



GAMIFICATION IN HUMAN RESOURCES MANAGEMENT: AN AGENDA SUGGESTION FOR GAMIFICATION IN HRM

DOI: 10.17261/Pressacademia.2021.1402

RJBM- V.8-ISS.2-2021(6)-129-139

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Date Received: April 7, 2021

Date Accepted: June 11, 2021



To cite this document

Vardarli, P. (2021). Gamification in human resources management: an agenda suggestion for gamification in HRM. *Research Journal of Business and Management (RJBM)*, 8(2), 129-139.

Permanent link to this document: <http://doi.org/10.17261/Pressacademia.2021.1402>

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ABSTRACT

Purpose- This study aims to reinterpret human resources roles with the use of gamification and offers suggestions for those who want to use gamification in human resources processes, based on current findings in the literature.

Methodology- In human resources, gamification technique is frequently used, especially in all applications aimed at perception management and change of actions. By reviewing the roles of human resources management, the areas where gamification technique will be used are presented as an agenda consisting of eight topics within the scope of the study.

Findings- There are many reasons why gamification is used in the work environment. The study allows for an approach that goes beyond how companies use gamification. It is possible to say that gamification in human resources is important in achieving goals through learning processes by increasing the motivation and performance of employees. When human resources application areas are examined, the areas where gamification technique can be used can be categorized as attract, onboarding, training, active engagement, engaging, retaining, recognition and motivation.

Conclusion- The ways to manage human resources processes more effectively and efficiently are through applying new methods. For this reason, businesses need new methods to increase employee motivation, ensure employee loyalty and manage their talents. One of the methods used for this purpose is gamification.

Keywords: Gamification, gaming, human resources management, gamification approach.

JEL Codes: M12, O30, O15

1. INTRODUCTION

Along with the changing industrial processes, Human resources management has highlighted this understanding that places the Human element at the center of the organization in a modern management approach (Guest, 1992). Businesses need to increase the impact of human resources functions to ensure a sustainable competitive advantage and work with more skilled human resources. Considering this, it is necessary to effectively use and evaluate each resource. Human resources management can also be defined as a discipline that includes policy making, planning, regulation, management and control activities related to the provision, employment and development of human resources required to provide competitive advantage in the organization. These activities should be organized in such a way that they can meet the needs of their employees while achieving their business goals, as well as fulfill their responsibilities to society (Canman, 2000).

Another role of human resource management is to increase employee motivation, strengthen employee loyalty and provide long-term efficiency by creating a competitive environment between the teams. Accordingly, it is seen that businesses have collected more data in a shorter time when they adapt digital, game-based applications to human resources processes compared to traditional human resources applications. This is a method that will ensure a better human resources process for both the employee and the business. For this reason, in terms of human resource management, it must manage both its strategic roles and

its operational roles as a whole. In this way, it is possible to say that it will be more effective in creating both quantitative and qualitative goals in the long and short term (Solaklar, 2003). Looking at these goals in general, it can be listed as being able to continue operating, making profit and growing. Although it has a legal presence that adds legal personality to businesses, it is its employees who add a social personality to it. Therefore, businesses have to adopt a human-oriented management in order to achieve these goals. Because one of the ways to achieve these goals is through their employees being effective and efficient (Türk, 2018).

Businesses need to make new designs in order to get high efficiency from their employees for these purposes. Accordingly, gamification is an innovative approach to applying new game designs and elements to these processes. Gamification is a concept beyond gaming. It is performed in order to attract people's attention and direct their actions in line with their business goals. It is more than rewards and points, and stands out in terms of ensuring employees' participation and motivation in processes by playing games. Gamification deals with customer perceptions in marketing activities, while the target audience is seen as company employees in human resources processes. Recently, it has been found that gamification is used in many different areas. According to research, most examples were found in education (Gibson, 2012) and health (Deterding et al., 2011), as well as gamification was used in marketing, advertising, economics and entertainment. However, there are also studies on the use of gamification in human resources. (Werbach, 2014; Boller, 2017; Shree & Singh, 2019). This method, which has become more popular with the spread of digitalization and social media, is based on developing applications and services based on the basic design elements that make games attractive. Especially in this period when technology has entered every field of life, human resources management also takes advantage of this tool. As a matter of fact, reaching and using more effective human resources is possible with the use of technology-based communication tools.

