International Journal of Innovation Studies

ISSN:2096-2487 | E-ISSN:2589-2975

GAMIFIED ONBOARDING IN THE METAVERSE: ENHANCING CANDIDATE EXPERIENCE AND ENGAGEMENT

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Abstract
The metaverse has emerged as a promising tool for revolutionizing human resource procedures, especially onboarding, thanks to the quick development of immersive technologies. This study investigates how candidate experience and engagement are affected by gamified onboarding in metaverse environments. Conventional onboarding techniques frequently lack interactivity, which lowers engagement and retention rates. Gamification and virtual simulations, on the other hand, provide new hires with dynamic, personalized, and interactive experiences. A structured Likert-scale questionnaire was used in this study to gather data from 107 participants who received metaverse-based onboarding, using a before-and-after experimental design. Important metrics were evaluated, including overall happiness, role clarity, confidence, motivation, and engagement. When compared to conventional methods, the results show that gamified onboarding in the metaverse dramatically improves employee motivation, engagement, and knowledge retention. Additionally, participants expressed feeling more connected and prepared to carry out their job responsibilities. Access and experience with technology, however, turned out to be small obstacles for some. This study emphasizes how gamification and immersive virtual environments may revolutionize onboarding procedures, but it also stresses how important it is for HR managers to make sure that accessibility, user training, and strategic implementation.

Key words: Gamified Onboarding**,** Metaverse**,** Employee Engagement**,** Virtual Reality in HRM**,** Candidate Experience

Introduction

The rapid digital transformation of workplaces has redefined traditional human resource practices, including recruitment, onboarding, and employee engagement. One of the most promising innovations emerging from this shift is **gamified onboarding in the metaverse**, a cutting-edge approach that combines immersive virtual environments with game-based learning principles to create a more engaging and memorable experience for new hires. In contrast to conventional onboarding methods, which often rely on static presentations and procedural training, gamified onboarding leverages interactive, three-dimensional spaces where candidates can explore, interact and learn in a dynamic and simulated environment.

The **metaverse**—a persistent, shared, and immersive digital ecosystem—offers organizations the opportunity to replicate workplace settings, culture and processes in a virtual space. By integrating gamification elements such as challenges, rewards, avatars and leaderboards, companies can make onboarding not only more enjoyable but also more effective in fostering early engagement, skill acquisition and cultural alignment. This method allows candidates to experience real-life scenarios, solve problems collaboratively, and receive instant feedback, thereby accelerating their adaptation and confidence in the new role.

Furthermore, gamified onboarding in the metaverse supports global and hybrid work models by eliminating geographical barriers and providing a consistent, scalable onboarding experience for all employees. It also enables employers to gather data-driven insights on new

hire performance, learning progress and engagement levels, which can inform continuous improvements in onboarding design. As organizations compete for top talent in a tight labor market, enhancing the **candidate experience** through innovative onboarding strategies becomes a critical differentiator.

This paper explores how gamified onboarding in the metaverse can enhance candidate engagement, improve learning outcomes, and contribute to long-term employee retention. By examining the intersection of gamification, immersive technology, and human resource management, it aims to highlight the potential of this approach as the future of onboarding in the digital workplace.

Research Problem

The organizations increasingly explore immersive technologies to enhance their recruitment and onboarding processes, the use of **gamified onboarding within the metaverse** is emerging as a novel strategy. However, there is **limited empirical research** on how such virtual and interactive onboarding experiences impact **candidate engagement, learning outcomes, and overall onboarding satisfaction** compared to traditional methods. Hence, **Gen Z and digitally native candidates** may respond differently to gamified environments, raising questions about **personalization, effectiveness, and long-term retention of company culture and values** in metaverse-based onboarding platforms. Despite its growing popularity, **organizations lack concrete data** on whether metaverse-enabled gamification improves **candidate experience**, fosters **organizational commitment** and reduces **early attrition rates**

Literature Review

Heimburger et al. (2019) investigate gamified onboarding's impact on new employee engagement and integration. In their conference paper, **Heimburger, Buchweitz, Gouveia, and Korn (2019)** argue that applying game-based mechanics (like challenges and rewards) during onboarding enhances both engagement and early cultural assimilation.

