement. Egyptian organizations therefore may be facing significant challenges as they make efforts to improve levels of employee work engagement.

Study Recommendations

a- Several future research directions would add to researchers' understanding of work engagement in Egyptian organizations.

b- It is necessary to replicate this study in other samples, occupations and industrial sectors. Other stable personality characteristics (e.g. proactive personality, big five) should be considered.

c- A wider array of work contributions such as organizational citizenship behaviors, team contributions, attendance, and job performance would highlight the organizational benefits following from engaged workers. Fourth, there is a need for longitudinal research to examine the effects of an upward spiral of increasing work engagement over time.

d- Finally, given that so much is known about work engagement generally, intervention studies in which efforts are made to influence levels of work engagement should be designed and implemented.

Foreign Studies

1- Epstein, (2013). Enterprise Gamification for Employee Engagement.

The goal of this study is to increase understanding of how enterprise gamification is being implemented on a practical level in organizations. This paper draws from white papers, gamification resources like gamification.org, webinars and articles from gamification companies, articles from business and human resource publications, criticisms, and organizations using enterprise gamification to provide a comprehensive view of the relationship between employee engagement and enterprise gamification. Additionally, this paper draws on information from questionnaires to people at large companies who have experienced enterprise gamification firsthand.

Study Results

a- Individuals who responded to the enterprise gamification questionnaire reported that either they did not formally define gamification, or that they used the standard definition of game mechanics in non-game environments.

b- Respondents reported that they had implemented gamification programs in the areas of community networks.

c- Respondents also reported on how employees responded to gamification programs.

d- For different programs at different companies, employees were initially skeptical but liked the programs once they realized that they would help solve problems.

e- In terms of metrics, respondents either do not measure engagement results or measure them, but do not have solid results available yet.

Study Recommendations

a- Gamification is not a panacea for employee engagement challenges; it must be applied in the right context and as a long-term strategy with a careful design process. The biggest apparent factor in whether gamification programs will succeed is whether gamification designers are able to engage employees on intrinsic levels.

b- Enterprise gamification always includes a social element, and that social element often becomes a key motivator that means much more to employees than basic rewards.

c- It is clear, however, that enterprise gamification when done ideally really does have the power to increase engagement, particularly when applied to specific problems where game elements already exist as programs adopted by companies like LiveOps, SAP, and Microsoft.

d- One of the biggest challenges to the current gamification industry is that because it is still new, few long-term data are available to indicate whether the initial engagement and behavior change that gamification provides is sustainable.

e- It is still too early to conclude to what degree enterprise gamification will survive, but it appears that while many programs will fail, other programs have the potential for long-term success. Organizations have found that by using enterprise gamification in their employee engagement initiatives, they can increase employee motivation, retention, loyalty, and satisfaction, raising their bottom lines and simultaneously making work more enjoyable for many.

2- Khan, (2013). Employee Engagement Drivers for Organizational Success.

This is a conceptual paper which aims to explore the Key drivers of employee engagement and their involvement reasons in depth and its sway on Employee Engagement. The mechanisms that work behind an employee's involvement are manifold. This paper aims to do a descriptive study on different aspects of employee engagement which is a fact finding investigation. Secondary data collection method was used ranging from research papers, articles and consulting reports. Reports from the different consulting groups are the prime focus as this provides the basis for the study with all current and practical facts relevant to the study.

Study Results

a- Top management's span of control and the freedom level of Decision making for employees all have a profound effect on engagement level. These create strategies for functioning at workplace.

b- Employee Engagement is vital component for organization's success but it is a complex concept.

c- Organizations need to take care of their employees from day one to help build employee engagement levels and it should be a continuous process followed at every aspect of management.

Study Recommendations

a- The study author has concluded that Organization leadership styles, Human Resource strategies, Culture Prevailing within an organization are the governing factors that influence an employee's engagement level, consequently, the author recommend that organization should implement a holistic approach and mechanisms that would take care of and foster the employee engagement.

3- Maan, (2013). Social Business Transformation through Gamification.

The Paper discusses the characteristics & mechanism to learn from games that are important for businesses to understand and apply. It also gives insights on gamification trends, real-world business challenges and also describes on how game thinking can revolutionize the business and create an engaging experience. Secondary data collection method was used ranging from research papers, articles and consulting reports.

Study Results

a- Today, Social business strategies are based more on high-end user engagement and connections where behaviour patterns are highly dynamic.

b- Gamification behaviour platforms and reputation engines are becoming key drivers to recognize users who have performed key behaviors and motivate them to actively engage within these communities.

c- Over the next few years, gamification will become a core part of system integrators' transformation programs.

Study Recommendations

a- There is a big opportunity for next-generation organizations to explore new game practices to understand building blocks of enterprise gamification and such organizations would harness gaming principles to influence behaviours of key stakeholders in the ecosystem. In a typical social mobile scenario, many organizations have successfully leveraged gamification by incorporating social context and location-aware services.

b- Enterprises would be forced to explore new game practices and attributes to develop gaming strategies to drive game-like behaviour in existing applications/tasks to make them more engaging to the end-users.

4- Markova, (2013), Master Thesis on Applicability of the Concept "Gamification" within Business Organizations.

This thesis is aiming at developing a framework helping to approach the application of the gamification concept within business organizations. The research thesis adopted the following methodology:

a- Theoretical analysis;

b- Elaboration of the theoretical model;

c- Examining available implementations of the concept;

d- Examining if there are any overlaps and/or inconsistences and adjust the theoretical framework if needed;

e- Summarize the findings and mark where further research is needed.

Study Results

a- In the theoretical considerations, the researcher accomplished the first two research objectives by

- proving that the concepts of "work" and "play" are substantially compatible; and

- Marking what has to be considered when applying games/game elements within business organizations.

b- In conclusion, researcher claims that the gamification concept is applicable within business organizations, but when implementing it, specifics as discussed should be taken into consideration.

Study recommendations

a- The study suggested next step for gaining more comprehensive knowledge on enterprise gamification is conducting extensive research on one concrete implementation and examining whether the involved individuals experience flow, productivity increases.

5- Sands, (2013). Master Thesis of Case Study Gamification as a Strategic Human Resource Tool to Gain Organisational Competitive AdvantageVia Increased Employee Engagement.

The overall aim of this thesis is to assess if and how the HR function can use Gamification as a Strategic Tool to gain Competitive Advantage for an organisation via increased employee engagement?. A multiple case study strategy was adopted to gather field evidence of the experiences of the early users of gamification platforms within the context of employee engagement. The methodology adopted to support this research was by positioning the primary research data in case study format. The case study information was gathered from five semi structured interviews with representatives from global organizations currently using gamification platforms to support employee engagement.

Study Results

a- The researcher concluded that the concept of gamification is actually more prevalent than anticipated; the analogy of the corporate ladder is often used as a powerful gamification model that has motivated employees for decades. The challenge is to get to the top of the ladder. Progress is monitored through performance management and status is provided through titles like consultant, manager, senior manager, director. As you "level-up", you unlock better offices, challenges, responsibilities and perks and financial rewards is linked to your salary band level.

Study Recommendations

a- This research suggests that the difference gamification platforms are making is the ability to connect with everyone in the organisation in a language and through a medium that people are willing to engage in.

b- In order for this phenomenon to grow to the heights outlined and to support its professional image as a bon fide serious and strategic business tool ,it would be highly beneficial for there to be some form of regulation or professional body to oversee the industry.

c- All of the cases in this research were organizations within the IT, and technology sectors. A recommendation would be for similar research to be conducted with organizations outside the technology sector.

d- A limitation of the methodology of this research was that interviews were only carried out with the stakeholders responsible for the introduction of gamification platforms within their organizations. A recommendation would be to build upon the research carried out in this thesis to include some qualitative or quantitative research with the end users of the gamification platforms i.e. the employees in each of the organizations. This would provide a thorough analysis of the viewpoints of the final end users to gain an insight into their experience and viewpoints.

6- Dan, et al (2013). How Am I Doing? The Effects of Gamification and Social Sharing on User Engagement.

This paper assesses the mechanisms underlying the effects of gamification and social sharing on respondent engagement. These mechanisms may be extrinsic (active interaction or competition with other participants) or intrinsic (reflexive evaluation of one's own performance). This is done relying on data from a 6-week study of an innovative mobile application to measure media consumption behavior. The iPhone application allowed users to record what they watched on TV, to earn badges and "ranks" based on their engagement with the app's various features, and to share their accomplishments with other users.

This paper unpacks the mechanisms underlying respondent engagement when game and social mechanics are used in long-term survey research. By assessing which gamification strategies have the greatest positive effect on user engagement; researchers evaluate the relative salience of the various types of psychological motivation targeted by gamification and social sharing in survey research by:

a- First, researchers gave a brief overview of gamification and social sharing as survey research tools.

b- Second, researchers introduced the present study of a mobile application that tracked media consumption and that included gamification and social sharing tools.

c- Third, researchers present the results of a quantitative analysis of the relative effects of these tools on respondent engagement.

Study Results

a- Researchers concluded by suggesting that gamification and social sharing approaches work best when they appeal to intrinsic motivations, helping respondents track their own progress without pressuring them to compete with one another.

b- The saturation reached once a user displays a badge, to the extent that respondents were motivated only by the extroverted desire to display their achievement for others, once this display occurs, the motivation to remain engaged in the study decreases. The goal was accomplished, so there is no need to keep playing the game.

c- The lack of attachment to the social community represented by the app's social feed. Since the users on the social feed were not necessarily part of each other's personal social networks, there may have been little interest in engaging with this community

by displaying in-app achievement.

d- The personality of the respondents in our sample. While this is a psychologically plausible explanation, there have been a lack of data to speculate on it.

e- At the same time, the positive effects of some of the game mechanics could be due not only to their role in self-evaluation, but also to the app's design.

Study Recommendations

a- More research is needed to understand when, exactly, changes in motivation occur, and how their triggers could be incorporated in gamified surveys.

7- Biloch, et al (2013), Gamification and Performance Management, a Tool for Driving Competitiveness through Employee Engagement

The aim of this thesis is to create a model that promotes employee engagement partially based on established concepts within performance management and motivation and partially based on a pioneer concept within business, referred to as gamification. The aim is further to adapt this model to an organizational setting characterized as potentially unengaging to be able to identify possible benefits and concerns with the model developed.

The data collection was done through a case study involving both qualitative semi-structured interviews and observations with professionals within haulage firms. The model created was thereafter configured to the work situation of a truck driver, in order to illustrate how employee engagement can be promoted within haulage firms.

Study Results

a- An important finding of this thesis is that each component of the performance management cycle can, to various extents, be supported by game elements to drive employee engagement within the performance management process.

b- It has also been found that this model can be adapted to different work situations on the basis of the appropriate style of management control and a means-ends analysis of the constituent game elements that underlie the model.

c- Moreover, this thesis propose how haulage firms, through this model, can promote employee engagement and thereby an opportunity to command a source of competitive advantage.

Study recommendations

a- Furthermore, as this thesis merely provides a conceptual rationalization of the prior introduced concepts ability to create engagement and improve performance it would be interesting to test its actual effects. Both performance and work engagement are quantifiable measures that can be tested and evaluated in an organizational setting, which could provide further robustness to the model or illuminate areas in need of further development.

b- Moreover, this thesis has provided knowledge of how gamification can be used to support a tactical tool for managing individual performance such as the performance management process.

c- It would be interesting to explore whether the gamification concept could be used in a strategic initiative for managing the performance of entire units or businesses. Incorporating gamification as a strategic concept may be used to receive significant benefits, notably competitive advantages when it comes to areas such as recruiting, retaining and training talent and gaining customer loyalty.

8- Truss, (2013). Employee Engagement, Organizational Performance and Individual Well-Being: Exploring the Evidence, Developing the Theory.

In this paper, researchers first examine the development and application of the construct of engagement, and consider its locus in relation to wider debates within the HRM field. Researchers then introduce the seven papers that form this special issue and highlight their contribution to the advancement of theory and practice, before concluding with some insights into the potential future direction for research in the field. This editorial, and the papers that follow, seek to contribute to the development of the construct of 'employee engagement' as it evolves within HRM, as well as to advance debates around some of the key questions concerning engagement from the perspective of scholars working within positivist, as well as critical paradigms, to help advance our understanding of the underlying principles and the practice of engagement.

Study Results

a- A significant body of research has emerged on the topic of engagement within the psychology field over the past 20 years whose relevance to HRM is only now starting to be acknowledged.

b- As engagement makes the disciplinary leap, it is being interrogated by scholars with diverse perspectives in industrial relations, work sociology, discourse analysis, HRM and critical management studies, who are raising new and challenging questions about the status of the engagement construct and its relevance within the context of wider debates about the employment relationship.

c- This special issue contributes to these emerging concerns with seven articles that advance scholarship at the nexus of HRM and employee engagement.

d- Crucially, the authors challenge the view that engagement can invariably be a 'win – win' scenario for both employees and employers as the micro-level enactment of engagement within the wider organisational context forefronts the ideological divide, power relationships and contextual constraints experienced in 'doing' engagement and 'being' engaged.

Study Recommendation

a- Researchers also propose that further studies are needed to explore the interplay between the internal contextual environment within organisations, managerial constraints and engagement.

b- There is a clear need for further research that advances researchers' understanding of the psychological processes underpinning engagement, the precise meaning and status of the engagement construct, the lived experiences of 'doing' engagement and 'being' engaged, issues of power and engagement, and the micro- and macro-level processes round the enactment of engagement within organisational settings.

9- Purcell , (2012). The Limits and Possibilities of Employee Engagement.

The paper addresses a theme which is the focus of a Government- instigated task force, aimed at harnessing the potential of employee engagement to raise organizational performance and, at the same time, enhance employee well-being. Author asks if there is anything new in the concept of engagement, and whether it holds the prospect of reclaiming a central role for employment relations in successful management behavior.

This paper publishes the text of the eleventh Warwick-Acas Lowry Lecture, given to an invited audience in March 2012 by Professor John Purcell, Associate Fellow of Warwick Business School's Industrial Relations Research Unit - University of Warwick. The lecturer wants to take a close and sometimes critical look at the engagement 'industry', a term used by some writers, for want of ever finding an accepted definition, to try to explain why it has become so popular and the dangers associated with that.

Study Results

    a- Employee engagement is worth pursuing, not as an end in itself, but as a means of improving working lives and company performance;

    b- The evidence of positive business outcomes is as strong as you can get it, even if it is never conclusive;

    c- Employee engagement is a classic win-win initiative since it is associated, when done properly, with better employee well-being as well as wealth creation. It puts employees at the heart of the enterprise since it is they who judge their managers for their fairness, trust and acting with justice and who, in return, work better in their job, cooperate in innovation and change, and support the organization which employs them. As such, if researchers ever doubted it, it returns employment relations to its proper place in business.

Study Recommendation

    a- The author recommends further studies to be conducted addressing the cause of how the cause of engagement can be advanced

10- Gallup, (2012), The State of The Global Workplace Employee Engagement Insights for Business Leaders Worldwide Report

The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide report highlights findings from Gallup's ongoing study of workplaces in more than 140 countries from 2011 through 2012. This is a continuation of Gallup's previous report on employee engagement worldwide, which covered data from 2009 through 2010. This latest report provides insights into what leaders can do to improve employee engagement and performance in their companies. It includes regional analyses of employee engagement data, country-level insights from Gallup consultants around the globe, a look at the impact of engagement on organizational and individual performance, and information about how companies can accelerate employee engagement.

Study Results

    a- Worldwide, actively disengaged workers continue to outnumber engaged workers at a rate of nearly 2-to-1. Employee engagement will be an increasingly important

concern for countries and organizations seeking to boost labour productivity as the global economy continues its rapid pace of change.

b- The vast majority of employed people around the globe are "not engaged" or "actively disengaged" at work, meaning they are emotionally disconnected from their workplaces and less likely to be productive.

c- Gallup's recent meta-analysis confirms employee engagement's well-established links to nine essential performance outcomes, and additional research connects employee engagement to higher earnings per share.

d- Just 6% of Chinese employees are engaged in their jobs — one of the lowest figures seen worldwide. As China makes the transition to a more consumer-based economy in the coming years, the country's businesses will increasingly rely on engaged employees to attract and retain customers.

Study Recommendations

a- One common factor among organizations worldwide is the need to more effectively understand and use their people's talents, skills, and energy. In many countries, raising workers' productivity levels is critical to business growth and badly needed job creation. In countries that face talent shortages, companies that meet their employees' needs are most likely to win in the competition for top talent. In each case, companies around the world will need to improve their ability to ensure that workers are in the right roles and are emotionally invested in their jobs.

b- In other words, the need to build highly engaged workplaces will become more important than ever. Through decades of research with hundreds of organizations and more than 25 million employees, Gallup has developed an unparalleled understanding of what the world's strongest organizations do differently and how engagement affects productivity and employee well-being in any workplace.

11- De Melo, et al (2012). Version Control System Gamification : a Proposal to Encourage The Engagement of Developers to Collaborate in Software Projects.

The ultimate goal of this paper is to determine whether the use of gamification encourages collaboration and commitment of all involved in software development projects. The paper proposes to use gamification for recognition of software developers' collaboration and commitment. In order to improve productivity, the paper also evaluates the users' engagement in a software development project. The idea is to use the information extracted from source repositories where developers realize their commits. This paper proposes an extension to the work of two researchers "Singer and Schneider", in order to calculate and rank participants involved in software development projects.

Study Results

a- Measuring developers' collaboration or their engagement in a software development project by measuring only the number of produced lines has already proven to have limited effectiveness, as concluded in previous researches.

b- Calculating the engagement of a developer using a metric that tends to be more assertive than those presented in previous studies, is the goal of this paper. Therefore, researchers presented the equation that combines the Cabe's cyclamate complexity with the number of lines of code changed by the developer to obtain a balanced score between simple and complex codes.

c- This also prevents situations caused by a developer who wishes to rise in his or her position, by starting to make changes in several lines of simple code to receive a higher score than someone who is working on a complex code.

d- The development process is thus more collaborative because it balances the accomplished work and the scores achieved.