On this subject, human relations are at the center of human resources management and a resource requirement based on gamification dynamics. Attracting, recruiting, learning & development & training, active participation, engaging, retention and recognition, and motivation There are arguments showing that this gamification demonstrates broad results. The concepts discussed are more intertwined with the gamification approaches known to the class of human resource management. Thus, it will be possible to advance to other management areas with the use of gamification in human resources.

2. LITERATURE REVIEW

2.1. Gamification

The concept of gamification was first used by Nick Pelling in 2002 (Marczewski, 2013). As a general definition, gamification consists of game components that, unlike a game, give users an experience and allow the user to connect to the environment. Gamification, on the other hand, can be a useful and interesting tool in situations such as motivation, encouraging learning, problem solving, and communicating with people (Kapp, 2012). Game components used in gamification can be listed as reward systems that include participation points, badges, levels and leaderboards (Deterding et al., 2011).

Although game and gamification are perceived as similar notions, they are fundamentally different concepts. Game is a closed system with set rules. It is a process in which people socialize, have fun, have a good time, communicate and learn, with certain goals and consequences such as winning and losing. Unlike gamification, game; It is a discipline in which game dynamics, mechanics and components are added to a real-life process. In this process, participants turn into players, concentrating on the activities they need to do in the game dynamic with a high motivation. They are basically asked to perform targeted behaviors. As can be seen from these explanations, gaming and gamification do not mean the same thing (Avolio et al., 2014). It has been determined that the gamification theories explained in the 20th century are defined and determined in more detail compared to the 21st century (Şipal, 2015). In the 21st century, Gabe Zichermann (2010) defined gamification theory as communicating with the participants to solve problems using game mechanics and in the context of the game. Gabe Zicherman and Christopher Cunningham (2011), who are the creators of the word "gamification", define it as "using the way of thinking and the game rules in the game to engage the user and solve problems". In short, the gamification is the use of game philosophy, game thinking and game mechanics in non-game areas to increase motivation and to encourage users to solve problems. In other words, Gabe Zichermann states that persuasion can be solved more easily thanks to motivation and therefore in-game motivational elements should be planned according to behavior (Zichermann and Cunningham, 2011). Similarly, Miltenoff, Martinova, and Todorova (2015) have defined gamification as "adapting game thinking and mechanisms to real life in order to motivate users and solve problems."

2.2. Use of Gamification in Human Resources Management

Nowadays, the importance of working with fun is increasing. At this point; gamification takes the transparency, addiction, entertainment, competition and design parts of the games and adapts them to the real world. Considering the reasons why businesses use gamification; The factors such as creating competition among teams, motivating staff and encouraging loyalty come to the fore. Gamification has chosen the way to reach the goals by having fun as a strategy (Tura, 2000). However, entertainment is not the main goal here. It is a system that achieves the main goal (Walls, 2021). At this point, Cózar-Gutiérrez and Saez-Lopez (2016) emphasized that gamification will be directly involved in human life with the development of technologies such as virtual reality and augmented reality. He also emphasized that the business world will continue with fully gamified fictions in the coming years. He argued that the reason for this could not be obtained by applying traditional business models from Generation Z. In addition, with gamification, it is possible to redesign work experiences to be more interesting, satisfying, fun and productive by making their routine tasks more interactive and playful at every stage from the training of employees to the onboarding process, product testing, sales force, performance management (Battaglio, 2017; Principal et.al., 2017). For example, SAP uses gamification practices to educate its employees about sustainability. In the same way, Unilever has integrated gamification dynamics into its training process. Marriott, an International Hospitality company, and L'Oreal, one of the largest cosmetics companies, have similar simulators in which candidates can play the role of manager or perform and experience different business tasks in various departments. By doing this simulation, companies want to influence the candidate's attitudes towards a particular industry. PricewaterhouseCoopers (PwC) has developed an online simulation called Multiply, where students can work at an accounting and consulting firm on which they can start a 12-day trial. After completing the tasks, students receive feedback about their performance. The company saw the benefit of this approach in the recruitment process and continued to use this practice as a recruitment tool. In this regard, it is possible to say that business simulation games support the use of gamified recruitment processes (Buil et.al, 2020). In the study conducted by Buil et al. (2020) on the recruitment process, the premises and consequences of the attitudes of the applicants towards the gamified ones were examined. It has been concluded that applicants' attitudes are related to perceptions of ease of use and usefulness through their ability to meet competence and autonomy needs and promote autonomous motivation.