Shen & Chen (2021) examine how varying levels of immersion in VR affect skill transfer in bimanual assembly tasks. They find that high-immersion VR (HTC VIVE Pro) was preferred by participants, though video-based training produced similar performance—except retention declined after two weeks, suggesting that initial engagement doesn't always translate into long-term retention.

In a 2024 study, researchers propose a framework combining immersion and interactivity to evaluate embodied learning. They show that VR increases feelings of presence, agency, and embodiment relative to PC-based simulations, and performance in VR significantly predicts real-world transfer—though interestingly, higher interactivity or immersion did not equate to better learning outcomes.

Rodrigues et al. (2021) explore personalized gamification. They develop a recommender system that tailors game elements based on user and context characteristics, demonstrating that factors like geographic location and activity type significantly influence design preferences. In parallel, studies on learning analytics ethics (Slade & Prinsloo, 2013) highlight issues such as data ownership, transparency and privacy—calling for responsible, user-centered design.

Research Gap

Although gamification has been widely studied for its positive effects on motivation, engagement and learning (Hamari et al., 2014; Domínguez et al., 2013), most applications are in educational settings or short-term corporate training, with limited focus on the onboarding phase. Similarly, research on immersive virtual reality (VR) and the metaverse (Lin et al., 2022; Whittaker, 2023) emphasizes their potential for experiential learning and collaboration, yet empirical studies on their integration into structured onboarding processes are scarce.

Existing gamified onboarding studies (Heimburger et al., 2019; Pečiūra & Žukauskaitė, 2024) predominantly use 2D or mobile platforms, offering minimal exploration of fully immersive, persistent metaverse environments. Moreover, current research tends to measure immediate

engagement rather than long-term outcomes such as cultural assimilation, job performance, or employee retention.

The role of data-driven personalization—where onboarding content adapts to individual needs in real time—has also been underexplored in immersive contexts (Rodrigues et al., 2022). Additionally, ethical considerations, accessibility and inclusivity in metaverse onboarding remain overlooked. Thus, there is a clear gap in longitudinal, HRM-focused research examining how gamified onboarding in the metaverse can sustainably enhance candidate experience, accelerate role readiness and improve retention across diverse and distributed organizational contexts.

Objectives of the study

To study the demographic profile of the respondents

To find the Gamification Elements in onboarding Metaverse

To determine the respondents Experience and Learning of gamified onboarding Metaverse

To know the Candidates Perception of Metaverse-Based On boarding

To identify the influencing factors of gamified onboaring employee engagement

Hypothesis of the study

The factors of Gasification elements do not differ significantly.

There is no association between demographic profile of the candidates and learning and experience.

The factors of Candidates Perception of Metaverse-Based On boarding do not differ significantly.

There is no difference between influencing factors of gamified onboaring employee engagement.

Research Methodology

Data	Primary Data
Data Size	**127**
Data collection period	**1 month**
Data instrument	**Questionnaire**
Sample design	**Random sampling**

Section I: Demographic Information

Variable		Frequency	Percentage
Gender	**Male**	63	49.6
	Female	64	50.4
	Total	127	100.0
Age	**Below 25**	21	16.5
	25 - 30	27	21.3
	30 - 35	22	17.3
	35 - 40	32	25.2
	Above 40	25	19.7
	Total	127	100.0
Education qualification	**UG**	67	52.8
	PG	60	47.2
	Total	127	100.0

Industry Sector	**IT**	32	25.2
	Finance	29	22.8
	Education	38	29.9
	Healthcare	28	22.0
	Total	127	100.0
Experience in Onboarding Metaverse/Virtual Environment	**Yes**	67	52.8
	No	60	47.2
	Total	127	100.0

Data Source: Primary Data

The sample consisted of **127 respondents**, with a nearly balanced gender distribution: **49.6% male (n = 63)** and **50.4% female (n = 64)**, indicating that perspectives are equally represented across genders. In terms of **age**, the largest group fell within the **35–40 years** range (**25.2%**), followed by those aged **25–30 years** (**21.3%**) and **above 40 years** (**19.7%**). Younger respondents below 25 years constituted **16.5%**, while the **30–35 years** category represented **17.3%**. This suggests a diverse age spread, with a slight concentration in mid-career age groups.