Study Recommendations

a- To give sequence to this research, the implementation of the proposed equation and the prototype tool are still necessary. The proposed model must, therefore, be applied to an actual development project to validate the proposed theory and measure any gains of productivity and engagement in the project.

12- Iosifidis, (2011). Gamification, The Application of Game Design in Everyday Life.

This thesis aims to identify the dimensions of gamification and look critically into their past and present, asking the critical questions of how and why game design has become so relevant into the design and development of non-game applications, and to critically examine existing gamification methods and propose not only new approaches which will constitute a conceptual toolset, but also a mindset for designing gamification solutions, as well as to set the scene for the theory and practice of game design to become part of a broader disciplinary field responsible for the understanding, design and the materialization of products and services. This thesis started with inquiring the current design situation, the context in which a discussion about using game design in everyday life is relevant, then examined the realities that constitute this context in an effort to connect the historical, cultural and social developments with the present theory, practice and criticism of gamification. More specifically, researchers looked into three components of gamification, videogames, the academic study of games and interaction design.

Study Results

The following were concluded:

a- Gamification is not a layer, model or a set of game mechanics. Gamification is a process, a design process. As such researchers advise the reader to follow a design method to structure that process; thus identify the context first, explore it, propose your solutions and assess them; inform yourself and others about what you learnt and start again.

b- Whether you build from the ground up or on existing applications, products or services set the context they take place in your first priority. Whenever are you addressing problematic functions and operations, reconsider their functionality/operation; adding points will not make them less problematic.

Study Recommendations

a- When it comes to gamification, don't think of games as systems. Researchers have argued many times already that such a mindset can be very limiting for gamification. Instead think of playful mappings; consider how you induce playfulness on the user, not how you administer it through instrumental gameplay.

b- Finally, always consider the methodological and ideological implications of the design methods you are deploying; juxtapose them with your motivation for using them and reflect on their meaning.

13- Abdur Rashid, et al (2011). Factors Persuading Employee Engagement and Linkage of EE to Personal & Organizational Performance.

Considerable attention has been given to the identification of key drivers of Employee engagement and its linkage to the financial results. For this purpose, following study is an endeavor to investigate the Factors Persuading Employee Engagement and Linkage of employee engagement to Personal & Organizational Performance in banking sector of Pakistan. A quantitative approach based survey in form of close ended structured Five Point Likert-scale questionnaires was designed and used to implore the response. The data collected from 250 employees in Private commercial banks of Pakistan was analyzed through structural Equation Modeling and independent sample t-tests using AMOS/SPSS software.

Study Results

a- Outcome epitomizes that following factors influence the Employee Engagement which are: Decision Making / Coordination, Employee Performance Appraisals, Performance Reward Systems, Employee Involvement, Training and Career Development, and Human Resource Practices. The results show that there is significant relationship among Employee Engagement and Decision Making / Coordination, Performance Reward Systems and Employee Involvement whereas Training and Career Development and Employee Performance Appraisals are insignificantly related.

b- The study is an endeavor to create an impact in the body of knowledge as these variables have not been studied in different and complex environment of Pakistani banking system. This study can provide help to higher management while darting strategic decision relating to HR policies.

Study Recommendations

a- This study still needed to be expanded at broader dimension engulfing more employees in the survey and increasing the number of banks both local as well as foreign banks. There are numerous other variables like performance, non-monetary benefits and motivation which directly and indirectly influencing the employee engagement.

b- The study need to be extended to foreign as well as public sectors banks with a larger sample size of employees in the light of other variable such as motivation, non-monetary benefits.

14- Farndale , et al (2011), A study of the link between Performance Management and Employee Engagement in Western Multinational Corporations Operating Across India and China (Final Report).

This study expands our knowledge of the definitions and drivers of employee engagement in multinational enterprises (MNEs) operating across different country contexts, from developed economies (UK, The Netherlands) to important developing economies (India, China). It includes a quantitative and qualitative survey of MNEs based in these four countries. The questionnaire data is analyzed to test the meaning and correlates of engagement, and the interview data helps explain the impact of the different corporate and national contexts studied.

This report constitutes a summary of findings on the cumulative data collected from the different organizations. It is not exhaustive in its representation of the data but highlights pertinent findings.

Study Results

a- This report has presented a snapshot of some of the general findings from this study. The project has created a great wealth of data, and the research team concluded that further work need to be done on this data to uncover further important relationships between performance management, work climate and employee engagement.

Study Recommendations

a- Out of the study, perceptions of the work climate, job characteristics and engagement do vary across countries. However, further analysis on the data should be carried out in the future to explore these observations further.

b- There are more detailed tests which as a research team still need to undertake to explore this phenomenon across the survey data collected, but this may be an important point to consider in the cross-national benchmarking of surveys.

15- Markos, et al (2010), Employee Engagement, The Key to Improving Performance.

The researcher form Andhra University in India has addressed the basic concepts on employee engagement based on recent literatures have been discussed. It has four major parts. Firstly, the article explores the evolution of the concept, its definition and how it is different from the earlier concepts such as Commitment, Organizational Citizenship Behavior (OCB) and job satisfaction. Secondly, the article discusses the factors or drivers leading to engagement. Thirdly, it details the impact of employee engagement on organizational performance indicators or business outcomes such as profitability, customer satisfaction, company growth, productivity and others pointing out its benefits and importance to organizations. Finally, the article suggests strategies the companies should take up to keep employees engaged in their jobs.

Study Results

In this article, ten points or strategies called 'the ten tablets" were suggested to keep

employees engaged. For managers,

a- Work of employee engagement starts at day one through effective recruitment and orientation program;

b- The work of employee engagement begins from the top as it is unthinkable to have engaged people in the organizations where there is no engaged leadership;

c- Managers should enhance two-way communication;

d- Ensure that employees have all the resources they need to do their job;

e- Give appropriate training to increase their knowledge and skill;

f- Establish reward mechanisms in which good job is rewarded through various financial and non-financial incentives;

g- Build a distinctive corporate culture that encourages hard work and keeps success stories alive;

h- Develop a strong performance management system which holds managers and employees accountable for the behavior they bring to the workplace;

i- Place focus on top-performing employees to reduce their turnover and maintain or increase business performance.

Study Recommendations

a- Engagement decision should be evaluated in terms of both its benefits and its associated costs, without giving greater emphasis to neither of the two, not to bias the decision makers.

b- There is a need to study the cost aspect of engagement decisions.

c- There is a need for academia to investigate this new construct and come up with a clear definition and dimensions that will be used for measuring employee engagement justifying the importance of engagement concept. Otherwise, it will pass away shortly as many other human resource fads did.

Comments on Previous Studies

Gamification for engagement is getting more interest and attention in HR management; this allowed addressing papers of direct link to the topic of this research, while other researches and papers have addressed either gamification or engagement independently.

Linking engagement to gamification by using gaming elements in a non-gaming context drives employees' engage and increase their intrinsic motivation that plays an important role in today's performance management. Researches on gamification applications are relatively new, especially in the Arab countries. The majority of studies used results obtained by global surveys conducted in the last decade such as Gallup, these global companies used descriptive analysis methods, and most of them used questionnaires for data collection. The provided studies/papers and researches provided more in depth understanding of gamification and explored in the employee engagement importance to performance management.

In line with previous studies, this research is looking into the important role played by gamification in different areas, most related to this research is gamification application in performance management especially in driving employees engagement. The previous studies guided the researcher throughout building the general framework and literature review of the research, designing the questionnaire, and should assist in analysing the results of the research. Previous studies are in agreement with the research objective to achieve an understanding to the extent of what gamification can provide to employee engagement and hence to performance management.

Twenty four studies have been reviewed; all were conducted in a period from 2010 to 2014. These studies covered gamification and engagement in a way that explores through gamification to achieve engagement and have been arranged based on recent published ones. Upon the previous studies reviews, the following notes were concluded:

1- The studies have been carried out in different countries with different contexts such as Gaza Strip, Jordan, Egypt, UAE, UK, USA, India, Pakistan, and China.

2- The studies have been applied on private , public and none governmental sector including but not limited to banking industry, oil gas industry, SME, ICT business, etc.

3- The studies have been applied on different populations including front line employees, middle management and senior management

4- The studies explored the engagement concept at different contexts and some in direct relation to performance management , the number of these studies are eleven studies such as (Markos et al, 2010; Purcell, 2012,etc)

5- In another scope, eight studies looked into the gamification applications in today's world such as (Maan, 2013; Markova, 2013; Iosifidis, 2011,etc).

6- There are other studies that aimed at exploring the links and practices of gamification in engagement, these are five such as (Epstein, 2013; Sands, 2013; Dan et al, 2013; etc)

The main distinction of this research from other researches is that this research is the first research to be conducted locally addressing the gamification trend and linking it to Employee Engagement and developing a model for applying gamification concept to the performance to drive employee engagement. This research responds to a global problem "Employee Disengagement" but with totally new different approach that has not been addressed nor applied in Gaza Strip. This research might contribute to the development of a real-life application build on the concluded model and recommendations that would contribute to increasing the organization's competitiveness.

Following the previous studies review, the researcher can summarize the benefits of the previous studies as follows:

1- The empirical studies provided insights towards drivers of employee engagement that can be used by the researcher to design the research questionnaire; this was elaborated in the statements and questions to raise for reflecting gamification or engagement indicators. Moreover, the studies enabled choosing indirect means to reflect gamification indicators noting the difficulties to use direct gamifciation related indicaotrs.

2- The studies clearly link gamification to employee engagement by outlining commonalities and drivers that assist the researcher in developing the conceptual framework for the study.

3- The provided studies in this chapter are relatively new and provide updated findings and records.

Exploring through aforementioned researches can allow the researcher affirming the following:

1- Studies show suggested drivers for EE that is linked to the context of each study which is influenced by company profile, size, business type, etc…

2- Global survey such as those conducted by Gallup, 2012, affirms high level of disengagement, Palestinian Territories is one of the highly influenced countries by 26% actively disengaged compared to 11% engaged employees.

3- The drivers discussed for EE have many commonalities with gamification as new trend for engagement.

4- The studies agreed with no doubt that using gamification is efficient and effective tool for EE counting on the low-cost by using intrinsic motivation.

5- Case studies where gamification has been used to drive EE have revealed positive results.

6- The studies suggest the wide spreading of using gamification in many fields in performance management, among these, performance appraisal and training.

Research Gaps

1- There were difficulties linking employee engagement and gamificiation to working organizations in Gaza, mainly in Mercy Corps.

2- The academic approach in targeting Employee Engagement (EE) is few compared with the field studies using surveys to obtain indicators of employees' engagement or disengagement.

3- The conducted surveys in the field of assessing EE do not show a tool for measurement rather, empirical surveys that leave no clear-cut engagement drivers.

4- Gamification is still a new trend where empirical studies are still predominant on the references scope and context.

Chapter Four: Practical Framework

- Introduction
- Methodology
- Research Procedures
- Source Of Data
- Research Population & Sample
- Questionnaire Design
- Questionnaire Procedures
- Data Measurement
- Statistical Analysis Methods
- Validity Of The Questionnaire
- Reliability Of Questionnaire

Chapter Four- Practical Framework

Introduction

The research tries to shed light on the possibility of incorporating the Gamification into performance management to drive employees' engagement at Mercy Corps Organization, Gaza strip. The implemented methodology and procedures used to achieve the research goals included the study of the characteristics of the research sample, the types, sources of data and statistical analysis tool, accordingly this chapter describes the methodology followed throughout the research. It introduces a complete description of the methodology of the research, the population, the instrumentation, the research design. Moreover, it introduces the statistical treatment of collected data.

Methodology

This research follows the analytical descriptive methodology approach to describe the basic features of the data in the research. The Analytical descriptive methodology is the best methodology to be used because it is non-experimental in which it deals with the relationships existed between non-manipulated variables in a natural, rather than artificial setting. Since the events or conditions of the research interest have already existed and practiced, the researcher focuses and selects the relevant variables to analyze the relationships in the hypotheses **(Chambers & Skinner,2003)**

Research Procedures

1- The first phase of the research is developing the thesis proposal which included problem identification and definition, research objectives setting and research plan development, this included an interview conducted to enable identifying the validity of research suggested problem and objectives to Mercy Corps, the interview conducted with high senior management at Mercy Corps.

2- The second phase of the research included a summary of the comprehensive literature review. Literatures on employee engagement, gamification and performance management and previous studies in the field were also reviewed consequently.

3- The third phase of the research focused on developing a questionnaire that covers the research determined variables to be measured, following the questionnaire development it was reviewed and evaluated by a referees that included 9 academic and professional members.

4- The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study after conducting a workshop that aimed to introduce the thesis subject which is relatively new and explaining the thesis concepts to enable the target group understand the questionnaire dimensions and consequently ensure that the respondents responses are made based on a solid understanding of the thesis subject and objectives. The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study.

5- Prior to the questionnaires distributions the researcher conducted two workshops on two successive days that introduced the thesis subject and illustrated the thesis concepts which are somewhat new, the purposes of these workshops was to ensure the target population's understanding prior answering the questionnaire's questions.

6- Upon the completion of these workshops, the fifth phase of the research included a comprehensive survey to distribute the questionnaires, which was conducted on 81

employees at Mercy Corps Organization- Gaza Office; the questionnaire was distributed to collect the required data in order to achieve the research objectives, 81 questionnaires were distributed to the research population with 100% response.

7- The sixth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences (SPSS) was used to perform the required analysis.

8- The final phase includes the conclusions and recommendations.

Figure 4-1: The Research Methodology
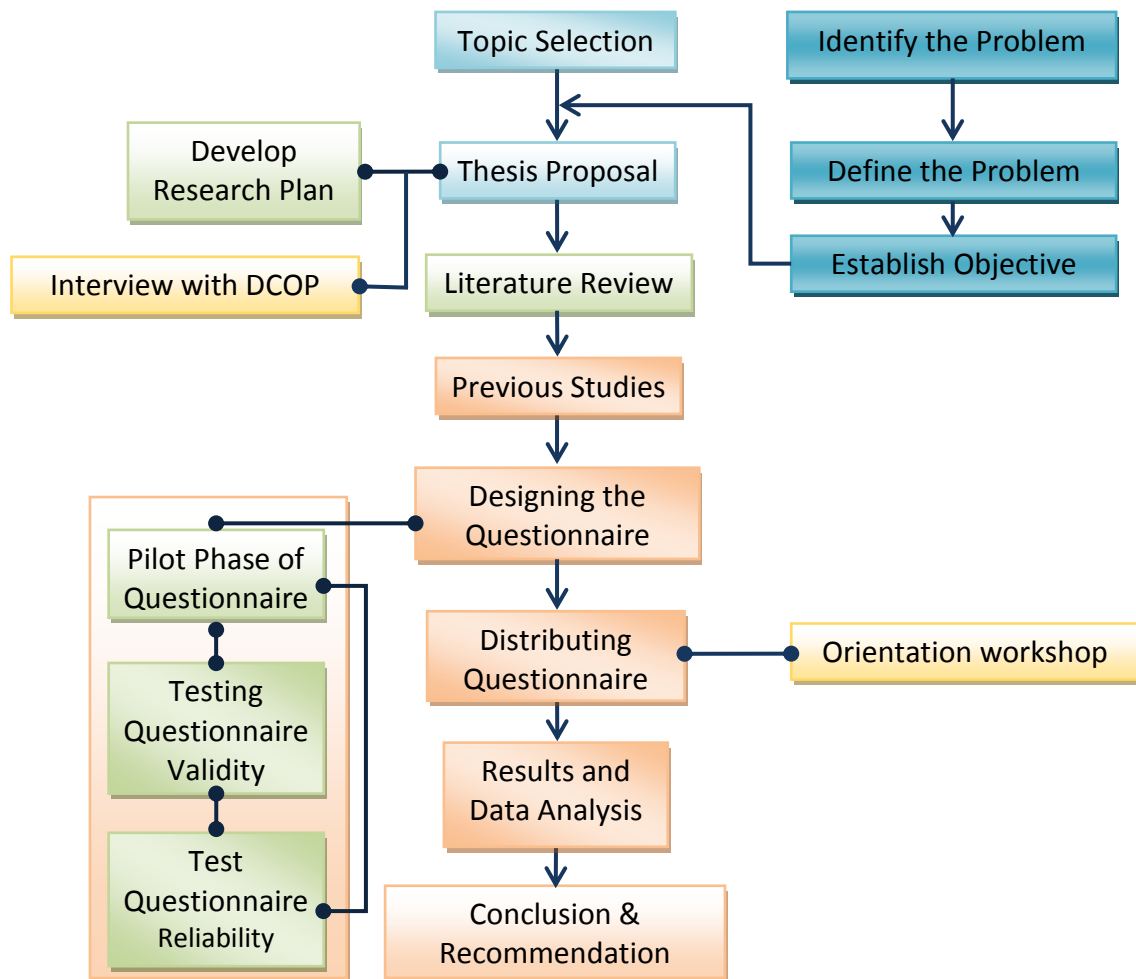
Source: Articulated by the Researcher (2015), based on Saunders et al., "Research Methods for Business Students", Pearson Education, 2011, p11

Sources of Data

The data of the questionnaire was gathered carefully and accurately to achieve the Research's objectives. There were two sources of data:

1- Secondary Data: were obtained from journals that discussed employee engagement and gamifications. Also, many thesis, dissertations and essays were accessed and considered for collecting the questionnaire data.

2- Primary Data: This data was collected from the field by pre-designed questionnaire and distributed to get responses from the target group of the research during their working hours. Respondents were asked to provide opinions on the variables of this research to be analyzed using the SPSS (Statistical Packages for Social Science)

Research Population & Sample:

The population of research consisted of Mercy Corps- Gaza office employees that contained (81) full time regular employees with different job levels, backgrounds and experience according to the Human Resources Staffing Report and as illustrated in chapter five under Table 5-5 that itemize the number of employees under each job level. The researcher applied a comprehensive survey on all the population members. The researcher distributed 81 questionnaires with 100% response.