The gamification method, which is frequently used in the recruitment processes, sales and marketing units of many enterprises in developed Northern and Central European countries, especially in the USA and Canada, has also started to enter the scientific research of communities operating in the field of human resources (Boller, 2017). In this context, the North American Human Resources Management Society carried out a research called "The use of neurological methods on recruitment processes and the effect on employee job performance", which was conducted jointly with the Department of Neuroscience at the University of Toronto in 2016. According to the analysis of the findings obtained in the research with neuroscientific methods; when the candidates introduced themselves during the job interview processes and their responses to the questions were proceeded with traditional interview methods, it was concluded that most of the candidates concealed their personality traits, experiences and competencies. In this direction, the interviews conducted by gamification method concluded that the candidates could not form an interview defense mechanism and exhibited their true self in the game fiction (Boller, 2017). For this reason, the gamification method for human analysis is increasingly preferred as it takes a data-driven approach. Games and the gamification approach are useful portals for obtaining such data. Accurate game-based evaluation can greatly improve the recruitment process (Kirovska et.al., 2020; Boudlaie & Kenaroodi, 2020). Moreover, gamification can increase participation and provide a platform that can make an objective selection on behavior (Narayanan et. al., 2016). With advances in technology and changing demographics, gamification has offered new opportunities to become more interactive in the recruitment process. Leveraging innovative tools such as gamification attracts candidates in addition to competitors' traditional recruitment patterns (Constantin & Stoenescu, 2015). That's why they use science-based behavioral assessments to help businesses use human capital effectively and help job seekers find career paths from their strengths. Pymetrics, a new generation career search platform that uses game versions of data science techniques, offers solutions and supports these processes of businesses (Narayanan et. al., 2016). The majority of cases where gamification is used as a recruitment method appear to be jobs from the information technology industry. It is therefore an undeniable fact that such work requires more skill related to game elements (Constantin & Stoenescu, 2015).

Society for Human Resource Management (SHRM) is one of the organizations that researches the effect of gamification methods, which are frequently used in the field of human resources, in the areas where they are used (Petroski, 2016). SHRM's study in collaboration with the Department of Psychology and Neurology at the University of Frankfurt examined the effect of employee goals created by gamification on work performance. According to the research, as part of the business goals determined by the gamification method, employees are more motivated and goal-oriented, while the effect of gamification is also reflected in the social lives of employees, and employees' ability to establish communication and social relationships increases (Petroski, 2016).

Businesses develop and use different tools to motivate their employees who contribute to achieving their goals. In order to transform the potential of its employee into performance, it is necessary to find the internal and external barriers and ensure that these barriers are eliminated. At this point, game techniques and dynamics are used to make performance improvement fun and attractive (Battaglio, 2017). Gamification offers opportunities through motivation and rewards for staff to follow their own performance. In order to have contented employees, it is ensured that the personnel love the work environment and the job they have done, improve themselves and support this with success. In this way, businesses that aim to increase staff's engagement to work and keep their motivation high pay attention to using the gamification method in their work processes (McGonigal, 2011). In the world of human capital management and employee benefits, gamification is increasingly being used to address challenges such as recruiting and retention of employees, training, skill development and benefit utilization (Soat, 2018).

