

# Gamification in Knowledge management: How to Score Intrinsically in the Game of Motivation

Axel Avenberg & Andreas Sjöblom

*Being immersed and feeling enjoyment in one's work is a dream shared by many of us. Though this might not be the case for many, it does not necessarily have to be so. At Ericsson AB, this lack of motivation, especially in the field of knowledge management activities has been a roadblock in their path towards becoming a true knowledge organization. The field of gamification has been acknowledged as one of the potential solutions to this problem.*

Gamification has become an increasingly used tool for organizational motivation, while knowledge management has been a part of corporate strategy for a longer time. Though knowledge management is a fundamental part of corporate strategy when it comes to knowledge organizations, the question of how to motivate employees to participate and engage in these activities has not been fully explored.

The potential benefits of combining knowledge management strategy with gamification theory to reach intrinsic employee motivation are difficult to evaluate. Though employee motivation is not as clear a benefit to an organization in the short term as employee efficiency, it is more stable and provides efficiency in the long-term. If employees do not need constant rewards or punishments to fulfill their assigned tasks, efficiency and cost reduction would most likely, per this study, come as an indirect effect of this.

Being one of the largest suppliers of network equipment in the world, Ericsson is moving closer and closer toward becoming a knowledge organization. The organization is currently in a state of reorganization and is putting a larger emphasis on knowledge management than previously. With new knowledge strategies, they intend to reach a higher state of knowledge use in the organization to face the increased need for such knowledge in their customer support and services activities. For Ericsson to reach this goal, however, a new approach to employee motivation must be taken. During the spring of 2017, a study was conducted with the purpose of exploring how to reach this type of employee motivation for knowledge management activities through the implementation of gamification.

The study resulted in the development of several guidelines to follow when attempting to create gamified applications, which serve to give a better understanding of how the design of such an application could be done to reach intrinsic employee motivation. A concept was also created as a result of this, which based on the guidelines could act as an example of how such an application for gamified knowledge management could look.