The researcher used Mercy Corps as a case study and as representing sample for the INGOs sector, this came because of the following:

1- Mercy Corps is considered one of the key INGOs operating in the Palestinian territories with excessive focus and attentions on Gaza Strip. Mercy Corps implements a very large scale of interventions and programs in Gaza strip in diverse sectors of economic recovery, social recovery, ICT, etc with a very   large network of partners exceeds 50 partners distributed over Gaza Strip. Mercy Corps budget for 2015 fiscal year exceeded US$ 16,000,000 for Gaza Projects only that is already expanding in terms of programmes and projects being implemented under humanitarian, developmental and emergency fields employing more than 100 employees. The larger INGO in terms of HR according to the Ministry of Interior report issued on 2014.
2- Commonalities and similarities in the nature of work that INGOs are performing in Gaza
3- Mercy Corps maintains a presence over Gaza Strip signified by more than 50 local partnerships and 2 international partnerships.
4- Mercy Corps serves a large base of beneficiaries with different ages and sex that exceeded 111,412 beneficiaries during 2014 fiscal year.

Questionnaire Design

The resaercher used a pre-designed questionaire to measure the extent of the possibility of incorporating gamification in to performance management and its relation with employee's engagement among Mercy Corps Gaza employees

The questionnaire consisted of three parts as follows:

1- The first part included a brief description of the thesis subject and concepts.
2- The second part included personal information of the sample of the research,
3- The third part included the research independent variable that consisted of 37 items distributed on three sub-dimensions (intrinsic motivation, digital incentives &virtual competition) aimed to measure the extent of the possibility of incorporating gamification in to performance management among Mercy Corps-Gaza employees
4- The fourth part included the research dependent variable consisted of one dimension contained 19 items aimed to measure the employee's engagement among employees of Mercy Corps-Gaza office as shown in Table (4-1)

Table 4-1: Questionnaire's Dimensions and Their Number of Items

N o.	Dimensions	Number of items
First dimension: Gamification application in Performance Management System		
1.	First sub- dimension: Intrinsic Motivation	15

2.	Second sub- dimension: Digital incentives	10
3.	Third sub- dimension: Virtual Competition	12
Second Dimension: Employees' Engagement		19
Total		56

Questionnaire Procedures

The researcher utilizes the following questionnaire procedures:

1- Upon designing the questionnaire, it was reviewed and modified by the research supervisor.

2- The modified copy was given to a number of 10 referees, including academics and none-governmental organization professionals who have excellent knowledge and expertise in the area of the research topic.

3- The questionnaire was modified based on the referee's comments and a pilot sample of 20 questionnaires was distributed to help test the validity and reliability of the questionnaire.

4- Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the importance (1 to 10) do not indicate that the interval between scales have absolute quantities. They are merely numerical labels. The scale (1) strongly disagree to (10) strongly agree was used to evaluate the degree of the satisfaction of item noting that to determine the interval of the scale, the lowest value was decreased from the highest value (10-1=9), then it was divided by the number of intervals (9/5=1.8) and then multiplied in the highest scale rate (1.8*10); thus the interval for each value in the scale is 18 Based on Likert scale, the researcher has used the following scale:

Table 4-2: Criterion of Determination the Levels of Proportional Mean

Scale	Very low	Low	Medium	High	Very high
Proportional mean	Less than 27.9	28.0-45.9	46.0-63.9	64.0-81.9	82.0-100

Statistical Analysis Methods

The researcher analyzed the data by (SPSS) using the following statistical methods:

1- Frequencies, means, standard deviation, percentage and relative weight to describe the characteristics of the sample and their responses.

2- One sample T-test to test the respondents about gamification application in to performance management and employee's engagement, to test the equality of the means of respondents for each item, sub- dimension and dimension to the middle value 5.5

3- Cronbach's alpha, Spearman brown, Guttmann formulas for measuring the reliability of research tool.

4- Pearson's correlation formula to calculate the internal consistency of the research tools.

5- Independent samples T-test to detect the statistical differences between participants mean responses about the variables of the research according to demographic variables (i.e. gender- experience- marital status).

6- One-way ANOVA test to determine the statistical differences between participants mean responses about the variables of the study according to their (i.e age- job title- qualification).

Validity of The Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale **(Pilot and Hungler, 1985)**

1- External (Pre-Pilot) Validity of the Questionnaire: It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic and Professional levels to ensure its relevance and stability. Reviewing of questionnaire with academic and business people who have had long-time experiences in business practice environment, were conducted in order to ensure logic, that included nine of academic staff from Universities reviewed the tool. The reason for including professional was to assure that the statement truly addressed the critical areas from the professional perspective. A pilote sample of the research consisted of 20 members of Mercy Corps – Gaza employees who were selected randomly from the population of the research. The pilot research aims to check the validity and reliability of the research instrumentaion.

2- Internal consistency is the strength of correlation between the degree of every items of the test with its dimension and the degree of correlations between every dimension and the total score of test **(Alagha, 2004. p110)**. The researcher calculated Pearson's correlation coefficients between the scores of the pilot sample on each dimension with their items, and the questionnaire dimension with the total average of questionnaire in order to determine the internal consistency as shown in the following tables.

a- Internal consistency of the first dimension "Gamification application in Performance Management System": The researcher computed Pearson's correlation coefficient between the scores of pilot sample on each item of the first dimension and the total degree of it as shown in following table (4-3):

Table 4-3: Pearson's Correlation Coefficient between Each Item of the First Dimension and Its Total Score

	First Dimension: In cooperating Gamification into performance management system		
	First Sub Dimension: Intrinsic Motivation		
No.	**Items**	**Correlation coefficients**	**p- value**
1.	I am comfortable sharing my opinions at work and getting feedback	0.832**	0.00
2.	Mercy Corps is dedicated to my professional development.	0.802**	0.00
3.	I have adequate opportunities for professional growth in Mercy Corps.	0.783**	0.00
4.	I receive the training I need to do my job well.	0.618**	0.00
5.	Senior management is sincerely interested in employee opinions and ideas.	0.897**	0.00
6.	When I do a good job, I receive the praise and recognition I deserve.	0.641**	0.00
7.	Mercy Corps recognize the contributions made by its staff members	0.856**	0.00
8.	Mercy Corps management appraise the advancement in my performance and encourage it.	0.946**	0.00
9.	Mercy Corps supports a balance between work and personal life.	0.576**	0.00
10.	My job does not cause unreasonable amounts of stress.	0.656**	0.00
11.	Mercy Corps operates in a socially responsible manner.	0.726**	0.00
12.	I am satisfied with the culture my workplace at Mercy Corps is offering me.	0.768**	0.00
13.	Mercy Corps is dedicated to diversity and inclusiveness.	0.798**	0.00
14.	I have all the resources and information I need to do my job effectively.	0.864**	0.00
15.	My manager always treats me with respect.	0.823**	0.00
	Second Sub-Dimension: Digital Incentives		
No.	**Items**	**Correlation coefficients**	**p- value**
1.	I believe that digital engagement software could help me perform better at Mercy Corps	0.890**	0.00
2.	Leader boards would help me highlighting performance excellence.	0.928**	0.00
3.	Continuous feedback through means of digital incentives will drive more attention towards improving my performance.	0.886**	0.00
4.	Keep earning points and gaining more status is an internal motive that can work in our situation at Mercy Corps.	0.879**	0.00
5.	Playing within a group brings me the potential for collective spirit, engages greater effort and increases desire to complete tasks more effectively.	0.776**	0.00

No.	Items	Correlation coefficients	p- value
6.	Real-time prompt feedback to employees is important motivator that we lack at Mercy Corps current performance systems	0.684**	0.00
7.	Digital engagement programs and the introduction of game elements would help me at work.	0.942**	0.00
8.	Digital incentives such as badges would encourage me more than a monetary incentives if can't be afford by Mercy Corps	0.756**	0.00
9.	Earning points as digital incentive would enhance my continuous engagement for its attractiveness towards achieving mastery.	0.929**	0.00
10.	I would go for introducing digital aspects to activities in my works that I do repetitively.	0.907**	0.00
Third Sub Dimension: Virtual Compaction			
No.	Items	Correlation coefficients	p- value
1.	Virtual world for achieving recognition could be more stimulating than traditional practices and ways.	0.849**	0.00
2.	I would have more opportunity to participate in the goal setting process if integrated in a virtual experience.	0.868**	0.00
3.	My supervisor within a virtual experience can give me more often praises and recognitions when I do a good job.	0.870**	0.00
4.	Social collaboration will enable me connect to a team to share information and best practices in real-time.	0.838**	0.00
5.	Collaboration in a virtual competition will enable me achieve teamwork goals.	0.852**	0.00
6.	Socializing behavior will ensure that our entire teams see what good behavior looks like.	0.838**	0.00
7.	Most games have a competitive element that if integrated in a competitive environment will support more the engaging level.	0.930**	0.00
8.	Competition is a built-in human aspect that can help me cope with a gamified system at Mercy Corps.	0.825**	0.00
9.	Challenging my peers and discovering co-workers with similar skills enrich my work environment.	0.781**	0.00
10.	I prefer to work in a collaborative virtual environment.	0.891**	0.00
11.	I am encouraged to learn from my mistakes and apply my knowledge	0.647**	0.00
12.	Leader board would help people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition	0.69**	0.00

* R, critical value at degree of freedom 18 and sig level 0.05=0.444

Table 4-3: shows that Pearson's correlation coefficient of pilot sample scores between each item and the total score of first dimension is significant at $\alpha \leq 0.05$ which confirmed the internal consistency of the first dimension

>   b- Internal consistency of the Second Dimension Employees' Engagement: The researcher calculated Pearson's correlation coefficients between the scores of the Second Dimension items (i.e. Employees' Engagement) and its total score as shown in Table (4-4)

Table 4-4: Pearson's Correlation Coefficient between Each Item of Second Dimension "Employees Engagement" With Its Total Score

No.	Items	Correlation coefficients	p- value
1.	I feel personally driven to help Mercy Corps succeed and will go beyond what's expected of me to ensure that it does.	0.940**	0.00
2.	I am extremely proud to tell people that I work for Mercy Corps.	0.876**	0.00
3.	I am inspired to meet my goals at Mercy Corps.	0.929**	0.00
4.	I get excited about going to my job at Mercy Corps.	0.835*	0.00
5.	I am very satisfied with my job at Mercy Corps.	0.785**	0.00
6.	I am highly committed to Mercy Corps.	0.889**	0.00
7.	I am so involved in my work that the day goes by very quickly.	0.907**	0.00
8.	When at work, I am completely focused on my job duties at Mercy Corps.	0.767**	0.00
9.	Employees at Mercy Corps always keep going when the going gets tough.	0.781**	0.00
10.	Employees proactively identify future challenges and opportunities.	0.696**	0.00
11.	Employees in Mercy Corps willingly accept change.	0.589**	0.00
12.	I am satisfied with my overall compensation.	0.906**	0.00
13.	I have the tools I need to do my job effectively.	0.901**	0.00
14.	I have enough opportunities to contribute to decisions that affect me.	0.838**	0.00
15.	I understand how my role contributes to achieving business outcomes.	0.793**	0.00
16.	I trust the information I receive from my immediate manager.	0.792**	0.00
17.	I would recommend Mercy Corps to friends and family.	0.865**	0.00
18.	I am not actively looking for a job outside Mercy Corps.	0.868**	0.00
19.	I have not been searching for another job outside Mercy Corps in the past six months.	0.708**	0.00

* R, critical value at degree of freedom 18 and sig level 0.05=0.444

Table 4-4: shows that Pearson's correlation coefficient of pilot sample scores between each item and the total score of second dimension are significant at $\alpha \leq 0.05$ which confirmed the internal consistency of the second dimension

- c- Structural validity: Pearson's correlation coefficient between each dimension, sub-dimension and the total score of the questionnaire has been calculated in order to verify of the Structural validity of the questionnaire dimensions as shown in Table (4-5)

Table 4-5: Pearson's Correlation Coefficient for each dimension of research tool and its total score

Dimensions	Correlation coefficient	p- value
1st sub- dimension: Intrinsic Motivation	0.887**	0.00
2nd sub- dimension: Digital incentives	0.784**	0.00
.3rd sub- dimension: Virtual Competition	0.758**	0.00
Gamification application in Performance Management System	0.957**	0.00
Employees engagement	0.874**	0.00

* R, critical value at degree of freedom 18 and sig level 0.05=0.444

Table 4-5: shows correlation coefficient for each dimension and total score of questionnaire is less than 0.01, these results indicates that there is statistical significance at α≤0.05 level so the correlation coefficients of each sub-dimension with the total score of questionnaire is significant at α≤0.05 which confirmed the structural validity of questionnaire.

Reliability of Questionnaire

The researcher used two techniques to verify the reliability of the questionnaire:

1- Split- half technique: To determine reliability of the questionnaire the researcher used the split-half technique which depends on splitting the test for two parts, and calculating the correlation between the parts, then make a correction for the correlation coefficient by Spearman – Brown Prophecy Formula or Guttmann equation as given in the table (4-6):

Table 4-6: Reliability Coefficient for Each First Dimension Sub- Dimensions and Second Dimension and Their Total Degree before and After Correction

N	Dimension	Numbers of items	Correlations coefficients	
			Before correction	After correction
First Dimension- Gamification Application in performance management system				
1	First sub- dimension: Intrinsic Motivation	15	0.747	0.831
2	Second sub- dimension: Digital incentives	10	0.844	0.915
3	Third sub- dimension: Virtual Competition	12	0.871	0.931
Total degree of first dimension		**37**	**0.817**	**0.894**
Second Dimension- Employees engagement		**19**	**0.929**	**0.958**
Total score of questionnaire		**56**	**0.894**	**0.944**

Table 4-6: shows that correlation coefficient between each sub dimension and the first dimension of the questionnaire is high coefficient, which indicates that the first dimension is reliable to apply on the sample of research. Additionally, it shows that correlation coefficient of second dimension is a very high coefficient which indicates that the second dimension is reliable to apply on the sample of research

2- Cronbach's alpha method: The researcher calculated reliability of questionnaire by using Cronbach's alpha formula as shown in Table (4-7)

Table 4-7: Cronbach's Alpha for Each Sub- Dimension of First Dimension And Its Total Score

N	Dimension	Number of items	Cronbach's alpha coefficients
First Dimension- Gamification application in performance management system			
1.	First sub- dimension: Intrinsic Motivation	15	0.950
2.	Second sub- dimension: Digital incentives	10	0.961
3.	Third sub- dimension: Virtual Competition	12	0.959
Total degree of first dimension		**37**	**0.980**
Second Dimension- Employees Engagement		**19**	**0.963**
Total score of questionnaire		**56**	**0.964**

Table 4-7: shows that Cronbach's alpha coefficient of each sub dimension and total degree of the first dimension are greater than 0.7 which is considered a high coefficient that indicates that the first dimension is reliable to apply on the sample of the research. Additionally, it shows that that Cronbach's alpha of second dimension greater than 0.7 which is considered a high coefficient that indicates that the second dimension (Employees engagement) is reliable to apply on the sample of research

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the research sample.

Chapter Five: Data Analysis and Hypothesis Testing

- Introduction
- Test Of Normality
- Descriptive Analysis Of Sample Characteristics
- Data Analysis
- Hypotheses Testing

Chapter Five- Data Analysis and Hypothesis Testing

Introduction

The aim of this chapter is to analyze the empirical data which was collected through the Questionnaire in order to provide better view about the possibility of incorporating the gamification into the performance management system at Mercy Corps- Gaza Office.

This chapter presents the results, interpretations, and discussions of the researches outcomes. The analysis is based on the data collected through the survey conducted and answers obtained from participants. Sections to follow present data analysis, findings, and discussions, then researcher's results are compared with findings of other researchers' in previous studies.

This chapter is organized in the following sections:

1- The first section is about descriptive analysis (the organizational and personal characteristics) which will be presented and discussed.
2- The second is about Data analysis (Means and Test values for each field).
3- The third section is hypotheses testing,
4- And lastly the findings that respond to these questions and objectives that will be discussed and compared to previous findings in other studies.

Test of Normality

To check the normal distribution of the sample of the study on each sub-dimension of Gamification dimension and employee's engagement dimension the researcher used One-Sample Kolmogorov-Smirnov Test as shown in table 5.1:

Table 5-1: One-Sample Kolmogorov-Smirnov Test

Dimension	No of items	Z- value	p- value (sig)
Intrinsic Motivation	15	0.792	0.663
Digital incentives	10	0.600	0.865
Virtual Competition	12	0.828	0.500
Gamification in performance management	37	0.735	0.652
Employees engagement	19	0.856	0.456

Table (5-1) shows that Z-value of each dimension and total degree of questionnaire are not significant at $\alpha \leq 0.05$, which means that collected data by applying the questionnaire on the sample of research are normally distributed so the researcher can use parametric statistical test.

Descriptive Analysis of Sample Characteristics

This section presents the distributions of the sample according to the personal variables. There are 81 employees at Mercy Corps- Gaza who have voluntary accepted to fill in the questionnaire. The researcher calculated frequencies and percentages of the sample according to the variable of the research as shown in the below tables:

1- Gender

Table 5-2: Distribution of Sample According To (Gender)

Gender	Frequency	Percentage %
Male	48	59.3
Female	33	40.7
Total	**81**	**100.0**

Table 5-2: shows that number of male are 48 persons, 59.3% from the sample and 33 persons are female, 40.7% of the research sample. This indicates gender balance at Mercy Corps working place that stress Mercy Corps recruitment policy encourages fair and transparent hiring without discrimination to gender and highly boost female participation and engagement.

2- Age

Table 5-3: Distribution of sample according to (Age)

Age	Frequency	Percentage %
From 20- less 30 years	19	23.46
From 30- 40 years	51	62.96
More than 40 years	11	13.58
Total	**81**	**100.00**

Table 5-3: shows that 86.42% of the sample are less than 40 years old, and 13.58% of the sample are more than 40 years old. This indicates that Mercy Corps workforce is young population which confirms Mercy Corps commitment toward engaging and developing the young populations and enhancing their engagement in their communities, this also endorse Mercy Corps believe in the youth capabilities to drive positive change and contribute to the success of their organization. Additionally, this emphasis Mercy Corps strategic objective that is responding to the youth needs which requires engaging young employees who would have better understanding of this group needs.