The purpose of this use is to provide information for the purpose of obtaining information for businesses to learn who want to learn to learn to achieve positive business results (Werbach & Hunter, 2012). These purposes, which are mostly encountered as internal gamification, are also available in game applications. Here, potential customers who reach other customers according to their marketing goals are reached. The main purpose of this application is to improve customer experience and relationships, to ensure loyalty and to achieve the goals of the business (Boer et. al., 2013: 48-50). For this reason, it is seen that gamification technique has started to be used to increase the participation and motivation of employees in terms of human resources management. The gamification method is easy to implement and is also used to achieve more successful results with methods that require technical expertise, advanced planning or coding (Van et. al., 2011). Basically, human resources management practices and strategic competitive advantage and successful results are viewed from two different perspectives. One of them is institutional theory and the other is resource-based view. Being competitive is possible with the differentiation of companies' resource-based perspective (Chapman, et. al., 2018).

This study is especially built on achieving efficiency by differentiating human resources management practices through a resource-based perspective. At this point; basic goals in gamification applications; to make processes efficient by increasing the performance, motivation and loyalty of internal employees; On the outside, it is to create a customer base and increase customer loyalty in line with the strategic goals of the business such as profitability and growth. In this distinction, human resources professionals must first understand and then develop an understanding of effective gamification in order to better perform their internal tasks. It is also important for human resources professionals to enable them to manage agencies that create and run gamification platforms on their behalf. In the application of gamification by human resources, a job description is made and a deadline is assigned to this task. The study must be completed within this date. The employee is required to provide feedback on his or her job. The human resources department gives points to the employee according to the efficiency of the completion of the tasks. The scores given by the human resources department for the relevant employees will be stored in the database and used in the performance evaluation process (Principal et. al., 2017).

Within the scope of this study, it is proposed to use gamification techniques in human resources management. Unlike current studies, it deals with the use of human resources functions as a whole and is a guide on the use of gamification in human resources. When human resources application areas are examined, the areas where gamification technique can be used can be categorized as follows:

1. Attract
2. Onboarding
3. Learning & Development & Training
4. Active Engagement
5. Engaging
6. Retaining
7. Recognition
8. Motivation

In human resources, gamification technique is frequently used, especially in all applications aimed at perception management and change of actions. Today, by reviewing the roles of human resources management, the areas where gamification technique will be used are presented as an agenda consisting of eight topics within the scope of the study.

3. AN AGENDA FOR GAMIFICATION IN HRM

3.1. First Proposition: Attract

Many organizations are looking for innovative employees. However, fewer businesses have redesigned their recruitment and selection processes to find and select such people. Providing personnel recruitment and selection with tasks and difficulties can be an ideal way to identify the talent required and to supply personnel (Georgiou et.al., 2019). For example, on the Top Coder community website, users can create a personal gaming site where they can manage their games, gamification dynamics, scores, and social gaming networks (www.topcoder.com). In the same way, it facilitates the achievement of the talent sought in the selection of personnel by ensuring the determination of programming skills through competitions. Such pioneering employment and selection processes can also make a valuable contribution in accordance with the strategic objectives of enterprises and the employer brand.