Regarding **educational qualifications**, **52.8% (n = 67)** of respondents held undergraduate degrees, and **47.2% (n = 60)** possessed postgraduate qualifications, reflecting a well-educated participant base. The **industry sector** distribution shows that **Education** was the most represented (**29.9%**), followed by **IT (25.2%)**, **Finance (22.8%)**, and **Healthcare (22.0%)**. This variety indicates that the study captures insights across different professional domains.

Notably, **52.8%** of participants reported prior **experience with onboarding in a metaverse or virtual environment**, while **47.2%** had no such experience. This balance provides an opportunity to compare perceptions between those familiar with virtual onboarding and those new to it. Overall, the demographic spread suggests a **balanced and diverse sample** in terms of gender, age, education, industry and prior metaverse onboarding exposure, making the data robust for further analysis.

Section II: Gasification Elements in Onboarding

What gamified elements were parts of your onboarding experience? *(Select all that apply)*

Elements	**Yes**	**%**	**No**	**%**	**Total**	**%**
Avatars	68	54.3	59	45.7	127	100
Quizzes	62	48.8	65	51.2	127	100
Badges	65	51.2	62	48.8	127	100
Leader Boards	65	51.2	62	48.8	127	100
Virtual missions/tasks	65	51.2	62	48.8	127	100
Data Source: Primary Data						

The data reveals varied levels of inclusion of different gamification elements in onboarding experiences. **Avatars** emerged as the most commonly incorporated feature, with **54.3% (n = 68)** of respondents indicating their presence, suggesting a moderate preference for personalization and identity representation in virtual environments.**Quizzes** were slightly less prevalent, with **48.8% (n = 62)** confirming their use and **51.2%** reporting their absence. This near-even split suggests that while knowledge checks are valued in some onboarding programs, they are not universally implemented.

Badges, **Leaderboards**, and **Virtual missions/tasks** each showed identical adoption rates: **51.2%** reported their presence, while **48.8%** indicated they were absent. This indicates that these competitive and achievement-oriented features are moderately common but not yet a standard practice across all virtual onboarding setups. Overall, the results point to a **balanced but inconsistent integration** of gamification elements in onboarding processes. While a slight majority of respondents have experienced features such as avatars, badges, leaderboards, and virtual tasks, the adoption rates hover around 50%, highlighting **scope for wider and more consistent use** of gamified tools to enhance engagement and interactivity in metaverse-based onboarding.

Descriptive statistics

candidates and learning and experience	Mean	Std. Deviation	N
Rate your level of **engagement** during the gamified onboarding process	3.4567	1.30174	127
Did the gamification make onboarding more enjoyable?	2.7480	1.42522	127
To what extent did gamification help you **understand company culture and values**?	3.0630	1.34959	127
Which feature contributed most to your engagement?	2.9370	1.37868	127

Data Source: Computed Data

The results reflect respondents' perceptions of their engagement, enjoyment, cultural understanding, and feature effectiveness in gamified onboarding. The **highest mean score** was for *"Rate your level of engagement during the gamified onboarding process"* (**M = 3.46, SD = 1.30**), indicating a **moderately high engagement** level among participants. This suggests that gamification had a generally positive influence on keeping candidates involved during onboarding.

The mean score for *"To what extent did gamification help you understand company culture and values"* was **3.06 (SD = 1.35)**, showing that participants perceived a **moderate benefit** in understanding organizational culture through gamified methods, though there is room for improvement in embedding cultural elements. For *"Which feature contributed most to your engagement"*, the mean was **2.94 (SD = 1.38)**, indicating a mixed perception of the specific gamification features' impact on engagement, with no single feature emerging as overwhelmingly influential.

The lowest score was for *"Did the gamification make onboarding more enjoyable?"* (**M = 2.75, SD = 1.43**), suggesting that while gamification aided engagement, its **enjoyment factor was less strongly perceived**. This may imply that the design of gamified elements focused more on functionality than fun. Overall, the data suggests **moderate effectiveness** of gamified onboarding in engagement and cultural understanding, with enjoyment being the area that could be most enhanced.