3- Education Level

Table 5-4: Distribution of sample according to their (Educational Level)

Educational level	Frequency	Percent%
Diploma	11	13.6
Bachelor	52	64.2
Master and PhD	16	19.7
PhD	2	2.5
Total	**81**	**100.0**

Table 5-4: shows that 13.6% of the sample are diploma degree holder, 86.4% are bachelor and post graduate degree. This shows that Mercy Corps is encouraging diversity and attracting employees with different backgrounds and educational levels. This also indicates that Mercy Corps is encouraging employees to join different educational development programs because many of the surveyed employees have advanced their education levels while working with Mercy Corps according to Mercy Corps human resources report, additionally, this assures Mercy Corps keenness to provide the employees with opportunities for professional and educational growth within the organization and strive toward providing the needed support to reinforce the employee's ability to get higher educational programs.

4- Job Level

Table 5-5: Distribution of sample according to (Job Level)

Job level	Frequency	Percent%
Director	3	3.7
Manager	8	9.9
Senior Officer/ Technical staff	8	9.9

Officer/ Technical staff	15	18.5
Coordinator	39	48.1
Support staff	8	9.9
Total	**81**	**100.0**

Table 5-5: shows the different job levels at Mercy Corps and these percentages reflected herein illustrates that Mercy Corps workforce includes officers and coordinators as the highest majority among Mercy Corps employees, which also reflects that Mercy Corps is highly depending on this group of employees on the daily implementations of Mercy Corps programs in the field and within the community served. The percentages distributions above also illustrate that Mercy Corps- Gaza structure is balanced in terms of managerial positions and other middle and lower positions.

5- Years of Service

Table 5-6: Distribution of sample according to (Years of service) in Mercy Corps

Years of Service	Frequency	Percent%
Less than 5 years	37	45.68
More than 5 years	44	54.32
Total	81	100.00

Table 5-6: shows that 45.68% of the sample are less than 5 years of service, and 54.32% more than 5 years of service .The percentage above shows that more than 50% of the population have been working with Mercy Corps for more than 5 years, which indicates Mercy Corps employees' commitment and dedication toward the organization and conversely stress Mercy Corps robust human resources retention policies that is keen to maintain the capable and talented employees and invest on them to further build and grow their careers.

6- Marital Status

Table 5-7: Distribution of Sample According To (Marital Status)

Marital status	Frequency	Percent%
Married	63	77.78
Single	17	20.99
Divorced	1	1.23
Total	**81**	**100.00**

Table 5-7: shows that 77.78% of the sample are married and 22.22% are single and divorced. This indicates once more that Mercy Corps recruitment policy encourages fair and transparent hiring without discrimination to marital status, where some organization may find it hindering the employee's commitment to his/her job due to family responsibilities, while Mercy Corps doesn't find it hindering, and this proved with the very high percentage of married employees.

Data Analysis

One sample t-test was used to determine the opinion of respondents toward incorporating Gamification in Performance Management System to drive employee's engagement at Mercy Corps-Gaza. The following tables show the analysis of the opinions of employees where the researcher used one sample T. test to examine whether the mean of each item equals the middle value 5.5 and calculated proportional means and rank of the scores of respondents for

each item and the total degree of each in order to examine the first sub hypothesis as shown in the following tables.

1- First dimension: Gamification application in Performance Management System
     a- First Sub-dimension - Intrinsic Motivation

Table 5-8: Mean and Test Values for First Sub-Dimension (Intrinsic Motivation)

SN	Items	Mean	T value	p- value	Proportional mean	Rank	Level
1.	I am comfortable sharing my opinions at work and getting feedback	8.04	14.481	0.00	80.37	2	High
2.	Mercy Corps is dedicated to my professional development.	7.42	9.142	0.00	74.20	8	High
3.	I have adequate opportunities for professional growth in Mercy Corps.	7.40	9.365	000.	73.95	9	high
4.	I receive the training I need to do my job well.	7.05	7.510	0.00	70.49	14	High
5.	Senior management is sincerely interested in employee opinions and ideas.	7.40	10.594	0.00	73.95	9	High
6.	When I do a good job, I receive the praise and recognition I deserve.	7.05	8.157	000.	70.49	13	High
7.	Mercy Corps recognize the contributions made by its staff members	7.09	9.397	000.	70.88	12	High
8.	Mercy Corps management appraise the advancement in my performance and encourage it	7.57	12.624	000.	75.68	6	High
9.	Mercy Corps supports a balance between work and personal life.	7.12	9.720	000.	71.23	11	High
10.	My job does not cause unreasonable amounts of stress.	6.15	2.764	0.00	61.48	15	Medium
11.	Mercy Corps operates in a socially responsible manner.	7.48	13.470	0.00	74.81	7	High
12.	I am satisfied with the culture my workplace at Mercy Corps is offering me.	7.95	16.011	0.00	79.51	4	High
13.	Mercy Corps is dedicated to diversity and inclusiveness.	7.65	15.721	0.00	76.58	5	High
14.	I have all the resources and information I need to do my job effectively.	7.98	14.458	0.00	79.75	3	High
15.	My manager always treats me with respect.	8.65	18.805	0.00	86.54	1	Very high
Intrinsic motivation		**7.47**	**15.708**	**0.00**	**74.70**		**High**

* T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table 5-8: shows that T.value of each item of 1ˢᵗ sub-dimension and its total degree are significant at level α≤0.05 which illustrates that the mean of each item differ significantly from the middle value 5.5 and proportional mean of total degree equal (74.70) which is high proportional mean. item number (15) has the highest proportional mean (86.54) which is a very high proportional mean, and item (10) has the lowest proportional mean (61.48).

Generally, this results means the level of intrinsic motivation among the employees of Mercy Corps- Gaza is high. The highest factors support intrinsic motivation are (My manager always treats me with respect) and (I am comfortable sharing my opinions at work and getting feedback) and the lowest are (My job does not cause unreasonable amounts of stress) and (I receive the training I need to do my job well).

Based on the results relieved above, the researcher stipulates the following comments:

1- Exploring through the group of intrinsic motivation and answers obtained reflects that Mercy Corps – Gaza employees have shown high level of understanding and commitment towards filling the questionnaire with enough attention to the details embedded within it.

2- As for the highest result in terms of proportional mean for (My manager always treats me with respect), Mercy Corps – Gaza is already practicing high level of intrinsic motivation among its working environment by promoting for mutual respect among its senior, middle management and front-line employees.

3- As for the second highest result in terms of proportional mean for (I am comfortable sharing my opinions at work and getting feedback), this indicates openness to employees' ideas and thoughts while providing feedback when necessary is another factor that employees at Mercy Corps – Gaza have valued among the most important once.

4- As for the lowest result in terms of proportional mean for (My job does not cause unreasonable amounts of stress), respect of managers to their employees result in employees' commitment, but if workload exceed reasonable limits while commitment is still there, then normally this would be ended up with more stress to be sustained by the employee.

5- This is consistent with (Nassar, 2013) who stressed on the need for UNRWA to increase efforts aimed at achieving balance between the life and work and reducing work pressure among staff members. This aligns with this study, because the study was conducted on UNRWA that has similar business context to Mercy Corps and the work challenges are almost similar.

6- Additionally this aligns with (Burk 2010) that work engagement would in turn be positively associated with both work outcomes such as job and career satisfaction and indicators of psychological well-being such as low levels of exhaustion and psychosomatic symptoms

7- As for the second lowest result in terms of proportional mean for (I receive the training I need to do my job well", this could be concluded for many non-for-profit organizations working in Gaza, such as Mercy Corps – Gaza that still needs to invest more in capacity building and training of its employees.

8- This is consistent with (Markos, 2010) who outlined that by giving employees appropriate training and helping them updating themselves by increasing their knowledge and skills through giving appropriate trainings, employees confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment.

9- As indicated by (Epstein, 2013) gamification has traditionally been applied in training and customer engagement, then training and capacity building can be absolutely one

of those areas tackled by the gamification model that Mercy Corps – Gaza could implement as part of its platform in that area.

b- Second Sub-dimension- Digital Incentives

Table 5-9: Mean and Test Values for Second Sub-Dimension (Digital Incentives)

SN	Items	Mean	T value	p- value	proportional mean	Rank	Level
1.	I believe that digital engagement software could help me perform better at Mercy Corps	8.26	16.58	.0.00	82.59	1	Very High
2.	Leaderboards would help me highlighting performance excellence.	8.11	16.62	0.00	81.11	3	High
3.	Continuous feedback through means of digital incentives will drive more attention towards improving my performance.	8.17	16.72	0.00	81.73	2	High
4.	Keep earning points and gaining more status is an internal motive that can work in our situation at Mercy Corps.	7.89	14.25	0.00	78.89	6	High
5.	Playing within a group brings me the potential for collective spirit, engages greater effort and increases desire to complete tasks more effectively.	8.05	15.48	0.00	80.49	4	high
6.	Real-time prompt feedback to employees is important motivator that we lack at Mercy Corps current performance systems	7.56	9.05	0.00	75.56	10	high
7.	Digital engagement programs and the introduction of game elements would help me at work.	7.99	14.49	0.00	79.88	5	high
8.	Digital incentives such as badges would encourage me more than a monetary incentives if can't be afford by Mercy Corps	7.77	11.13	0.00	77.65	9	High
9.	Earning points as digital incentive would enhance my continuous engagement for its attractiveness towards achieving mastery.	7.88	15.28	0.00	78.77	7	High
10.	I would go for introducing digital aspects to activities in my works that I do repetitively.	7.83	15.74	0.00	78.27	8	High
	Digital Incentives	**7.95**	**17.69**	**0.00**	**79.50**		**high**

* T, critical value at degree of freedom80 and sig level 0.05=1.990

Table 5-9: shows that T.value of each item of 2st dimension and its total degree are significant at level α≤0.05 which illustrates that the mean of each item differ significantly from the middle value 5.5 and proportional mean of total degree equal (79.5) which is high proportional mean. Item number (1) has the highest proportional mean (82.59) which is very high proportional mean, and item (6) has the lowest proportional mean (75.56)

Generally, this results means that level of understanding digital incentive among the employees of Mercy Corps- Gaza is high, and the highest is for (I believe that digital

engagement software could help me perform better at Mercy) and (Continuous feedback through means of digital incentives will drive more attention towards improving my performance)   and the lowest are (Real-time prompt feedback to employees is important motivator that we lack at Mercy Corps current performance systems)and (Digital incentives such as badges would encourage me more than a monetary incentives if can't be afforded by Mercy)

Based on the results relieved above, the researcher stipulates the following comments:

1- As for the highest result in terms of proportional mean for (I believe that digital engagement software could help me perform better at Mercy), employees at Mercy Corps – Gaza are willing to experience new trends in their performance appraisal, through digital engagement and seems willing to exert necessary effort to make it work, and this is a mean for enhancing two-way communication which takes place more often, and this result is consistent with (Markos, 2010) who recommended employee engagement through two-way communication, and that managers should promote two-way communication. Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job and life. Clear and consistent communication of what is expected of them paves the way for engaged workforce. Involve your people and always show respect to their input.

2- As for the second highest result in terms of proportional mean for (Continuous feedback through means of digital incentives will drive more attention towards improving my performance), continuous feedback seems playing a great role in enhancing communication, and Employees at Mercy Corps seem eager to experience that through digital incentives, this is already elaborated by (Markos, 2010) who confirmed the need of having strong feedback system and that companies should develop a performance management system which holds managers and employees accountable for the level of engagement they have shown.

3- As for the lowest results in terms of proportional mean for (Real-time prompt feedback to employees is important motivator that we lack at Mercy Corps current performance systems), this indicates that employees at Mercy Corps – Gaza are satisfied with the prompt feedback they are already receiving, having provided a low rate for that statement means they are disagreeing with it and hence, they don't actually lack that prompt feedback needed. This is positive in terms of this statement, but it still seems that they still want to explore through other means of prompt feedback what they could be receiving through gamification and digital incentives.

4- As for the second lowest result in terms of proportional mean for (Digital incentives such as badges would encourage me more than a monetary incentives if can't be afforded by Mercy), it is clear that employees at Mercy Corps – Gaza, don't see that digital incentives represent the replacement of their monetary incentives, this came in line with the findings obtained by (Markos, 2010) who sees that managers should work out both financial and non-financial benefits for employees who show more engagement in their jobs. Several management theories have indicated that when employees get more pay, recognition and praise, they tend to exert more effort into their job. There should be a clear link between performance and incentives given to the employees

c- Third Sub-dimension- Virtual Competition

Table 5-10: Mean and Test Values for Third Sub-Dimension (Virtual Competition)

SN	Items	Mean	T value	p- value	proportional mean	Rank	Level
1.	Virtual world for achieving recognition could be more stimulating than traditional practices and ways.	7.51	12.81	0.00	75.13	12	High
2.	I would have more opportunity to participate in the goal setting process if integrated in a virtual experience.	7.91	14.88	0.00	79.14	9	High
3.	My supervisor within a virtual experience can give me more often praises and recognitions when I do a good job.	7.95	15.50	0.00	79.50	8	High
4.	Social collaboration will enable me connect to a team to share information and best practices in real-time.	8.20	18.43	0.00	81.98	2	High
5.	Collaboration in a virtual competition will enable me achieve teamwork goals.	8.09	16.44	0.00	80.86	4	High
6.	Socializing behavior will ensure that our entire teams see what good behavior looks like.	8.06	16.80	0.00	80.62	5	High
7.	Most games have a competitive element that if integrated in a competitive environment will support more the engaging level.	7.90	15.04	0.00	79.01	10	High
8.	Competition is a built-in human aspect that can help me cope with a gamified system at Mercy Corps.	7.89	14.25	0.00	78.89	11	High
9.	Challenging my peers and discovering co-workers with similar skills enrich my work environment.	7.99	14.72	0.00	79.88	7	High
10.	I prefer to work in a collaborative virtual environment.	8.06	15.34	0.00	80.62	5	High
11.	I am encouraged to learn from my mistakes and apply my knowledge	8.17	15.08	0.00	81.73	3	High
12.	Leader board would help people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition	8.30	18.32	0.00	82.96	1	Very High
Virtual Competition		**8.003**	**20.304**	**0.00**	**80.03**		**High**

* T, critical value at degree of freedom80 and sig level 0.05=1.990

Table 5-10: shows that T.value of each item of 3st sub-dimension and its total degree are significant at level α≤0.05 which illustrates that the mean of each item differ significantly from the middle value 5.5 and proportional mean of total degree equal (80.03) which is high proportional mean. Item number (12) has the highest proportional mean (82.96) which is very high proportional mean and item (1) has the lowest relative weight (75.13)

Generally, this results means that the level of virtual competition among the employees of Mercy Corps – Gaza is high, and the highest virtual competition is (Leader board would help people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition) and (Social collaboration will enable me connect to a team to share information and best practices in real-time) and the lowest are (Virtual world for achieving recognition could be more stimulating than traditional practices and ways.) and (Competition is a built-in human aspect that can help me cope with a gamified system at Mercy Corps.)

Based on the results relieved above, the researcher stipulates the following comments:

1- As for the highest result in terms of proportional mean for (Leader board would help people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition) Mercy Corps – Gaza, is aiming at leader-board technique to be introduced within the competition environment among them, this has been already practiced by entities in the Palestinian territories such as within Palestine Islamic Bank (PIB) but not as a part of intergrade gamified system , this is in line with (Maan, 2013), who looked at leader-board as an emerging practice in forward-looking organizations to assign Leader boards in different areas of domain expertise across business functions, and that People normally like to validate if they are performing well as per expectations or not.

2- As for the second highest result in terms of proportional mean for (Social collaboration will enable me connect to a team to share information and best practices in real-time), collaboration is built-in human aspect that if utilized properly can results in enormous gains, this goes in line with (Maan, 2013) who described Competition as something that can describe a situation where success can be measured in terms of outcome. Competition may take one or other form of several dimensions including speed, accuracy, creativity, strategic tactics, Knowledge and time, for instance football game requires physical elements (strength, speed and accuracy) along with mental tactics and knowledge of the opponent team. Although, competition but Game designers mainly characterize games usually focus on creating a team-like collaboration environment.

3- As for the lowest result in terms of proportional mean for (virtual world for achieving recognition could be more stimulating than traditional practices and ways.), there is not yet a complete understanding of the virtual world that could act as a driving and stimulator towards more appraisal, this could be enhanced through more in-depth informative sessions.

4- As for the second lowest result in terms of proportional mean for (competition is a built-in human aspect that can help me cope with a gamified system at Mercy Corps.), this could be linked to the understanding of employees that competition is not a built-in human aspect, rather it should be promoted for from within work environment, and could be supported further by application of competition enhancing techniques such as the leader board proposed in this study.

d- All sub dimensions of first dimension (Gamification in Performance Management)

Table 5-11: Mean and Test Values for First-Dimension

Dimension	Mean	T value	p- value	proportional mean	Rank	Level
Intrinsic motivation	7.47	15.708	**0.00**	74.68	3	High
Digital incentive	7.95	17.688	**0.00**	79.49	2	high
Virtual competition	8.00	20.304	**0.00**	80.03	1	High
All dimension	**7.77**	**20.761**	**0.00**	**77.70**	**-**	**High**

* T, critical value at degree of freedom80 and sig level 0.05=1.990

Table 5-11: shows that (t. value) of total degree of first dimension (Incorporating Gamification in Performance Management System) = (20.761) is significant at α≤0.05 and its proportional mean is high about (77.70) which means the extent of the possibility of incorporating Gamification in Performance Management System to drive employees engagement in Mercy Corps- Gaza is high .The highest sub dimension is virtual competition with high proportional mean (80.03) Digital incentive has high proportional mean (79.49) and the lowest sub dimension is Intrinsic motivation (74.68).