3.2. Second Proposal: Onboarding Process

By using gamification concepts in onboarding processes, it can be made more efficient and fun for the hiring process. The onboarding process begins with the work of ensuring that the person adopts to the institution from the day they accept the job offer. Gamification elements can be effective in the process of preparing a long-term job adaptation program that provides engagement, quickly preparing employees for their new tasks by providing early guidance and feedback (Lipson, 2021). The use of gamification elements can encourage learning in small steps to improve their competence by identifying employees' ways of learning and giving feedback on their progress. For example, with the game "Becoming a CEO" developed by İzgören Academy, aims at enabling newcomers to understand their professional business life, career plan and business values in a fun way (Adler, 2014). Values, tasks, and projects created in the game can be changed as specific to the institutions. The process of "Being a CEO" game can be resembled to a mentoring relationship between an experienced model employee and a newly joined person. "Being a CEO" is a board game developed by İzgören Academy. It can be played with 2-6 people. In the game, you move forward by throwing a dice. The game is structured in three tiers: beginning of the career, mid-level manager and senior manager. The goal in the game is to be the CEO. At this point, players become aware of what needs to be done to succeed in the business.

The onboarding process is one of the most popular of the gamification practices that exist in workplaces today. In many companies, onboarding is a well-defined process with beginning, middle and end. To be on board successfully, employees need to digest a significant amount of information, build relationships, and start navigating the organization. In order to gamify this process, information and activities can be "stacked and sequential". Thus, employees gain points and badges as they progress through the process. Other game mechanics, such as missions and levels, can be used to organize the process further and add a progressive sense of achievement.

3.3. Third Proposition: Learning & Development & Training

The use of the gamification concepts to facilitate learning and development distracts employees from old-fashioned knowledge ideas based on pushing the boundaries of their learning capacities. Gamification of learning and development can help support an employee in their journey of mastery. A carefully designed gamification can help an employee develop their own competence, allowing risk-taking and failure in a secure context. Some examples of learning and training that use gamification concepts very successfully include health and safety education, leadership development (e.g., Deloitte Leadership Academy) programs.

Another example is the Compliance Game made for Ziggo. The Compliance Game project was designed to allow staff to be more aware of safety, compliance and integrity arrangements. It is the main expectation of businesses from their employees that staff learn, adopt and lead other staff by coming forward to implement the behavior of each staff member (Buckley & Doyle, 2016).

Another method is making learning easier by storytelling. Everybody likes to hear stories. The storytelling method, which allows you to listen carefully to the narrator, evokes curiosity and a desire to learn, and touches emotions, is also an effective communication tool used in business life in human resources management, especially in the process of training employees. Employees will remember the main idea better if they are a part of the story. Therefore, another goal of learning to play is to improve participation and the completion of online learning. Currently, learning leaders use online learning to reach large populations. However, the dropout rate is worryingly high, resulting in wasted money and time. Another goal is to close the learning-making gap and to help. Indeed, online and classroom learning is not favored by many workplaces. Gamification, in this direction, can play an important role in closing this gap.

3.4. Fourth Proposition: Active Engagement

The concept of engagement refers to a willingness to participate in and complete learning activities (Skinner & Belmont, 1993). Ensuring the engagement of educators and staff in training processes that are one of the functions of human resources is important in terms of the efficiency and effectiveness of training. At this point, educators need to explore solutions and try new ways to overcome the non-participating staff and the problems they observe. There can be many different reasons why some employees do not focus and are not interested in the training. But there are also common interests that can overcome many reasons that distract them from training to ensure that staff actively engage in training and make it easier for them to learn (Shenoy & Bhattacharya, 2020). Innovations such as game, reward system, social media can reflect common interests in ensuring active engagement in retraining of this generation, expressed as digital natives or whose characteristics are indicated by different classifications in generational studies. Studies conducted in the context of gamification and active participation show that gamified learning is effective to achieve the desired results (Yüksel & Canlı, 2019). Thanks to the interactive learning experience provided by gamification and the tasks provided, problems related to active engagement can be overcome.