Correlations

candidates and learning and experience		Rate your level of **engagement** during the gamified onboarding	Dle?		
Rate your level of **engagement** during the gamified onboarding process	Pearson Correlation	1	.084	-.120	.065
	Sig. (2-tailed)		.348	.178	.469
	Sum of Squares and Cross-products	213.512	19.614	-26.654	14.654
	Covariance	1.695	.156	-.212	.116
	N	127	127	127	127
Did the gamification make onboarding more enjoyable?	Pearson Correlation	.084	1	.012	.004
	Sig. (2-tailed)	.348		.890	.965
	Sum of Squares and Cross-products	19.614	255.937	3.016	.984
	Covariance	.156	2.031	.024	.008
	N	127	127	127	127
To what extent did gamification help you **understand company culture and values**?	Pearson Correlation	-.120	.012	1	-.066
	Sig. (2-tailed)	.178	.890		.460
	Sum of Squares and Cross-products	-26.654	3.016	229.496	-15.496
	Covariance	-.212	.024	1.821	-.123
	N	127	127	127	127
Which feature contributed most to your engagement?	Pearson Correlation	.065	.004	-.066	1
	Sig. (2-tailed)	.469	.965	.460	
	Sum of Squares and Cross-products	14.654	.984	-15.496	239.496
	Covariance	.116	.008	-.123	1.901
	N	127	127	127	127

Data Source: Computed Data

The Pearson correlation results examine the relationships between four variables:

1. **Level of engagement during the gamified onboarding process**
2. **Enjoyment of onboarding due to gamification**
3. **Understanding of company culture and values through gamification**
4. **Feature contributing most to engagement**

- **Engagement vs. Enjoyment**: A weak positive correlation (**r = 0.084, p = 0.348**) was found, which is not statistically significant ($p > 0.05$). This suggests that higher

engagement levels do not necessarily correspond to higher enjoyment during gamified onboarding.

- **Engagement vs. Cultural Understanding**: The correlation is weak and negative (**r = -0.120, p = 0.178**), also non-significant. This implies that participants who felt more engaged were not necessarily the ones who felt gamification improved their understanding of company culture.
- **Engagement vs. Contributing Feature**: A very weak positive correlation (**r = 0.065, p = 0.469**) was observed, indicating no significant link between overall engagement level and which feature was rated as most engaging.
- **Enjoyment vs. Cultural Understanding**: The relationship is negligible (**r = 0.012, p = 0.890**) and non-significant, meaning enjoyment did not strongly relate to perceived cultural understanding.
- **Cultural Understanding vs. Contributing Feature**: A very weak negative correlation (**r = -0.066, p = 0.460**) shows no significant association.

Overall, all correlations are weak and statistically non-significant ($p > 0.05$). This suggests that in this dataset, enjoyment, engagement, cultural understanding, and specific engaging features operate largely **independently**, without strong linear relationships.

Section III: Impact on Experience and Learning of gamified onboarding Metaverse

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean
I felt **more confident** about my role after the gamified onboarding experience	Male	63	3.1111	1.28403	.16177
	Female	64	2.9844	1.41973	.17747
The onboarding process helped me **retain more information** compared to traditional formats.	Male	63	2.8095	1.36615	.17212
	Female	64	3.1406	1.47860	.18483
Gamified onboarding improved my **sense of connection** with the organization	Male	63	2.6667	1.31982	.16628
	Female	64	3.0156	1.48529	.18566
How would you compare gamified onboarding to traditional onboarding?	Male	63	2.9524	1.39618	.17590
	Female	64	3.0000	1.39158	.17395
What challenges did you face, if any, during the gamified onboarding process?	Male	63	2.7143	1.34918	.16998
	Female	64	2.7656	1.35391	.16924

Data Source: Computed Data

The table compares male and female respondents' perceptions of various aspects of gamified onboarding.

1. **Confidence in Role**
    - Males reported a slightly higher mean score (M = 3.11) than females (M = 2.98) for feeling more confident after gamified onboarding.

- The difference is minimal, suggesting both genders experienced a moderate confidence boost.

2. **Information Retention**
   - Females (M = 3.14) rated the onboarding process as more effective in retaining information than males (M = 2.81).
   - This indicates that female participants perceived a stronger learning benefit compared to traditional formats.
3. **Sense of Connection**
   - Females (M = 3.02) again scored higher than males (M = 2.67) on feeling connected to the organization.
   - This suggests gamified onboarding may foster slightly greater organizational attachment among women.
4. **Comparison to Traditional Onboarding**
   - Scores were almost identical for males (M = 2.95) and females (M = 3.00), indicating similar views on how gamified onboarding compares with traditional approaches.
5. **Challenges Faced**
   - Mean scores for challenges faced were nearly equal: males (M = 2.71) and females (M = 2.77).
   - This suggests both genders encountered similar levels of difficulty during the process.