Based on the results relieved above, the researcher stipulates the following comments:

1- Gamification for performance management is gaining more attention by modern companies, trying to keep on track the modern technology that is digitizing every process in life in a reasonable manner. Companies that have integrated gamification into their performance management systems, have started to gain promising results, especially when aligning company goals with individual employees' performance objectives and indicators, this is in line with (Epstein, 2013) who indicated that enterprise gamification when done ideally really does have the power to increase engagement, particularly when applied to specific problems. From the other (Biloch, 2013), through his thesis has provided knowledge of how gamification can be used to support a tactical tool for managing individual performance such as the performance management process.

2- This is consistent with (Burke, 2014) is that gamification can engage employees in changing their behaviors and to adopt a new habit, necessary for business processes. Changing habits require learning, and the motivation to learn is tied to acquired skills and knowledge. The change is implemented by defining clear goals and providing encouragement along the change process, which stimulate behavior change.

3- Also, this comes in line with (Narayanan et al, 2013) who explained that in human-computer interaction, the trend towards gamification is part of the shift of focus from usability to the more holistic approach of user experience. Gamification can be effectively applied to the context of performance management if goals and key performance indicators are captured upfront and fed into the design of the platform as Gamification is about the use of game elements in non-game contexts and is increasingly used in a variety of domains such as crowd sourcing, health care, sustainability, sports and learning.

2- Second dimension: Employees engagement.

Table 5-12: Mean and Test Values for Second –Dimension (Employee Engagement)

SN	Items	Mean	T value	p- value	proportional mean	Rank	Level
1.	I feel personally driven to help Mercy Corps succeed and will go beyond what's expected of me to ensure that it does.	8.60	21.33	0.00	86.05	6	Very high
2.	I am extremely proud to tell people that I work for Mercy Corps.	9.10	26.66	0.00	91.00	1	Very high
3.	I am inspired to meet my goals at Mercy Corps.	8.46	18.37	0.00	84.56	8	Very high
4.	I get excited about going to my job at Mercy Corps.	8.35	18.09	0.00	83.46	10	Very High
5.	I am very satisfied with my job at Mercy Corps.	8.11	14.24	0.00	81.11	13	Medium
6.	I am highly committed to Mercy Corps.	8.85	22.16	0.00	88.52	3	Very high
7.	I am so involved in my work that the day goes by very quickly.	8.30	15.88	0.00	82.96	11	Very High
8.	When at work, I am completely focused on my job duties at Mercy Corps.	8.65	22.77	0.00	86.54	5	Very high
9.	Employees at Mercy Corps always keep going when the going gets tough.	8.25	14.67	0.00	82.47	12	Very High
10.	Employees proactively identify future challenges and opportunities.	7.62	12.33	0.00	76.17	16	High
11.	Employees in Mercy Corps willingly accept change.	7.49	11.52	0.00	74.94	17	High
12.	I am satisfied with my overall compensation.	8.00	11.94	0.00	80.00	14	High
13.	I have the tools I need to do my job effectively.	8.46	19.50	0.00	84.63	7	High
14.	I have enough opportunities to contribute to decisions that affect me.	7.73	11.34	0.00	77.28	15	High
15.	I understand how my role contributes to achieving business outcomes.	8.37	18.69	0.00	83.70	9	Very High
16.	I trust the information I receive from my immediate manager.	8.66	16.37	0.00	86.63	4	Very high
17.	I would recommend Mercy Corps to friends and family.	8.88	22.28	0.00	88.77	2	Very high

SN	Items	Mean	T value	p- value	proportional mean	Rank	Level
18.	I am not actively looking for a job outside Mercy Corps.	7.37	6.88	0.00	73.70	18	High
19.	I have not been searching for another job outside Mercy Corps in the past six months.	6.91	2.42	0.00	69.13	19	High
	Employee Engagement	**8.22**	**21.311**	**0.00**	**82.20**		**Very High**

* T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table 5-12: shows that T. value of each item of second dimension and its total degree are significant at level α≤0.05 which illustrates that the mean of each item differ significantly from the middle value 5.5   and relative weight of total degree equal (82.20) which is very high proportional mean.   item number (2) has the highest proportional mean (91.00) which is very high proportional mean, and item (19) has the lowest proportional mean (69.13)

Generally, this results means that the level of employee's engagement among the employees of Mercy Corps- Gaza is very high and the highest items   are (I am extremely proud to tell people that I work for Mercy Corps) and (I would recommend Mercy Corps to friends and family.) and the lowest are (I am not actively looking for a job outside Mercy Corps.) and (I have not been searching for another job outside Mercy Corps in the past six months).

Based on the results relieved above, the researcher stipulates the following comments:

1- The result outlines an interesting fact about employees' level of engagement within Mercy Corps – Gaza, and how much employees are proud for being a Mercy Corps – Gaza staff.

2- Recommending Mercy Corps for a friend, means that the current employees are even playing to stay long at Mercy Corps and no intentions to leave the organization, this level of satisfaction call for introducing new innovative means for promoting and continuing this level of employees' engagement.

3- As for actively looking for a job, this could be explained as major portion of staff at Mercy Corps are on temporary contracts on projects, which should result in job insecurity, and normally lead to more searching for stable jobs. This comes in line with (Nassar 2013) who illustrated that organization should be offering better job stability to promote their employees engagement.

4- Searching for more stable jobs, this is an alarming fact that Mercy Corps should consider, as engaging employees would rely on the employees feeling of job security, this would be an areas for Mercy Corps to further work on more robust staff retention policy and enchasing the contractual relationship it has with employees. Being a project-based staff with lack of job security would greatly affect the employee engagement level. This aligns with (Khan, 2013) that Organizations need to take care of their employees from day one to help build employee engagement levels and it should be a continuous process followed at every aspect of management that would attain higher retention rates

5-There should be no mixing between effort for engaging employees , however more focus would be more effective on those employees who have more stable contracts, as

employee who is not job secured will be less effectively responsive   for any engaging drivers similar to one who is already job secure.

6-However, this doesn't come in line with (Burk 2010) who in his study of subjective job insecurity among either permanent or fixed-term employees reported lower work engagement among permanent employees. And this was justified that there are different predictors for work engagement in different organization sectors, where the job resources , work environment and leadership support would have more influence on the employee engagement rather than his/her employment contract type.

Hypotheses Testing

1- Hypothesis (1):   There is a statistically significant correlation at (α=0.05) between gamification in performance management and employees' engagement at Mercy Corps – Gaza:

The researcher examined main test through using the Pearson's correlation formula, between respondent's total degree of gamification application in performance management and employee's engagement as shown in Table (5-13):

Table 5-13: Pearson's Correlation Coefficient between Mean Score of Study Sample Gamification in Performance Management and Employees' Engagement

Dimension	Pearson correlation	p-value (sig)
1st sub dimension Intrinsic motivation	0.761**	0.00
2nd sub dimension Digital incentive	0.451**	0.00
3rd sub dimension Virtual competition	0.409**	0.00
Gamification application in performance management	**0.693****	**0.00**

* R, critical value at degree of freedom 79 and sig level 0.05=0.250

Table 5-13: shows that there is statistically significant correlation between the first, second, third sub dimensions and total degree of first dimension Gamification application in performance management and Employees engagement at 79 degrees of freedom and significant level α ≤ 0.05 which means that There is statistically significant correlation at (α=0.05) between gamification in performance management and employees' engagement at Mercy Corps – Gaza.

Based on the results relieved above, the researcher stipulates the following comments:

1- Generally, the respondents show a high degree of understanding of gamification integration into performance management to drive engagement, due to:

    a- Orientation session conducted in Aug, 2015 by the researcher has a positive reflection on the in-depth understanding of gamification and engagement; this was important to overcome obstacle raised by (Epstein, 2013) who indicated in his study that Individuals who responded to the enterprise gamification questionnaire reported that either they did not formally define gamification, or that they used the standard definition of game mechanics in non-game environments.

    b- Gamification is a new trend, however, the daily practicing of many web apps is

making the staff employees' familiar with the concept; and

  c- It is apparent that employees at Mercy Corps – Gaza are enthusiastic to innovative solutions for managing their performance.

1- In the same context, this conclusion is consistent with (Maan, 2013, p.14), that outlines the benefits of Enterprise Gamification that are broadly categorized into more than one area, mainly Employee Engagement as many large enterprises are attempting of leverage gamification to encourage their employees to make valuable contribution to their existing collaboration and communication platforms.

2- Similarly, this conclusion is in line with (Burke, 2014), showing that gamification can engage employees in changing their behaviors and adopting new habits necessary for business processes, because employees at Mercy Corps – Gaza show their interest in accepting change of behavior as long as it support more current good practices by their managers such as continuous feedback and as long as it promotes for more social collaboration.

3- In addition, this conclusion comes consistent with (Salcu, et al, 2013), setting goals of gamification as to achieve higher levels of engagement, change behaviors and stimulate innovation, as employees at Mercy Corps – Gaza are already showing signs of engagement by recommending Mercy Corps – Gaza as a suitable work place for their friends and colleagues, they need to go through more innovative tools towards their commitment by taking engagement to a new level using gamification techniques.

4- However, this result is conservatively consistent with (Sands, 2013, p.22-23), who cautioned that gamification system needs to be holistically designed to avoid the opposite effect of reward as extrinsic rewards are not sufficient to sustain engagement and in some cases have opposite effects, such as diminishing intrinsic motivation. This is more linked to well structuring the model to be used, by identifying trends of employees towards motivation, and tools they see more effective in driving their engagement level.

2- Hypothesis (2): There is a signficatn statistical impact of intisitce motiviation at (α=0.05) on employees' engagement at Mercy Corps – Gaza:

In order to explore the relationship between dependent variable and independent variables, multiple regression analysis was conducted to see the impacts. One of the objectives of this research is to find out the relationships and the effect between the components of (gamification in performance management) and (employees' engagement). The researcher used Stepwise regression and obtained the following results:

Table 5-14: Result of Stepwise Regression

Variable	Co-officiant	T	Sig.	Correlation	R-Square	F	Sig.
Intercept	1.789	3.866	0.000**				0.00**
Intrinsic motivation	0.861	14.053	0.000**	0.845	0.714	197.49	

* The variable is statistically significant at 0.05 level

Table 5-14: shows the Multiple correlation coefficient R =0.845 and R-Square = 0.714. This means %71.4 of the variation in (employees' engagement) is explained by (Intrinsic motivation) of (gamification application in performance management). The Analysis of Variance for the regression model. F=197.490, Sig. = 0.000, so there is a significant relationship between the dependent variable employees' engagement and the independent

variables "Intrinsic motivation "Based on Stepwise regression method, the variables "digital incentive, and virtual competition" have insignificant effect on employee's engagement.

The estimated regression equation is:

Employees engagement = 1.789+ 0.861* *(Intrinsic motivation) + ε*

where *ε* is the random error with mean (0.00) and standard deviation (0.00), and the estimated regression equation is used to predict the value of employees' engagement for any given values (responses) to the independent variable "Intrinsic motivation".

Based on the results relieved above, the researcher stipulates the following comments:

1- This indicates that employees' engagement increases whenever employees' intrinsic motivation increase. And this comes in line with (Sands 2013) where he stated that the core attributes that attract and engage employees include providing continuous feedback, increasing intrinsic motivation and providing the digitalization that employees require,

2- Along to that, this result aligns with (Werbach and Hunter 2012) who pointed out that behavior change gamification drive such as the employee engagement is achived when an individual needs motivation to do something he/she appreciates the value of.

3- In addition to this, (Burk,2014), addressed the impact of the inttisic motivaiotn on the employee engagmetn by emphisiizng that in order to change the behaviors and to adopt a new habit such as engagmetn that is necessary for business processes, this require linking this change to the individurels motivation level beacsue this change will require learning and this is tied to the motivation to learn and to the acquired skills and knowledge

4- Generating a relation between the intrinsic motivation and engagement will enable researcher measuring the extent and proportion of intrinsic motivation versus engagement.

5- Digital incentives and virtual competition have less significant impact on engagement, which is explained due to the direct impact generated by intrinsic motivations.

3- **Hypothesis (3):** There is a significant statistical difference of the research sample's responses according to their personal and professional characteristic. (Age, Gender, Educational level, Job level, Years of Service, Marital status)

The researcher examined second hypothesis through the examination of the following sub hypothesis:

a- The first sub hypothesis stated, "There is significant statistical difference in research sample's responses about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their gender" at (α=0.05) level of significance.

To test this hypothesis independent sample T. test has been used and mean, (T) values and p-value of participants scores on each sub-dimension of first dimension and second dimension and total degree of the questionnaire has been calculated in order to investigate the differences

among respondents about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their gender as shown in table 5-15:

Table 5-15: Independent Sample T-Test for Difference about Gamification in Performance Management to Drive Employee Engagement According To Gender

Dimension	Gender	N	Mean	Std. deviation	Mean difference	T. value	p- value	Sig level
1st sub dimension: Intrinsic motivation	Male	48	7.75	1.01	0. 633337	2.808	0.006	Significant at 0.05
	Female	33	7.06	1.18				
2nd sub dimension: Digital incentive	Male	48	8.12	1.23	0.42595	1.524	0.132	Not significant
	Female	33	7.70	1.25				
3rd sub dimension: Virtual competition	Male	48	8.22	1.11	0.52146	2.123	0.037	Significant at 0.05
	Female	33	7.69	1.05				
First Dimension: Gamification into performance management	Male	48	8.00	0.93	0.56173	2.614	0.011	Significant at 0.05
	Female	33	7.44	0.98				
Second Dimension: Employees Engagement	Male	48	8.40	1.02	0.44976	1.754	0.083	Not Significant
	Female	33	7.95	1.28				
Total score of the questionnaire	Male	48	8.14	0.88	0.52238	2.472	.016	Sig at 0.05
	Female	33	7.61	1.01				

* t, critical value at degree of freedom 79 and sig level 0.05=1.990

Table 5-15: shows that t values of respondents on 1st sub dimension (intrinsic motivation) is statistically significant at $\alpha \leq 0.05$, and for 3rd sub dimension (virtual competition) total degree of (gamification application in to performance management system) are statistically significant at $\alpha \leq 0.05$ but on the dimension of employees engagement t value is not significant at $\alpha \leq 0.05$ this results means that there is significant statistical differences among respondents about gamification in performance management in favor of female but there is no a statistical significant differences at ($\alpha \leq 0.05$) between the responses of the respondents about employees engagement due to their gender.

Based on the results relieved above, the researcher stipulates the following comments**:**
    1- This result came to reflect another dimension regarding employees at Mercy Corps – Gaza, which is the interest of females' employees rather than males in gamification integration into performance management, this could be explained more by referring to performance current indictors for females compared to males, which may show high rates for performing females and hence being more inclined towards more challenging, innovative and new ways for motivation and performance driving.

b- The second sub hypothesis stated " There is significant statistical difference in the research sample's responses about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their age".

Researcher used one-way ANOVA to examine second sub hypothesis and investigate statistical significance differences among responses about gamification in performance management and employees' engagement according to their age as shown in table 5-16:

Table 5-16- One Way ANOVA Test for Difference about Gamification in Performance Management to Drive Employee Engagement Due To Age

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
1st sub dimension Intrinsic motivation	Between groups	0.54	2	0.27	0.21	0.81	Not significant
	Within groups	101.14	78	1.30			
	Total	101.68	80				
2nd sub dimension Digital incentive	Between groups	2.97	2	1.48	0.95	0.39	Not significant
	Within groups	121.30	78	1.56			
	Total	124.26	80				
3rd sub dimension Virtual competition	Between groups	2.61	2	1.30	1.06	0.35	Not significant
	Within groups	95.90	78	1.23			
	Total	98.51	80				
1st Dimension Gamification into performance management	Between groups	0.48	2	0.24	0.24	0.79	Not significant
	Within groups	77.02	78	0.99			
	Total	77.50	80				
2nd Dimension employees engagement	Between groups	0.01	2	0.00	0.00	1.00	Not significant
	Within groups	105.58	78	1.35			
	Total	105.58	80				
Total score of questionnaire	Between groups	0.206	2	0.103	0.108	.897	Not significant
	Within groups	74.095	78	0.950			
	Total	74.301	80				

* F, critical value at degree of freedom 78, 2 and sig level 0.05=3.11

Table 5-16: shows that F values on each sub dimension and total degree of first dimension Gamification into performance management and 2nd Dimension employees engagement questionnaire are not statistically significant at df 78, 2 and α ≤ 0.05 which means that there are no statistically significant differences at (α≤0.05) among the responses of the respondents about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their age.

Based on the results relieved above, the researcher stipulates the following comments:
1- The age of respondents should not result in any variations, as all age categories have access to modern technology and advanced training, which is bridging the gap between different age categories.
2- This result agrees with (Biloch, 2013, p30), tremendous amounts of people, of different ages, play games and they spend a lot of time doing it. The motivations for why so much people choose to invest so much time in playing games is diverse, however, a significant part of them is similar to those social and personal motivations generally driving any real-life behavior.

c- The third sub hypothesis stated " There is significant statistical difference in the research sample's responses about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their Educational Level".

The researcher used one-way ANOVA to examine second sub hypothesis and investigate the statistical significance differences among the responses of the respondents about gamification in performance management and employees' engagement according to their qualification as shown in table 5-17.