To explain through an example of gamification, online food ordering site Yemeksepeti has integrated gamification technique into its system with Yemeksepeti Muhtar game. Yemeksepeti users can now compete with themselves and other Yemeksepeti users through their profile pages and learn from each other the best of what to eat in their districts by following each other. Yemeksepeti Muhtar game aims to create district-based opinion leaders. In Yemeksepeti, the "game" allows users to earn points depending on their actions and compete with other users in their own districts. If the user wants to prove that he/she is an expert in food in his/her own neighborhood, he/she can participate in the Mukhtar game race. The user who collects the most points during the week in each district wins the "Muhtar" badge and this is reflected in his profile. In this way, when users want to order from a new district, they can make food choices by looking at the choices of the headman of that district. There are more than 100 tasks set within the game. These tasks differ in ways such as ordering from new restaurants, paying with an online credit card, trying different cuisines, and ordering at different times of the day. The more frequently and differently these are made, the more appropriate badges are earned. There are various tasks that are also set up through interpretation, site visit and order sharing. From the point of view of human resources management, it is possible to say that gamification will work in terms of ensuring that staff engage in the organized trainings, performance evaluation processes or internal activities and in terms of more convenient operation of the system.

3.5. Fifth Proposition: Engagement

Gamification is changing the way employees interact and can be achieved in ways that have not been experienced before. Therefore, curiosity increases visual appeal and employee interest. It connects emotionally with the player and invites them into a world that needs to be learned (CIPD, 2012). In this direction, games create an emotional engagement for the player. Using these concepts in an organizational environment can increase employee engagement by appealing to an understanding of entertainment (Lazzaro, 2004). It is believed that the methods of gamification applied in working life are also aimed at engagement, just like a game produced for entertainment purposes. Besides, gamification also aims to observe, encourage and learn attitude changes (Armstrong, 2006). It is seen that the method of gamification is mainly preferred for the purpose of creating a predisposition to team work and managers and is becoming increasingly common.

An example is the use of the profile completion tool on LinkedIn, a gamification-like tool that aims to get employees more involved in a concept. The progress bar, which shows the percentage of users completing their profiles, is also one of the examples of gamification. In a corporate business environment, the implementation of gamification elements (such as scores for cross-departmental project teams) to promote teamwork and collaboration can be seen as a key element for employee management.

3.6. Sixth Proposition: Retaining

Gamification can help retain employees by encouraging users to participate in the activity, at least at a certain time. According to Burke (2014), the key to sustainable gamification is to replace attitude change with essential internal rewards rather than external rewards. When a user participates in a game or a platform or program that uses gamification dynamics, users are provided with more meaningful incentives when they can maintain a momentum by ensuring that the challenge matches their skill level. This means understanding how meaningful internal incentives are for employees who play in contrast to the more standardized traditional external rewards. If, while gamifying the process, the employee is trying to focus on internal driving forces in the long run, this does not mean that there is no need for external driving forces. For example, external motivating elements are very good in the short term to introduce people to the desired concept and to meet them. In addition, applying gamification concepts can be useful for completing more routine but necessary administrative tasks, such as scores and leaderboards, for fast reporting in

human resource management. In addition, playing a more transparent career development process with virtual guidance and badges for event completion and progress can make these processes more enjoyable. On a more personal level, a more meaningful long-term goal for some employees may be related to their own development and happiness. For example, the game Mindbloom Life (Mindbloom's Life Game) teaches the user how to live better. It is a simple game that aims to improve the quality of life by rewarding the user when they do the things that really matter. That's why gamification is a fun, simple and effective way to increase employee happiness.

3.7. Seventh Proposal: Recognition and Awarding

The concept of reward, which has been used for centuries to change people's behavior, is also one of the key concepts for gamification. By adding points, levels, leaderboards, achievements, or badges to a real environment, the gamification system aims to make people more connected to the current situation in order to earn these rewards (Nicholson, 2015).

A gamification platform can be created for employees to socialize with each other through a single platform within the framework of business values. For example, Biggstars has a web and mobile-based appreciation and reward app that aims to increase employees' performance and productivity by motivating them in a social environment. When employees understand and internalize business values through the appreciation and reward platform, they will contribute to improving productivity by performing more than usual. As a matter of fact, it is known that the productivity of the appreciated person increases.