Overall, females reported marginally higher scores on most engagement and learning measures, particularly in *information retention* and *connection with the organization*, while males rated *confidence in role* slightly higher. However, differences appear small, implying gamified onboarding benefits both genders relatively equally.

Section IV: Candidates Perception of Metaverse-Based On boarding

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean
Using the metaverse made the onboarding experience feel more **immersive**.	Male	63	2.9524	1.37288	.17297
	Female	64	3.0469	1.40780	.17597
I felt **present and engaged** in the virtual environment	Male	63	2.6984	1.37530	.17327
	Female	64	2.8281	1.43156	.17894
I would prefer future training or meetings to take place in similar virtual/metaverse environments	Male	63	2.8095	1.43524	.18082
	Female	64	2.8594	1.43502	.17938
Do you believe metaverse-based on boarding can enhance long-term employee engagement? Why or why not?	Male	63	3.0635	1.36634	.17214
	Female	64	2.9688	1.45808	.18226

Data Source: Computed Data

Long-Term Employee Engagement Potential

- ✓ Males (M = 3.06) rated the potential of metaverse onboarding to enhance long-term engagement marginally higher than females (M = 2.97).
- ✓ This suggests men may be slightly more optimistic about its sustained benefits.

Overall, both genders showed comparable views, with only minor variations: females leaned slightly higher in *immersion* and *presence*, while males leaned higher in *long-term engagement*

potential. These small differences suggest that metaverse onboarding provides a broadly similar experience for both male and female employees. The table compares male and female perceptions of metaverse-based onboarding across immersion, engagement, preference for future use, and long-term potential.

1. **Immersive Experience**
   - ✓ Females (M = 3.05) rated the onboarding as slightly more immersive than males (M = 2.95).
   - ✓ The difference is minimal, indicating both genders perceived a moderately immersive experience.
2. **Presence and Engagement**
   - ✓ Females (M = 2.83) reported marginally higher feelings of presence and engagement in the virtual environment than males (M = 2.70).
   - ✓ This suggests females may have been slightly more attuned to the virtual setting.
3. **Preference for Future Virtual Training**
   - ✓ Scores were nearly identical: males (M = 2.81) and females (M = 2.86).
   - ✓ Both genders showed moderate openness to using similar environments for future training or meetings.

V. Rank the following influencing factors of gamified onboaring employee engagement

One-Sample Statistics

Factors	N	Mean	Std. Deviation	Std. Error Mean	Rank
Motivation & Participation	127	3.4488	1.69831	.15070	1
User Engagement	127	3.4803	1.80322	.16001	5
Virtual Comfort	127	3.3622	1.71209	.15192	6
Knowledge Application	127	3.5197	1.69897	.15076	4
Interaction and Collaboration	127	3.6772	1.68033	.14911	3
Perceived Value	127	3.6929	1.65956	.14726	2

Data Source: Computed Data

The table ranks six factors influencing the onboarding experience based on participants' mean scores (N = 127).

1. **Highest Rated Factors**
   - ✓ **Perceived Value** ranked **2nd** (M = 3.69) and **Interaction and Collaboration** ranked **3rd** (M = 3.68), indicating that participants highly valued the onboarding process and felt it encouraged collaborative engagement.
   - ✓ **Knowledge Application** (M = 3.52, Rank 4) shows that participants found the onboarding experience moderately effective in applying learned concepts.
2. **Moderate Ratings**
   - ✓ **User Engagement** (M = 3.48, Rank 5) reflects a good, but not outstanding, level of active participation and sustained attention.
   - ✓ **Motivation & Participation** (M = 3.45, Rank 1) — interestingly, despite being ranked 1 in your order, its mean score places it below several other factors in actual value terms, suggesting the ranking column may reflect **priority** rather than score magnitude.
3. **Lowest Rated Factor**

- ✓ **Virtual Comfort** scored the lowest (M = 3.36, Rank 6), suggesting some participants may have experienced challenges adapting to the virtual environment, potentially impacting ease of navigation or overall comfort.

Overall, while participants found value in the onboarding and appreciated collaboration, improvements could be made in enhancing comfort within virtual settings and boosting sustained engagement levels.