Table 5-17- One Way ANOVA Test for Difference about Gamification in Performance Management to Drive Employee Engagement According To Educational Level

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
1st sub dimension Intrinsic motivation	Between groups	7.080	2	3.540	2.919	0.06	Not significant
	Within groups	94.604	78	1.213			
	Total	101.684	80				
2nd sub dimension Digital incentive	Between groups	7.859	2	3.930	2.633	0.078	Not significant
	Within groups	116.403	78	1.492			
	Total	124.262	80				
3rd sub dimension Virtual competition	Between groups	11.979	2	5.990	5.399	0.006	Significant at 0.05
	Within groups	86.529	78	1.109			
	Total	98.508	80				
1st Dimension Gamification into performance management	Between groups	8.698	2	4.349	4.931	0.010	Significant at 0.05
	Within groups	68.797	78	882.			
	Total	77.495	80				
2nd Dimension employees engagement	Between groups	6.809	2	3.405	2.689	0.074	Not significant
	Within groups	98.772	78	1.266			
	Total	105.581	80				
Total score of questionnaire	Between groups	7.941	2	3.97	4.667	0.012	Sig at 0.05
	Within groups	66.36	78	0.85			
	Total	74.301	80				

* F, critical value at degree of freedom 78, 2 and sig level 0.05=3.11

Table 5-17: shows that F values on total degree of gamification in performance management questionnaire is statistically significant at df 78, 2 and $\alpha \leq 0.05$, t. value on 3rd sub dimension (virtual competition) is significant at $\alpha \leq 0.05$ but on 1st sub dimension and second sub dimension , and 2nd dimension (employees engagement) are not significant, this results reveals that there are statistically significant differences at ($\alpha \leq 0.05$) among the respondents about gamification in performance management at Mercy Corps – Gaza according to their qualification but there are no statistically significant differences at ($\alpha \leq 0.05$) among the

responses of the respondents about Employee Engagement at Mercy Corps – Gaza according to their qualification **.**

Based on the results relieved above, the researcher stipulates the following comments:
1- The results outline the differentiation between perception of employees within Mercy Corps – Gaza to the gamification in performance management and engagement, from an educational level perspective, that matters when tackling advanced practices of gamification in performance management, which is broadly recent and still under discussion worldwide, which can be well interpreted by employees of advanced level of education.
2- On the other hand, engagement with its practices, still don't pose that level of complication that may require advanced level of education, rather, it require more years of experience to understand the rationale behind the questions outlined in the questionnaire under the engagement part.

To determine for whom, the position of deference, the researcher used post hoc Scheffe test as shown in the following tables 5-18 & 5-19:

Table 5-18: Results of Scheffe Test of 3rd sub dimension (Virtual Competition) due to educational level

Group	Diploma Mean= 8.9697	Bachelor Mean= 7.8734	Master or more Mean = 7.7887
Diploma, Mean= 8.9697			
Bachelor, Mean= 7.8734	*1.09630		
Master or more, Mean=7.7887	*1.18098	*0.08468	

It's clear from table 5-17: that the statistical differences about virtual competition found between the participants of high education, bachelor and diploma in favor of the participants of diploma holder.

Based on the results relieved above, the researcher stipulates the following comments:
1- The education level is known to have a reflection on the level of interpretation of the questionnaire; this has shown to be valid for Diploma holders (13.6%) of the whole population have responded positively to virtual competition.

Table 5-19: Results of Scheffe Test of total degree of 1st dimension (Gamification in Performance Management) due to educational level

Group	Diploma Mean= 8.5774	Bachelor Mean= 7.6885	Master or more Mean =7.5138
Diploma - Mean= 8.5774			
Bachelor - Mean= 7.6885	*0.8889		
Master or more - Mean=7.5138	*1.06363	0.17473	

It is clear from table 5-19: that the statistical differences about Gamification in Performance Management were found between the participants of high education, bachelor and of diploma in favor of the participants of diploma holder.

Table 5-20: Results of Scheffe Test of total score of questionnaire.

Group	Diploma Mean= 7.8634	Bachelor Mean= 8.6753	Master or more Mean =7.6314
Diploma - Mean= 7.8634			
Bachelor - Mean= 8.6753	*0.81189		
Master or more - Mean=7.6314	*1.04392	0.23204	

It is also clear from table 5-20 that the statistical differences about total score of questionnaire were found between the participants of high education, bachelor and of diploma in favor of the participants of bachelor holder.

Based on the results relieved above, the researcher stipulates the following comments:

1- Despite having advanced education contributing to the understanding level in general for the sample of participants, new technology techniques and practices are contributing to nowadays daily activities, hence it would be also accepted to have all education levels contributing to the same results towards Gamification in Performance Management.

2- Advanced level education could be justified in terms of openness to change and challenges such as introducing new techniques to performance management, and this could help understand the need for training and capacity building before full scale implementation.

3- The last result outlined in table 5-20 shows the predomination of bachelor holders on overall results by participants, where this level of education provide a reasonable understanding of what was proposed in this thesis of performance management techniques using gamification.

d- Fourth sub hypothesis stated, "There is significant statistical difference in the research sample's responses about gamification in performance management and employees' engagement at Mercy Corps – Gaza according to their job level."

The researcher used one-way ANOVA to examine the forth sub hypothesis and investigate the statistical significance differences among the responses of the respondents about the gamification in performance management and employees' engagement due to job title as shown in table 5-21:

Table 5-21: One Way ANOVA Test for Difference about Gamification in Performance Management to Drive Employee Engagement Due to Job Level

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
1st sub dimension Intrinsic motivation	Between groups	3.83	5	0.77	0.59	0.71	Not significant
	Within groups	97.86	75	1.30			
	Total	101.68	80				
2nd sub dimension Digital incentive	Between groups	13.35	5	2.67	1.81	0.12	Not significant
	Within groups	110.91	75	1.48			
	Total	124.26	80				
3rd sub dimension Virtual competition	Between groups	11.98	5	2.40	2.08	0.08	Not significant
	Within groups	86.53	75	1.15			

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
	Total	98.51	80				
1st Dimension Gamification into performance management	Between groups	6.61	5	1.32	1.40	0.23	Not significant
	Within groups	70.88	75	0.95			
	Total	77.50	80				
2nd Dimension employees engagement	Between groups	3.65	5	0.73	0.54	0.75	Not significant
	Within groups	101.93	75	1.36			
	Total	105.58	80				
Total score of questionnaire	Between groups	4.672	5	0.934	1.007	0.42	Not significant
	Within groups	69.629	75	0.928			
	Total	74.301	80				

* F, critical value at degree of freedom 78, 5 and sig level 0.05=2.34

Table 5-21: shows that F values on each dimension and total degree of gamification in performance management and employees engagement are not statistically significant at df 78, 5 and $\alpha \leq 0.05$ which means that There are no statistically significant differences at ($\alpha \leq 0.05$) among the responses of the respondents about gamification in performance management and employees engagement according to their job level.

Based on the results relieved above, the researcher stipulates the following comments:
1- Job level and grading systems usually have no influence on the level of understanding of employees, as this could be entitled based on years of service rather than level of job which could justify the no significant differences among respondents for either gamification or engagement when it comes to employee job level or grade.

e- The Fifths sub hypothesis stated "There is significant statistical difference in the research sample's responses about gamification in performance management and employees' engagement at Mercy Corps- Gaza according to their "years of services".

To test this hypothesis, the researcher used independent sample T. test and calculated means, standard deviation (T) values and p-value of participant scores on each dimension and total degree of the questionnaire as shown in table 5-22:

Table 5-22: Independent Sample T-Test for difference about Gamification in Performance Management to drive Employee Engagement according to Years of Service

Dimension	Experience	N	Mean	Std. deviation	Mean difference	T. value	p-value	Sig level
1st sub dimension: Intrinsic motivation	Less 5 years	37	6.99	1.22	-0.87668	3.762	0.00	Significant at 0.05
	Over 5 years	44	7.87	0.88				
2nd sub dimension: Digital incentive	Less 5 years	37	7.83	1.38	-0.22525	0.808	0.421	Not significant
	Over 5 years	44	8.05	1.13				

3rd sub dimension: Virtual competition	Less 5 years	37	8.03	1.06	0.04904	0.197	0.844	Not significant
	Over 5 years	44	7.98	1.16				
First Dimension: Gamification into performance management	Less 5 years	37	7.55	1.05	-0.39869	1.83	0.069	Not significant
	Over 5 years	44	7.95	0.90				
Second Dimension: employees engagement	Less 5 years	37	7.77	1.33	-0.8258	3.43	0.001	Significant at 0.05
	Over 5 years	44	8.60	0.81				
Total score of all questionnaire	Less 5 years	37	7.63	1.07	-.54481	-2.626	.010	Significant at 0.01
	Over 5 years	44	8.17	0.79				

* t, critical value at degree of freedom 79 and sig level 0.05=1.990

Table 5-22 shows that t. value on 1st sub dimension and total degree of employees engagement are statistically significant at $\alpha \leq 0.05$ but T. values on 2nd, 3rd, total degree of Gamification in performance management is not significant, this results means that there are a statistically significant differences at ($\alpha \leq 0.05$) among the responses of the respondents about Intrinsic motivation and employees engagement due to their experience in favor of more than 5 years' experience employees but There are no statistically significant differences at (α=0.05) among the responses of the respondents about Digital incentive, Virtual competition due to their years of experience.

Based on the results relieved above, the researcher stipulates the following comments:
1- Generally, years of experience can drive a knowledge to be reflected in areas such as employees' engagement and intrinsic motivation.
2- This result came consistent with (Khan, 2013) who listed various benefits that Employee Engagement (EE) brings forth for an organizations success, among these, the greater sense of belongingness and attachment and higher retention rate, which both related to years of experience and lead to understanding employee engagement as well, this can explain the significance that years of experience can play in variating the answers of respondents.
3- Whereas no significance it has, the years of service played in variating responses when it came to digital incentives and virtual competition counting on the fact that these are new practices for all employees regardless of their years of experience.

f- The Sixth sub hypothesis stated " There is a statistically significant differences at (α=0.05) among responses of respondents for gamification in performance management and employees' engagement according to their marital status".

To test this hypothesis, the researcher used independent sample T. test and calculated means, slandered deviation (T) values and p-value of participants' scores on each dimension and total degree of the questionnaire as shown in table 5-23:

Table 5-23: Independent Sample T-Test for Difference about Gamification In Performance Management To Drive Employee Engagement According To Marital Status

Dimension	Marital status	N	Mean	Std. deviation	Mean difference	T. value	p-value	Sig level
1st sub dimension: Intrinsic motivation	Married	63	7.53	1.19	0.27279	0.904	0.339	Not significant
	Single	18	7.26	0.85				
2nd sub dimension: Digital incentive	Married	63	7.88	1.31	-0.30794	0.924	0.358	Not significant
	Single	18	8.19	0.97				
3rd sub dimension: Virtual competition	Married	63	7.96	1.13	-0.20388	0.685	0.495	Not significant
	Single	18	8.16	1.05				
First Dimension: Gamification into performance management	Married	63	7.76	1.08	-0.0404	0.153	0.879	Not significant
	Single	18	7.80	0.58				
Second Dimension: employees engagement	Married	63	8.27	1.20	0.20802	0.675	0.502	Not significant
	Single	18	8.06	0.94				
Total score of questionnaire	Married	63	7.93	1.05	0.04274	0.165	0.869	Not significant
	Single	18	7.89	0.61				

* t, critical value at degree of freedom 79 and sig level 0.05=1.990

Table 5-23 shows that t. value on t. values on each sub dimension and total degree of gamification in performance management, and total degree of employees' engagement are not significant at ($\alpha \leq 0.05$), this results reveals that there are no statistical significant differences at (α=0.05) among the responses of the respondents of gamification in performance management and employees' engagement according to their marital status.

Based on the results relieved above, the researcher stipulates the following comments:

1- This result confirms that context of the input needed is not linked to marital status and hence will not affect the responses of participants regarding gamification in performance management, and total degree of employees' engagement.

Chapter Six: Conclusions and Recommendations

- Introduction
- Conclusions
- Recommendations
- Suggested Topics For Future Studies

Chapter Six- Conclusions and Recommendations

Introduction

This chapter lists the conclusions and findings out of this research, recommendations based on these findings are included, as well as suggestions for future researches in order to improve performance management practices to drive more employee engagement in NGOs in the Gaza Strip.

Conclusions

The main objective of this research is to verify the possibility of integrating gamification into performance management system in Mercy Corps – Gaza to engage employees and thereby increasing organization's performance.

The overall conclusion that can be drawn out of this research is that Mercy Corps – Gaza, is ready to start engaging their employees and improve their performance using techniques such as gamification. This overall conclusion came in line with the feedback obtained from Mercy Corps- Gaza employees who demonstrated understanding and willingness to proceed with such initiative.

Mercy Corps – Gaza is managing the performance of its employees effectively, this has been illustrated through the discussion of answers provided by most of the participating employees, while majority agreed on being satisfied of their current performance management, motivation they receive, respect, and how they would confidently recommend Mercy Corps – Gaza to their colleagues.

The following conclusions are drawn from this research and categorized based on the research dimensions as follows:

1- Gamification application in Performance Management System : In general, the main indicators illustrated in the questionnaire obtained a positive feedback from participating employees, in the following areas:

   a- The level of intrinsic motivation among employees of Mercy Corps- Gaza is high;, and this is as a result that Mercy Corps – Gaza is already practicing high level of intrinsic motivation among its working environment and promoting mutual respect among its senior, middle management and front-line employees, additionally this result indicates that Mercy Corps- Gaza employees feel that the organization is open to employees' ideas and thoughts and they appreciate the feedback they receive.

   b- The level of understanding digital incentive among the employees of Mercy Corps- Gaza is high which indicates employees' willingness to exert necessary efforts to make it work, and this is seen as a mean for enhancing two-way communication that Mercy Corps employees seem to be willing to promote and enhance further.

   c- The level of understanding virtual competition among employees of Mercy Corps – Gaza is high; having this result would emphasize Mercy Corps need to be

working on more challenging environment that endorse the competition and would consequently help the employees know where they stand relative to their colleagues

d- The possibility of incorporating Gamification in Performance Management System to drive employees' engagement in Mercy Corps- Gaza is high; this result is a clear indicator of the Mercy Corps employee's readiness to explore more innovative and creative solutions for reinforcing their performance and accordingly increasing their level of engagement.

e- According to feedback obtained by Mercy Corps – Gaza, there are still areas for potential improvement that still exist; this is linked to self-development, continuous learning, training and capacity building. Which indicates that Mercy Crops employees don't see enough efforts exerted by Mercy Corps to further invest in and build their employees capacities. This indicates that the efforts put forth by Mercy Corps are not enough and not focusing on all job levels.

f- Employees at Mercy Corps – Gaza have shown a high level of overloading and stress from their current jobs demands as per their feedback in the questionnaire for the low agreement with "My job does not cause unreasonable amounts of stress". This feeling as a result of the additional pressure and load employees are experiencing in their jobs and such result illustrates the high burden and not balanced work assignments on Mercy Corps employees. This could be justified because Mercy Corps projects portfolio has dramatically increased during the last years without sufficient increase in its employees which added more stress and pressure on the employees.

g- These findings constitute the basis for integrating gamification in performance management as driver for employees' engagement.

h- Employees at Mercy Corps – Gaza have shown enthusiasm towards introducing the system proposed while in the orientation session, that is based on gamification to achieve more engagement.

i- Gamification is a new trend globally, and it is at Gaza level, this has been identified through the discussion sessions.

j- Introducing sessions and orientation workshops proved as essential part of the process having new trends and practices such as gamification require broader level of understanding.

k- Employees at Mercy Corps – Gaza have shown a high level of understanding and commitment by providing feedback through the study questionnaire where they have provided high quality answers based on a rationale thinking and understanding of gamification, engagement, and their integration with performance management.

2- Employees' Engagement: In general, the main indicators illustrated in the questionnaire obtained a positive feedback from participating employees, in the following areas:

a- The level of employee's engagement among the employees of Mercy Corps- Gaza is very high.

b- From the other hand, the result from this study is consistent with previous studies that proved the link between gamification in performance management and employees' engagement; this was illustrated in the proved links between gamification in performance management and employees' engagement at Mercy Corps – Gaza, and outlined deep understanding of the performance management functions.

3- Personal Characteristics
   a- It is also concluded that two of the personnel aspects of participants' personal characteristics had influenced their responses, when it came to Gamification application in Performance Management System, these aspects were gender and education. While the particpetnat resposnes where influenced when it cames to employee engagement with the years of services. Gender is an added dimension that was concluded out of this study. This indicates that female employees have higher enthusiasm toward integrating gamification in performance management and this could be linked to higher performance indicators and rates for female employees.

   b- It is concluded in the same context of Gamification application in Performance Management System, that the three other personal aspects of participants' personal characteristics of age, job level and marital status had no influence on participants' responses, which is reasonable conclusion that would highlight the employees interest regardless of their age, job level or marital status which are seen as non-influencing factors on the employees participation and willingness to explore such innovative solution as a mean for improving their performance and consequently increasing their engagement.

Recommendations

Based on discussion above, and having employees at Mercy Corps – Gaza showing their commitment towards their organization, there are still areas that needs more attention, such as training and capacity building and more importantly stress resulting from current jobs demands, this last area represents the suitable chance to start considering techniques such as gamification in the workplace, which should have positive reflection on performance of employees in the future and consequently enhancing their engagement, accordingly the researcher proposed the following recommendations based on the findings of the research which are seen as essential factors for Mercy Corps Organization to further build its employees capacities, develope their performance and subsequently promote the employees engagement which would have a positive results on the organization performance success and growth. The recommendations are listed based on gabs identified and areas for improvements found in this research and arranged according to the research dimensions:

1- Gamification application in Performance Management System

    a- Full implementation of gamification integration into Mercy Corps – Gaza performance management.

    b- Proceed to designing a gamified system responding to the needs and anticipations of staff within Mercy Corps – Gaza, in line with the objectives and goals of the organization;

    c- Incorporate the staff in that process as they have presented a high degree of awareness that can contribute much to the system;

    d- Use the research outputs as basis for developing the system; and

    e- Start implementation using a web-based application for instantaneous feedback as essential part of the system.

    f- Introduce gamification into training function to increase interactivity and engagement of trainees.

    g- It is recommended to consider further researches in gamification integration in other HR functions at Mercy Corps – Gaza.

    h- As per the conclusion, employees at Mercy Corps – Gaza require a system that can introduce relieving times to their daily work activities to minimize the unreasonable amounts of stress their job does cause them.

    i- Introduce and enhance the social aspect as employees were inclined to social collaboration as it will enable them connect to a team to share information and best practices in real-time;

    j- Enhance the training and capacity building as employees showed less agreement to receiving the training they need to do their job well.

    k- It is suggested to conduct more awareness sessions through new practices in performance management at INGOs, as well as universities that represent a suitable platform for these new practices.

    l- It is recommended to use the following model as proposed by the researcher for applying gamification within Mercy Corps – Gaza:

The Model description

With reference to the literature review, the design process of gamification has been elaborated by Werbach and Hunter 2012, and by Burke 2014. The steps of the two processes and their similarities are illustrated in Figure 2.4. Based on the two proposed processes, the design process of a gamified system was elaborated for the present research that combines the common steps and addresses the motivation and engagement aspects. Werbakh and Hunter (2012), model has been used for its clarity, simplicty, and relatedness to the resarch objectives.