3.8. Eighth Proposition: Motivation

In general, motivation covers want, desires, needs and impulses. The relationships between these concepts are important in understanding the motivation process. Motivation management in enterprises is the desire of employees with tools such as money, education, appreciation, reward, success to mobilize the individual (Aktan, 1999). A good fiction should definitely use all elements in a balanced manner and cover internal and external motivations together. Because it is known that the reward will never be enough alone. For this reason, it is stated that performance management in today's businesses in the form of "hit the target and earn bonuses" is now over. It is stated that an accurate modeling cannot be done only with external motivation (Aristigueta & Denhardt, 2014). For this purpose, entertainment requires elements that trigger internal motivation, such as self-development, gaining status, learning, and feeling connected to a group (Akin & Çolak, 2012). In the concept of game, which also includes volunteering, if participation in the game aims to change the actions of the individual, it should be ensured that it is intrinsic. For this reason, gamification is a very efficient method for human resources to achieve sustainable success and achieve their goals. It is thought that the success of administrations that accept gamification systems, which are not an end but means, will be inevitable.

The eight suggestions mentioned in the scope of the study are applicable to human resource management. Businesses should continue to work to develop new game strategies to maintain game-like attitude in existing applications and processes. In this way, they will contribute to making the application more attractive to end users. It seems that the holistic design and implementation of gamification applications is complex. Repeating the processes described above for each different application and process will be time consuming and costly. At this point, gamification platforms and tools are becoming key factors to recognize end users and motivate them to actively participate in these communities (Irkey, 2019). However, gamification is not just about using the dynamic of gamification, but rather a mechanism that helps the enterprise achieve its goals and objectives. Applying new ideas and processes in human resources strategy can add value to operations. In this way, gamification can help both candidates and the organization achieve their goals by being business-oriented. It is possible to say that a business that implements gamification elements can encourage people to do more and better.

4. CONCLUSION

Although the use of gamification in human resources management is a new field, it is seen that the use of gamification in human resources processes has a generally positive contribution in the literature. The use of gamification in digital media in human resource management provides businesses with an environment where they can establish more effective employee communication and get clear results in terms of measurement, especially with less budget than the traditional methods. With the digital platforms and widespread virtual applications, gamification has become a more common and preferred technique by businesses. Increasing the expectations of the new generation every day, while limiting the opportunities that employers offer to people who meet these expectations, increases the responsibilities of human resources.

The gamification approach that initiated the change in human resource management is a unique tool that encourages companies to change the traditional concept of recruitment and selection, to participate in new and modern approaches. Gamification

approaches are preferred to overcome the most important challenges in the recruitment process which are recruitment efficiency, workforce diversity and employee retention. It seems that job simulation games are preferred, especially for those who want to implement gamified recruitment tools (Bina et.al., 2021). It is mentioned in studies that gamification in general provides many benefits when applied to the recruitment process. The implementation of gamification in hiring should not be a choice, but instead should become a norm for companies to select employees who will be most suitable for the organization (Nenadić, 2019). However, there are few studies that empirically analyze the potential of gamification for human resource management (Shree & Singh, 2019; Shane et.al., 2020; Boudlaie & Kenarroodi, 2020).

This study has practical implications for human resources managers. Because it is a relatively new tool, studies on gamification are expected to be useful for both firms and academics. This agenda points to the relevance of an HRM that incorporates gamification frameworks raising from different knowledge areas. Gamification is a phenomenon that exists at most moments of our lives, but is often unnoticed. It is emphasized that gamification can be used in human resource management to attract, direct, train, teach and develop employees, ensure their participation and keep them in hand. When used in these areas, it can increase the effectiveness of human resources management within the enterprise. There is a race to use every new concept that arises, but thoughts about how the effects of this new concept will be may be insufficient. At this point, it is thought that there should be an audit mechanism (Aydin, 2020). In this direction, an audit mechanism can be created through the proposed agenda.