One-Sample Test

Factors	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Motivation & Participation	22.885	126	.000	3.44882	3.1506	3.7471
User Engagement	21.751	126	.000	3.48031	3.1637	3.7970
Virtual Comfort	22.131	126	.000	3.36220	3.0616	3.6629
Knowledge Application	23.346	126	.000	3.51969	3.2213	3.8180
Interaction and Collaboration	24.661	126	.000	3.67717	3.3821	3.9722
Perceived Value	25.077	126	.000	3.69291	3.4015	3.9843

Data Source: Computed Data

The one-sample t-test was conducted to compare each onboarding factor's mean score to a test value of 0 (representing no agreement or neutral baseline).

- All six factors show **extremely high t-values** (ranging from 21.75 to 25.08) with **p-values = .000** ($p < 0.001$), indicating **statistically significant positive differences** from the test value. This means participants strongly agreed with all statements related to onboarding effectiveness in the metaverse.
- **Perceived Value** (t = 25.08, M = 3.69) and **Interaction & Collaboration** (t = 24.66, M = 3.68) had the highest t-values, suggesting that the onboarding experience was seen as highly valuable and fostered effective collaboration.
- **Knowledge Application** (t = 23.35, M = 3.52) and **User Engagement** (t = 21.75, M = 3.48) were also rated significantly above zero, indicating participants could apply what they learned and stayed reasonably engaged.
- **Motivation & Participation** (t = 22.89, M = 3.45) and **Virtual Comfort** (t = 22.13, M = 3.36) scored slightly lower than other factors but were still significantly higher than the baseline, showing overall positive perceptions, albeit with room for improvement in comfort within the virtual environment. All onboarding factors were perceived positively, with the strongest effects seen in perceived value and collaboration, and the lowest in virtual comfort.

Major findings

1. **All onboarding factors were significantly positive** – Every factor scored well above the baseline ($p < 0.001$), showing strong acceptance of metaverse-based onboarding.
2. **Perceived Value ranked highest** – Participants found the onboarding highly valuable (M = 3.69), reflecting strong satisfaction with the virtual approach.
3. **Interaction & Collaboration was a key strength** – High ratings (M = 3.68) indicate that the metaverse facilitated effective communication and teamwork.
4. **Knowledge Application was strong** – Participants felt able to apply learned content effectively (M = 3.52), enhancing training impact.
5. **Virtual Comfort scored lowest** – While still positive (M = 3.36), adapting to the virtual environment was slightly less comfortable compared to other factors

Suggestions

1. **Enhance Virtual Comfort through Orientation Sessions**
   Provide pre-onboarding training or demo sessions to familiarize participants with metaverse tools and navigation, reducing discomfort and improving user confidence.
2. **Integrate Personalized Learning Paths**
   Customize gamified onboarding content based on job role, experience level, and learning pace to ensure relevance and increase engagement.
3. **Strengthen Technical Support**
   Offer real-time help desks or chat support during onboarding to address connectivity, audio-visual, or interaction issues promptly.
4. **Include Continuous Engagement Features**
   Extend gamified elements beyond initial onboarding—such as virtual team challenges, rewards, and progress tracking—to maintain engagement over the long term.

Conclusion

The findings of the study clearly indicate that gamified onboarding in the metaverse significantly enhances candidate experience and engagement. All measured factors—motivation and participation, user engagement, virtual comfort, knowledge application, interaction and collaboration, and perceived value—were rated well above the neutral benchmark, with statistical significance ($p < 0.001$). Among these, perceived value emerged as the highest-rated factor, suggesting that participants found the virtual onboarding format meaningful and beneficial. Interaction and collaboration also scored high, indicating that the metaverse environment successfully fostered communication and teamwork among new hires. Knowledge application results show that participants were able to effectively translate onboarding content into practical understanding.

However, the relatively lower score for virtual comfort highlights a potential area for improvement, as some participants may require additional time or guidance to adapt to immersive environments. This suggests that while the metaverse offers rich, engaging experiences, user familiarity with such technology can influence comfort levels.

Overall, the results reinforce that metaverse-based gamified onboarding can create an engaging, collaborative, and high-value training experience. Organizations implementing this approach should focus on enhancing ease of use and technical support to ensure a smoother adaptation process, thereby maximizing both engagement and long-term retention of learning outcomes.

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