The main elements outlined in the Werbakh and Hunter (2012) are:

    a. Define business objectives;
    b. Delineate target behaviours;
    c. Describe players;
    d. Devise activity cycles;

e. Fun; and
f. Deploy appropriate tools.

In terms of business objectives, Mercy Corps objectives are outlined in the model as mainly achiving, accountability, participation and peacfull change.

As for delineate target behaviours, target behaviors have been extracted from the data analysis of responses obtained per each dimension (Chapter 5), as follows:

a- Stress relieving
b- Social collaboration;
c- Training & Capacity building;
d- Continuous feedback; and
e- Monetary incentives.

While for devise activity cycles and fun, both have been presented in the model proposed.

Finally, deploying appropriate tools would encounter rewards & incentives, leaderboards and social connection as main findings from feedback obtianed from repondents while still the application of badges, point system, scores, and competition, has a potential impact as additional tools to use.

Based on the target behaviors and other indicators the following developed model is proposed as guideline towards a gamified performance management system for engaging Mercy Corps – Gaza employees.

Main Task	Activities	Mercy Corps - Responsible Party
Defining business objectives	reviewing each post job description, outlining main objectives and linking the individurels performance indicators to the oganizaion mission	Senior Management, program managers, HR
Delineate target behaviors	Training & Capacity building: The HR to work along to the program managers to assess the current employees trainings needs, idenfity the current areas for impvormetn and developments required by employees.	Senior Management, program managers, HR
	Monetary incentives: review the current compeantion pacakges offered by the organization and ensure that both the finaincal and non finiancial incivtieves are proerbly addressed in the offered package.	
	Social collaboration : capatilize on social dynamics and build the systems on promoting social network that lend considerable weight to the feedback they receive	
	Continuous feedback	
	Stress relieving: ensure that the giamifed system creats fun evirnoment and provider support to the staff memerbs to release some of their work stress.	

Describe players	define all upper & lower level posts linked to the post of Project Coordinator	
Devise activity cycles	Ensure that all the Standard Operation Procedures (SOBs), Business cycles, Project Cycle Management are understood, clear and avaalibile to all staff memerbs.	
Fun	Online system: desgining a gamified web application that address the main idenfited problems and needs, gamification designers should be able to engage employees on intrinsic levels.	Technical team, IT, HR, Senior Management , Program Managers
Deploy appropriate tools	Rewards & Incentives, Leader boards and Sociala onnection : the system should position a social elements and other rewarding tools that are seen as a key motivator that means much more to employees than basic rewards	Senior Management, program managers, HR

Werbach & Hunter's (2012), gamification design Model

Define business objectives

Delineate target behaviours

Describe players

Devise activity cycles

Fun

Deploy appropriate tools

Rewards & Incentives

Leaderboards

Social Connection

Badges

Point System and Scores

Competition

Job level	Frequency	Percent (%)
Director	3	3.7
Manager	8	9.9
Senior Officer / Technical staff	8	9.9
Officer / Technical staff	15	18.5
Coordinator	39	48.1
Support staff	8	9.9
Total	81	100.0

Monetary incentives

Training & Capacity building

Stress relieving

Continuous feedback

Social collaboration

Private Sector

Civil Society

Public Sector

Participation

Accountability

Peaceful Change

Secure, Productive and Just Communities

Respect for Human Rights
Access to Information
Good Governance
Economic Opportunity
Health and Well-Being
Sustainable Resource Management

Sample of gamified platform

Caroline James

Name: Caroline James
Company: Marketo
Title: Marketing Director
Location: San Francisco, CA
Date I Started Using Marketo: 1/2/2012

MY PROFILE

MY REWARDS

GOLD

250 points

Gold

Platinum

Rewards earned this month:

Completed!

GARAGE BAND

SMALL TOWN GIG

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Ask 1 Question

Vote on 2 Ideas

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IDEAS
HELP ARTICLES
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MARKETO ROCKSTAR REWARDS
MARKETO COMMUNITY REWARDS

LEARN MORE

Marketo LaunchPoint

7 DAYS LEADERBOARD

Eric Holabone 2000 pts
Caroline Blackletter 2000 pts
Erik Rehn 1910 pts
Josh Hill 1270 pts
Clinton G 1200 pts
Last updated 6 hours ago

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SUBMIT

MercyCorps

PROCESS

USEFUL TOOLS & IMPORTANT STEPS

Create Program File

Plan Stakeholder Management

Create End of Program Transition Plan

Plan Technical & Cross-Cutting Team Needs & Partnerships

Create Work Breakdown Structure

Plan for Team Requirements & Structure

Create Program Schedule

Create Program Budget

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    a- The proposed model takes into consideration the findings outlined in this resarch, mainly behaviors emphasized on by participating employees, and tools that seem more effective to be used for achiving anticpting results aimed from this model.

    b- This model needs to be delineated in more practical steps to start developing the gamification model for practical application.

    c- It is recommended to use the model which reflects basic guideline using indicators extracted from this study towards further steps in full implementation.

2- Employees' Engagement

    a- Enhance employee engagement at Mercy Corps- Gaza.

    b- Conducting more surveys among employees to assess current performance indicators and assess needs;

    c- Considering a follow-up focus groups discussion to continue exploring means of how to take the results obtained through this research a one step further; and

    d- Obtain support from international consultants in performance management.

Suggested topics for future studies

There are some related topics that can be investigated in the future by interested researchers, which are:

1- Gamification model application in performance management practices and its reflection on productivity, efficiency and effectiveness;

2- Effectiveness of digital incentives application in international NGO's working in Gaza;

3- Gamification in performance appraisal, as means of continuous feedback and evaluation;

4- Potential use of gamification in HR functions for Mercy Corps – Gaza.

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- Interview

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Appendices

- Appendix I-Questionnaire
- Appendix II- Questionnaire In Arabic
- Appendix III: Interview With Mercy Corps Management
- Appendix Iv: Orientation Workshop Summary Report - 2015
- Appendix V: Referees

Appendix I-Questionnaire in English

Islamic University - Gaza
Deanship of Graduate Studies
Faculty of Commerce
Department of Business Administration

Dear Madam / Sir,

Subject: Filling in a Master Thesis Questionnaire

The researcher is conducting a thesis study entitled:

Incorporating Gamification into Performance management to drive employees'
engagement
Case Study - Mercy Corp

توظيــف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفيــن على الإندماج في عملهم
دراسة حالة – مؤسسة Mercy Corps

The researcher is using the following questionnaire as a tool to shed light on the incorporation of Gamification into performance management to drive employees' engagement.
The field of application will be Mercy Corp - Gaza, as case study for this research for what it has as extensive experience and leadership position with strong brand recognition in different areas of humanitarian and development work in Gaza, noting that this research will serve the purpose for academic thesis for fulfillment the requirement of Masers Business Administration (MBA) at the Islamic University of Gaza.
From this standpoint, your desire to provide sufficient information accurately, objectively will lead to increasing the accuracy of this study results, noting that information obtained will serve academic and educational purposes only. Data collected within this questionnaire will be treated confidentially and presented only in summary form without disclosing the name or any personal information of the respondent. It will be only used for the purpose of academic research

Thank you for your cooperation,

Yours sincerely,

Researcher / Wafa Mohammed Ulliyan
Mobile # 0599528602
Email Address: Wulliyan@ps.mercycorps.org

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Thesis subject

Employee engagement can, in its most general sense, be described as a state of mind with both psychological and behavioral facets involving energy, enthusiasm and focused efforts. Studies showed that highly engaged employees perform better and are less likely to leave their organizations, which indicate that employee engagement is linked to organizational performance.

Further, organizations that are able to maintain high levels of employee engagement command a source of competitive advantage difficult for competitors to replicate.

With having major part of the global employees are considered partially or completely disengaged, this indicate that organizations find it challenging to achieve high levels of employee engagement using traditional methods, and hence are in need of supporting methods and innovative means such as gamification to mitigate the effect of employees' disengagement.

Gamification is "the use of game elements in non-game contexts" and is increasingly used in a variety of domains.

Gamification can be effectively applied to the context of performance management if goals and key performance indicators are captured upfront and fed into the design of the platform.

The research will be considered important reference as considering advanced techniques in performance management through employees' engagement, and more importance when considering a case study from Gaza that will add to that benefit and enrich the references set in performance management experienced by local organizations working in Gaza.

Part One: Personal Data:
The Target sample of this study, is Mercy Corps staff engaged in project management, these encounter different levels of participation the following will be basic information needed to identify profiles of participating employees:

1. Gender:	( ) Male		( ) Female	
2. Age:	( ) 20- less than 30 years		( ) 30 - less than 40 years old	
	( ) 40 - less than 50 years		( ) 50 years and above	
3. Educational Level	( ) Diploma or less		( ) Bachelor	
	( ) Master		( ) PhD	
4. Years of Services at Mercy Corp	( ) less than 5 years		( ) 5- Less than 10 years	
	( ) 10- less than 15 years		( ) 15 years and more	
5. Job Level	( ) Director			
	( ) Manager			
	( ) Senior Officer/ Technical Staff			
	( ) Officer/ Technical Staff			
	( ) Coordinator / Technical Staff			
	( ) Support Staff			
6. Marital Status:	( ) Married	( ) Single		( ) Divorced
	( ) Widow			

Part Two: Questionnaire set of questions categorized according to their relativeness with respect to research topic:

The answer scale is from:

- Strongly Disagree [1] to Strongly Agree [10].

First Dimension: Gamification application in Performance Management System	
First Sub-dimension: Intrinsic Motivation	

SN	Item	☝[1......10]👍
1.	I am comfortable sharing my opinions at work and getting feedback	
2.	Mercy Corps is dedicated to my professional development.	
3.	I have adequate opportunities for professional growth in Mercy Corps.	
4.	I receive the training I need to do my job well.	
5.	Senior management is sincerely interested in employee opinions and ideas.	
6.	When I do a good job, I receive the praise and recognition I deserve.	
7.	Mercy Corps recognize the contributions made by its staff members	
8.	Mercy Corps management appraise the advancement in my performance and encourage it.	
9.	Mercy Corps supports a balance between work and personal life.	
10.	My job does not cause unreasonable amounts of stress.	
11.	Mercy Corps operates in a socially responsible manner.	
12.	I am satisfied with the culture my workplace at Mercy Corps is offering me.	
13.	Mercy Corps is dedicated to diversity and inclusiveness.	
14.	I have all the resources and information I need to do my job effectively.	
15.	My manager always treats me with respect.	

Second Sub-dimension: Digital incentives	

SN	Item	☝[1......10]👍
16.	I believe that digital engagement software could help me perform better at Mercy Corps	
17.	Leaderboards would help me highlighting performance excellence.	
18.	Continuous feedback through means of digital incentives will drive more attention towards improving my performance.	
19.	Keep earning points and gaining more status is an internal motive that can work in our situation at Mercy Corps.	
20.	Playing within a group brings me the potential for collective spirit, engages greater effort and increases desire to complete tasks more effectively.	
21.	Real-time prompt feedback to employees is important motivator that we lack at Mercy Corps current performance systems	
22.	Digital engagement programs and the introduction of game elements would help me at work.	
23.	Digital incentives such as badges would encourage me more than a monetary incentive if can't be afford by Mercy Corps	
24.	Earning points as digital incentive would enhance my continuous engagement for its attractiveness towards achieving mastery.	

SN	Item	☞[1......10]☝
25.	I would go for introducing digital aspects to activities in my works that I do repetitively.	

Third Sub-dimension: Virtual Competition

SN	Item	☞[1......10]☝
26.	Virtual world for achieving recognition could be more stimulating than traditional practices and ways.	
27.	I would have more opportunity to participate in the goal setting process if integrated in a virtual experience.	
28.	My supervisor within a virtual experience can give me more often praises and recognitions when I do a good job.	
29.	Social collaboration will enable me connect to a team to share information and best practices in real-time.	
30.	Collaboration in a virtual competition will enable me achieve teamwork goals.	
31.	Socializing behavior will ensure that our entire teams see what good behavior looks like.	
32.	Most games have a competitive element that if integrated in a competitive environment will support more the engaging level.	
33.	Competition is a built-in human aspect that can help me cope with a gamified system at Mercy Corps.	
34.	Challenging my peers and discovering co-workers with similar skills enrich my work environment.	
35.	I prefer to work in a collaborative virtual environment.	
36.	I am encouraged to learn from my mistakes and apply my knowledge	
37.	Leader board would help people to know where they stand relative to their colleagues or peers thereby inculcating a spirit of competition	

Second Dimension: Employees' Engagement

SN	Item	☞[1......10]☝
38.	I feel personally driven to help Mercy Corps succeed and will go beyond what's expected of me to ensure that it does.	
39.	I am extremely proud to tell people that I work for Mercy Corps.	
40.	I am inspired to meet my goals at Mercy Corps.	
41.	I get excited about going to my job at Mercy Corps.	
42.	I am very satisfied with my job at Mercy Corps.	
43.	I am highly committed to Mercy Corps.	
44.	I am so involved in my work that the day goes by very quickly.	
45.	When at work, I am completely focused on my job duties at Mercy Corps.	
46.	Employees at Mercy Corps always keep going when the going gets tough.	
47.	Employees proactively identify future challenges and opportunities.	
48.	Employees in Mercy Corps willingly accept change.	
49.	I am satisfied with my overall compensation.	
50.	I have the tools I need to do my job effectively.	
51.	I have enough opportunities to contribute to decisions that affect me.	
52.	I understand how my role contributes to achieving business outcomes.	

Second Dimension: Employees' Engagement		
SN	**Item**	☞[1......10]☜
53.	I trust the information I receive from my immediate manager.	
54.	I would recommend Mercy Corps to friends and family.	
55.	I am not actively looking for a job outside Mercy Corps.	
56.	I have not been searching for another job outside Mercy Corps in the past six months.	

Appendix II -Questionnaire in Arabic

الجامعة الإسلامية – غزة

عمـادة الدراسات العليا

كليــة التجــارة

قسـم إدارة الأعمـال

الأخ الكريم / الأخت الكريمة،،،   السلام عليكم ورحمة الله وبركاته،،

الموضوع: تعبئــة استبانــة لبحـث ماجستيـر

تقوم الباحثة بإجراء دراسة بحثية بعنوان:

Incorporating Gamification into Performance management to drive employees' engagement
Case Study - Mercy Corp

توظيــف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفيـن على الإندماج في عملهم
حالة الدراســة – مؤسسة ميرسي كور

تقوم الباحثة بالإستعانة بأداة الإستبانة المرفقة كي يتم تسليط الضوء الكافي على توظيـف تقنيات الألعاب ضمن إدارة الأداء لدفع الموظفيـن على الإندماج في عملهم، مجال التطبيق للإستبانة سيكون مؤسسة ميرسي كور في غزة كحالة للدراسة لما لدى المؤسسة من خبرة و دور ريادي في مجالات عدة منها الإنسانية و التنموية في فلسطين ، علماً بأن هذا البحث سيكون بحثاً أكاديمياً تكميلياً لنيل درجة الماجستير في: "إدارة الأعمال" من "الجامعة الإسلامية بغزة".

من هذا المنطلق فإن حرصكم على تقديم المعلومات الكافية بدقة، وموضوعية سيؤدي إلى زيادة دقة نتائج موضوع الدراسة مما سيعود بالنفع والفائدة ، علماً بأن هذه البيانات ستستخدم لأغراض البحث العلمي فقط.

المعلومات التي سيتم جمعها من خلال هذه الإستبانة ستعامل بحرص تام للمحافظة على سريتها و ستستخدم بمجملها العام و بمعزل تام عن أي عرض للمعلومات الشخصية لمن قدمها، مع التأكيد أنها ستستخدم فقط لأهداف البحث العلمي.

شاكرين لكم حسن تعاونكم،،،

وتفضلوا بقبول فائق الاحترام والتقدير،،

الباحثة/ وفـاء محـمد عليـان
رقم جوال 0599528602
الإيميل:wulliyan@ps.mercycorps.org
موضوع البحـــــث

يمكن وصف اندماج الموظفين بشكل عام على أنه حالة من مظاهر العصف الذهني و النفسي تشمل طاقة أكبر، حماسة و جهود مركزة، حيث أظهرت الدراسات أن الموظفين المندمجين في العمل يقدمون أداءاً أفضل و احتمالات تركهم لمؤسساتهم تكاد تكون معدومة، مما يدعو إلى اعتبار اندماج الموظفين جزء مرتبط تماماً بالأداء المؤسسي لجهة العمل. و مما يجدر ذكره أن المؤسسات القادرة على المحافظة على مستوى عال من اندماج موظفيها تتطلب مصادر للتحفيز يصعب على المؤسسات الأخرى المنافسة أن تأتي بمثلها.

مع كون الجزء الأكبر من الطاقة العاملة العالمية إما غير مندمجين جزئياً أو كلياً، فهو يعتبر مؤشراً على مدى صعوبة الوصول إلى موظفين على مستوى عال من الاندماج الوظيفي باستخدام الطرق المعهودة التقليدية، و بالتالي فإن هذه المؤسسات بحاجة إلى طرق بديلة مساندة و مبتكرة مثل استخدام تقنية الألعاب للتقليل من أثر عدم اندماج الموظفين.

يعرف مصطلح استخدام تقنية الألعاب gamificiation على أنه يتمثل في استخدام عناصر متعارف عليها كجزء من تقنية الألعاب في سياق غير الألعاب و هنا تتمثل مجالات عدة من بينها إدارة الأداء كما هو في حالة بحثنا هذا.