As a matter of fact, there are uncertainties at various points due to the lack of studies on gamification in the literature. Especially defining the variables related to gamification and measuring their effects can contribute to the creation of more effective gamified learning environments. In addition, many of the developed tools are focused on issuing badges and do not allow the use of different components. There is a need for ready-made tools that provide flexibility that educators can design without the need for programming knowledge. Although it has been stated (Kapp, 2012) that the fiction of gamification on a particular story produces successful results, there is no information on how this story should be designed. Another suggestion for research may be to deepen this issue.

In a correctly designed system with gamification, users' motivation to use the system increases, making it possible to have more fun experiences. Currently, the characteristics of learners have changed, and the approach of educators to gamification has emerged in relation to the learning mechanisms of the next generation. Gamification is an innovative approach that increases learners' participation and motivation in the learning process and makes the learning process more effective, efficient, attractive, fun and sustainable (Kırcı & Kahraman, 2019). However, recent studies investigating the effect of gamification on motivation show that while the practice shows the effect on behaviors in various contexts, there is no increase in intrinsic motivation (Mekler et al., 2017). Mekler et al. (2017), on the other hand, suggests that gamification elements commonly used in gamification, such as scores, leaderboards, and badges, may contribute to external structure rather than internal motivation. Although this explains the lack of effect on intrinsic motivation, research on digital games suggests that these elements may support intrinsic motivation (Ryan et. al., 2006). The use of gamification to encourage behavior change in various contexts is supported (Hamari et. al., 2014). Although support for the behavioral effect of gamification is solid, Hamari et. al. (2014) argue that understanding the mechanism of gamification to reach the suggested motivating experience is still unclear. Research that does not include comparison groups or approved criteria specifically highlights the methodological problems common to many gamification studies, which include short treatments, and single time point measurements. It is important to eliminate these problems and to make practices with the whole of society in mind (Aydin, 2020). As a matter of fact, gamification is used in human resource management, but as a result of its application, there can be some problems. It cannot be said that there is a definitive solution for the problems experienced in the entire recruitment process. Once implemented or removed from the system, it can affect loyalty, especially for employees with more points and badges. Therefore, gamification can have short term consequences. The success of the gamification process also depends on the content and how users perceive it. Not all users may have a similar attitude towards the game; some may be competitive while others may be indifferent. The low competence of employees in human resources departments and the lack of the need for better recruitment procedures can create obstacles for the implementation of any new tools, even if it is already technically possible. Therefore, the view that gamification can only appeal to certain personality types and therefore be divisive for the organization may be true only if the gamified elements are not personalized. However, the gamification mechanism can inspire more customized environments. Ultimately, all this is based on the fact that applicants must be best analytical, creative, or intelligence-wise to be aware of the skills and competencies required for the position (Shree & Singh, 2019).

Gamification from the point of view of human resource management is not about experiencing an immersive experience, but about using gamification elements and mechanics to help an organization achieve employee participation and other

organizational goals. Research has shown that applying gamification in human resources processes is a creative, innovative and cost-effective method for evaluating candidates, especially in the recruitment process.

In the light of all these evaluations, gamification is based on and connected with a set of theories for business design, trust and flow, including behavioral economics, human psychology, learning and development, motivation, entertainment, performance, communication, teamwork, problem solving, risk taking and decision making. Well-designed gamification of real goals can connect with untapped player potential to improve performance and enable employees to participate in ways that can create an exponential gain. This aspect of gamification is considered a win as it provides a win-win opportunity for both employees and businesses. This study is an exploratory study of guidance for researchers interested in the subject. For future studies, it is recommended that the use of gamification in the field of human resource management be examined in more detail as examples and different case studies through enterprises.

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