يمكن تطبيق تقنيات الألعاب في مجال إدارة الأداء في حالة ما إذا كانت مؤشرات الأداء معرفة من البداية و تم تغذيتها لنظام العمل المرجو.

سيعتبر هذا البحث مصدرا مهماً للمواضيع التي تنظر في استخدام تقنيات حديثة في إدارة الأداء من خلال الاندماج الوظيفي، و أكثر أهمية عندما يتم استخدامه على نطاق مؤسسات في قطاع غزة، مما سيعزز من الأبحاث المتوفرة في هذا المجال للمؤسسات المحلية و الدولية العاملة في قطاع غزة.

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الجزء الأول: البيانات الشخصية و عينة الدراسة

العينة المستهدفة من هذه الدراسة، هي موظفوا مؤسسة ميرسي كور الذين يعملون في مجال إدارة المشاريع، يشمل ذلك مستويات عدة من المشاركة
الجدول التالي سيعنى بالمعلومات الأساسية المعرفة للموظف \ ـة المشارك \ ـة:

1. الجنـــــــــس:	☐ ذكر		☐ أنثى
2. العمـــــــــــر:	☐ 20-أقل من 30 سنة		☐ 30- اقل من40 سنة
	☐ 40- أقل من 50 سنة		☐ 50 سنة فأكثر
3. التحصيـل العلمـي:	☐ دبلوم فما دون		☐ بكالوريوس
	☐ ماجستير		☐ دكتوراة
4. عدد سنوات العمل	☐ أقل من 5 سنوات		☐ 5 إلى أقل من 10سنوات
في المؤسسة (الخدمة):	☐ 10إلى أقل من 15 سنة		☐ 15 سنة فأكثر

5. المسمى الوظيفي:	( ) Director
	( ) Manager
	( ) Senior Officer/ Technical Staff
	( ) Officer/ Technical Staff
	( ) Coordinator / Technical Staff
	( ) Support Staff
	( ) Director

6. الحالة الاجتماعية:	☐ متزوج\ ـة	☐ غير متزوج\ ـة	☐ مطلق\ ـة	☐ أرمل\ ـة

الجزء الثاني: أسئلة الإستبانة حسب الأقسام ذات العلاقة بتغطية موضوع البحث
مقياس الإجابات: أوافق بشدة (10) لا أوافق أبداً (1)

م.	البنـــــــــــــــــد	[10...........1]
**البعد الأول: تطبيق تقنية الألعاب في أنظمة إدارة الأداء**	
**البعد الفرعي الأول: التحفيز الذاتي**	
1.	أشعر بالإرتياح كوني أشارك أفكاري أثناء العمل و أتلقى التغذية الراجعة بناءاً على ذلك	
2.	تلتزم المؤسسة بتنمية قدراتي الوظيفية	
3.	لدي ما يكفي من الفرص للإرتقاء الوظيفي في المؤسسة	
4.	أتلقى التدريب الكافي لمزاولة عملي على أكمل وجه	
5.	تهتم الإدارة العليا و بشكل حقيقي بأفكار الموظفين و آرائهم	
6.	أتلقى التقدير و المدح الكافي عند قيامي بأداء عملي على الوجه المطلوب	
7.	تقدر المؤسسة المجهودات والمساهمهات المبذولة من الموظفين	
8.	أشعر بالتقدير الذي تقدمه إدارة المؤسسة عند الإرتقاء بأدائي في العمل و تقوم بتشجيعه	

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البعد الأول: تطبيق تقنية الألعاب في أنظمة إدارة الأداء		
	تدعم بيئة العمل في المؤسسة عملية إيجاد التوازن المطلوب بين العمل و الحياة الشخصية.	9.
	لا يتسبب عملي في المؤسسة في أي توترات إضافية لحياتي	10.
	تعمل المؤسسة في بيئة عمل على قدر كاف من المسؤولية و الدراية بالجوانب الاجتماعية	11.
	أنا راض على ثقافة بيئة العمل لدى المؤسسة	12.
	تلتزم المؤسسة بمعايير التنوع و استيعاب الطرف الآخر	13.
	لدي كل الموارد و المعلومات التي تتيح لي القيام بعملي بشكل فعال	14.
	يعاملني مديري في العمل باحترام دائما	15.
البعد الفرعي الثاني: الحوافز الرقمية		
👈[1.........10]👉	البنـــــــــــــــــــد	مـ.
	أشعر أن برامج التحفيز الإلكترونية تعزز من قيامي بأداء أفضل لدى المؤسسة	16.
	من شأن لوحة الموظفين المتميزين أن تسلط الضوء على أفضل أداء	17.
	من شأن التغذية الراجعة المستمرة من خلال الحوافز الإلكترونية أن تزيد اهتمامي بتحسين أدائي	18.
	يشكل الحصول على نقاط أكثر و الإرتقاء بالمراتب الإعتبارية عوامل تحفيز داخلية ذات تأثير في حالة العمل لدى المؤسسة	19.
	تطبيق تقنيلت الألعاب من خلال مجموعة العمل يجسد روح العمل الجماعي، يدفع إلى المزيد من الجهود، و يزيد من الرغبة في انهاء المهام بشكل أكثر فاعلية	20.
	التغذية الراجعة الآنية للموظفين هي بمثابة محفز مهم نفقتده في نظام التقييم الحالي لدى المؤسسة	21.
	برامج التحفيز المحوسبة و إضفاء عامل تقنية الألعاب سيساعدني في عملي	22.
	الحوافز المحوسبة مثل الرتب أو الشارات المكتسبة تشجعني أكثر من الحوافز المادية إذا لم يكن بمقدور المؤسسة تغطيتها	23.
	ستزيد النقاط المكتسبة كجزء من الحوافز المادية من دافعيتي في العمل كونها تجذبني أكثر نحو الريادة	24.
	سأحب أن أقوم بإضفاء عامل البرمجيات المحوسبة للنشاطات و العمليات التي أقوم بها بشكل متكرر	25.
البعد الفرعي الثالث: التنافس الإفتراضي		

مـ	البنــــــــــــــــد	[10.........1] 👍
البعد الأول: تطبيق تقنية الألعاب في أنظمة إدارة الأداء		
26.	العالم الإفتراضي لتقييم الأداء يمكن أن يكون أكثر تحفيزاً من الطرق المعهودة التقليدية	
27.	سيكون لدي فرصة أكبر للمشاركة في منظومة وضع و تحقيق الأهداف إذا ما تم ادراجها من خلال عالم افتراضي	
28.	يستطيع مديري تقديم ثناء و اطراء أكبر من خلال التجربة الإفتراضية عند قيامي بتقديم عمل جيد	
29.	سيتيح العمل من خلال بيئة يسودها التعاون والتكافل الاجتماعي على تعزيز التواصل و مشاركة المعلومات وسيحقق آليات عمل أفضل	
30.	التفاعل من خلال المنافسة في عالم افتراضي ستتيح لي تحقيق أهداف العمل الجماعي	
31.	إضفاء طابع أكثر اجتماعية على إدارة السلوك الوظيفي سيضمن مشاركة أكبر لمتابعة أفضل السلوكيات الوظيفية	
32.	تحظى معظم الألعاب على عامل المنافسة الذي إذا ما تم موائمته في بيئة تنافسية سيدعم مستوى الدافعية	
33.	حب المنافسة هو غريزة إنسانية تتيح لي التفاعل مع أي نظام يحتوي تقنية الألعاب في المؤسسة	
34.	منافسة أقرنائي في العمل و استكشاف موظفين على نفس درجة المهارات سيثري بيئة عملي	
35.	أفضل العمل في بيئة افتراضية يغلب عليها التعاون والتفاعل الوظيفي بين الموظفين	
36.	يتم تشجيعي للتعلم من أخطائي وتطبيق المعرفة المكتسبة	
37.	لوحة الموظفين المتميزين تساعد الموظفين على معرفة موقعهم من التميز بالمقارنة مع زملائهم وبالتالي تعزز روح المنافسة في بيئة العمل.	

مـ	البنــــــــــــــــد	[10.........1] 👍
البعد الثاني: اندماج الموظفين		
38.	أشعر شخصيا بالدافعية لمساعدة المؤسسة أن تنجح و سوف أقوم بما هو أكثر كي أتأكد من ذلك.	
39.	أنا فخور جداً أن أقول للأخرين أني أعمل لدى المؤسسة	
40.	أشعر بالإلهام و الحافزية لتحقيق أهدافي لدى المؤسسة	
41.	أشعر بالحماسة لذهابي للعمل لدى المؤسسة	

مـ	البنــــــــــــــــــــد	[10.........1] 👎
42.	أشعر بالرضا التام في وظيفتي في الاؤسسة	
43.	أشعر بالإلتزام التام للعمل لدى المؤسسة	
44.	أنا مندمج تماما في العمل إلى حد أن يوم العمل ينقضي بسرعة كبيرة	
45.	عندما أكون على رأس عملي لدى المؤسسة ، أقوم بمهام عملي بكل تركيز ممكن	
46.	يستمر العاملون لدى المؤسسة في العطاء حتى في أحلك الظروف	
47.	يأخذ العاملون لدى المؤسسة بزمام المبادرة لتحديد التحديات و الفرص المستقبلية	
48.	يقبل العاملون لدى المؤسسة التغيير برضى كامل	
49.	أنا على رضى بحقيبة الحوافز التي أتلقاها من المؤسسة	
50.	لدي الأدوات اللازمة للقيام بعملي على أكمل وجه	
51.	لدي الكثير من الفرص كي أحظى بالمشاركة في القرارات التي يمكن أن تؤثر علي مساري المهني	
52.	أنا على فهم بما يمكن أن ألعب من دور لتحقيق أهداف العمل	
53.	أنا أثق في المعلومات التي اتلقاها من مديري المباشر	
54.	سوف أقوم بتوصية المؤسسة كمكان للعمل للأصدقاء و العائلة	
55.	لا أبحث عن عمل بشكل فعلي خارج المؤسسة	
56.	لم أتقدم لأي فرصة عمل خارج نطاق المؤسسة خلال الستة أشهر الماضية	

البعد الثاني: اندماج الموظفين

Appendix III: Interview with Mercy Corps Management

Scope and outline of interview

Interview Title	: Employees' disengagement, its reasons and effects on the organizational performance
Interviewee Name	: Mercy Corps Deputy Chief of Party- Ms. Marina Antunovic
Interviewer	: Wafa Ulliyan- Mercy Corps Gaza Operations Manager
Location	: Mercy Corps-Gaza Office
Date	: 27 December 2014

Interview Questions:

Researcher: Toady I am doing this interview tackling one of the issues faced by Mercy Corps " Employee disengagement"?

Deputy Chief of Party (D/COP): I don't think it's one of the main issues. We suffer from it as much as any other organization or possibly less, given the nature of our work. By this, I mean that our work is subject to change due to circumstances often out of our control and thus requires flexibility, adaptability and higher level of employee engagement and different motivation than other types of work.

Researcher: Would it be reasonable to say that disengagement could be a hidden factor and causing one for employee performance?

(D/COP): Yes, certainly one of the factors.

Researcher: Considering Gaza context, what would be the reasons behind employee disengagement?

(D/COP): Primarily – uncertainty of employment (duration), non-work related stress, unclear and limited future prospects in terms of career development.

Researcher: Can we say that Mercy Corps is already experiencing an employee disengagement?

(D/COP): Yes, to some degree.

Researcher: At what level is that taking place?

(D/COP): At all levels at varying degrees. More of a problem with employees in jobs that do engage with beneficiaries directly.

Researcher: Is it about salary scales provided by Mercy Corps?

(D/COP): No. Our salaries are competitive compared to similar organizations and significantly better than those payable by local employers. This said, employees are always

motivated by pay to some extent, especially those in lower level jobs, with lower pay. On the other hand, many would chose job security over a slightly higher salary.

Researcher: What in your mind could be the other reasons behind disengaged employs?

(D/COP): Management issues, unclear policies and employee performance management.

Researcher: Is Mercy Corps considering a change in its policy to overcome that?

(D/COP): Is Mercy Corps always looking for ways to improve organizational performance and invests in employee development and performance as part of the overall effort.

Researcher: Did Mercy Corps consult with HR expertise to identify the problem?

(D/COP): No, not external. Country management discussed with HQ organizational learning experts the need for team and individual performance and leadership training initiatives that will stir positive change inside the Gaza program team.

Researcher: Do you believe in intrinsic motivations (internal motivations)?

(D/COP): Yes. Individuals (and teams) are motivated by different factors including success, recognition, learning and personal development, etc.

Researcher: Would that work in Gaza work environment?

(D/COP): Yes.

Researcher: Are others INGOs experiencing the same phenomenon?

(D/COP): I would imagine the answer is yes as some of the causes are related to the location/operating environment and others to the nature of work, and would thus be common to INGOs.

Researcher: Do you think ignoring the problem would harm s HR functions?

(D/COP): Any issue that is not addressed would. I don't see this is a significant problem but I do think that there is room for improvement and that improved employee engagement would improve organizational performance and efficiency.

Researcher: Do you think disengagement can be overcome in a short period or it would take longer course of action?

(**D/COP**): Certain actions could produce results over a short period of time. We would need to "diagnose" the extent of the problem in order to understand what would work and how long it would take to produce results.

Researcher: I am in my thesis stage of my MBA, would this topic be technically supported if taken further into a thesis research for an MBA?

(D/COP): yes.

Researcher: I may have to engage s more than expected in terms of open discussion sessions,

workshops, interviews, data collection among several management level, would that be possible?

(D/COP): yes.

Researcher: I have done some research and many considers this issue a global issue, why Mercy Corps want to step further in it?

(D/COP): It's a part of a global organizational effectiveness and performance enhancement initiative.

Researcher: Do you think other INGOs could take the same track into mitigating disengagement in their organizations?

(D/COP): yes.

Researcher: Would s set budgets to be part of any coping mechanism in mitigating disengagement effects on employee performance?

(D/COP): We could but it could also be a matter of policy, awareness raising and behavioral change that need not be expensive.

Researcher: Is Mercy Corps experiencing the same globally at its different representative offices overseas?

(D/COP): at varying levels, yes.

Researcher: What are s practical steps in identifying the problem and finding solutions?

(D/COP): Global leadership initiatives; team performance trainings; reviewing HR management processes and structure.

Researcher: Do you think investing in a more effective Performance appraisal system wouldn't solve the issue?

(D/COP): Performance management is one of the key areas to be addressed but should come as part of a wider package that includes leadership capacity, investment in organizational learning and behavioral change.

Appendix IV: Orientation Workshop Summary Report - August 2015

Photos taken during the orintation workshop

Introduction

This report presents a summary of the feedback received from participants at the orientation workshop, the orientation presentation content was shared with the researcher's supervisor for review and comment, along to the researcher supervisor's review, the orientation presentation was reviewed by a statistical expert to assure that the presented content would not biases the respondents' responses at the time of the questionnaire filling. Following receiving the feedback on the presentation, the researcher arranged consequently for conducting a workshop.

Workshop Objective

The researcher's thesis is focused on verifying the possibilities of incorporating the gamification on performance management system to drive employee engagement and the researcher used the questionnaire as data collection tool to collect Mercy Corps employees' feedback and opinions regarding the thesis subject, however since the subject is relatively new and the concepts addressed in this questionnaire require prior knowledge and explanation to the targeted sample, it was decided accordingly to conduct an orientation workshop that aims to introduce the thesis subject and provide illustrative view for Mercy Corps Employees to enable them fill the questionnaire based on a concrete understanding of

the terms and concepts and to assure that their reflected point of views are neutral and built on a thoughtful understanding.

In addition to what is described above, this workshop was seen as a good opportunity for the researcher to discuss the thesis subject with the employees and to collect their thoughts, ideas and considerations about the best models and practices for utilizing the gamification modality to solve the current emerging business problems.

Workshop Date and Venue

The workshop was conducted on two consecutive days on 17 and 18 August at Mercy Corps Meeting Hall from 01:00pm up to 04:00pm

Workshop Structure

The workshop was organized as following:
1- Registration
2- Introduction to the purpose of the workshop
3- Presentation of the thesis subject
4- Discussion
5- Questionnaires Distribution

Workshop Participants

The participants are Mercy Corps employees listed in the below table who attended the workshop on the days stipulated below:

Department	No. of Employees	Workshop Date
Cash for work program	19	17 August 2015
Operations/ Program Support team	26	17 August 2015
Education Program	8	18 August 2015
Economic Development Program team	12	18 August 2015
Psychosocial program team	9	18 August 2015
Design and Monitoring team	5	18 August 2015
GSG program team	2	18 August 2015
Total Employees number	**81**	

Workshop Outlines

The researcher has underlined and addressed in her orientation presentation the following subjects and themes that were further discussed by the group:
- Employee Engagement Definition
- Strategies to foster a culture of engaged employees
- Intrinsic Motivation
- Gamification Definition, elements and tools
- Keys to effective Gamification
- Living examples about Gamification that included videos, case studies, audios for key authors in this field

- Expected Types of results from Gamification initiatives
- Effects of wrongly applied Gamification

Workshop Interactive Discussion Results

The workshop has revealed   that the employees have high enthusiasm toward the gamification concept and have expressed high readiness and interest to apply it in some of their business functions.   They also pointed out to key items to be considered for any future initiatives plans along to some suggestions as follow:

1- Any gamification initiatives should promote employees learning experience that can offer a room for growth for employees
2- Any gamified system should capitalize on social dynamics and build the systems on promoting social network that lend considerable weight to the feedback they receive.
3- Employees would welcome any gamification initiatives aiming to improve Mercy Corps career and capacity development programs, learning portals and the onboarding system
4- The employees have emphasized that any gamified system should deploy appropriate tools that promote fun environment and challenging one.

Appendix V: Referees

Referees who judged the reliability of the questionnaire:

No.	Referee	Place of Work
1.	Dr. Samif Safi	Faculty of Commerce -Islamic University
2.	Dr. Wasem El-Habil,	Faculty of Commerce -Islamic University
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