

GAMIFICATION TRENDS IN HUMAN RESOURCE

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ABSTRACT

The research broadens the understanding of gamification in HR. This focuses on how the gamification is important for motivating and engaging the employees for the work they assigned by the organization. In this research we cover all the matter which are valuable for the reader to know about the gamification in HR.

In recent years gamification become the most important tool of any organization to grow. In this research we understand various profits of gamification in HR with the help of examples and case study.

Keywords: Gamification, Recruitment, Human Resource, Learning and development

1. INTRODUCTION

Gamification is a popular tool that has become progressively common in the present business world. Organizations, for example, Cisco, LinkedIn, and Marriott handle gamification to assist them with accomplishing vital organizational goals.

The word gamification became one of the emerging trends which can be executed in various real-life areas including the organizations. It can be presumed that the gamification is the tool which transmute the business operations (Nenadić, S., 2019). In any case, gamification has not been stale, and the definition was created in 2011 for the proper utilization of game plan components in non-game settings (Deterding, Khaled, Nacke, and Dixon, 2011). Though past definitions focus on the structure of gamification while contemporary definitions are concentrating on the clients and the client experience, where gamification alludes to a procedure of improving a help with affordance for effortless encounters so as to help clients' general worth creation (Huotari and Hamari, 2017). Definition provide us the quintessential understanding of what gamification consists of. The concept can be explained as the utilization of gaming elements in non-gaming contexts to generate gameful insights that lead to recognizing and developing value via customers or clients. Gamification is wonderful to video games due to their nongame settings, together with enterprise, education, and healthcare, wherein the games fulfil a separate motive to their regular reason of entertainment. Gamification makes use of game layout elements to create the environment for the gamified reviews and from a technical perspective usually includes game-like elements consisting of badges, factors, and policies.

Why use Gamification in HR?

Gamification is not always about bringing fun and enjoyment during the time of work, but it is a source of upgrading the working techniques of the organization so workers can upgrade themselves with the changing environment for the best results. It is said that designing HR and its different

technique use ideas for excellent practice from quite several fields. Gamification can add fun and motivation to the daily routine of HR that will help in reducing working strain, which will result in gearing activities in the direction of the success of each player and commercial enterprise objectives and goals. With gamification you are encouraging humans to do better of what you want them to do.

Use of Gamification in HR

There are numerous methods wherein sport concepts may be utilized in HR. As examples, gamification can be utilized in HR to draw, induct, educate (study) and broaden, engage, and maintain employees. The possibilities for the application of gamification to HR make bigger a long way past the ones we mention right here. As a HR professional, understanding gamification techniques themselves is an important for the experts to allow them to control others (such as outside groups) who create and run gamification stages on their behalf (Simpson, P., & Jenkins, P., 2015).

Attract

Organizations are constantly exploring to match job roles or profiles with the employees that have the relevant skills and abilities. Yet fewer organizations have designed recruitment and selection tactics to find and pick out such human beings. Gamification of recruitment and selection with “quests” and demanding situations may be a great way wherein you can become aware of, appeal to and acquire the expertise you are seeking e.g. The identification of programming abilities the competitions on the Top Coder network website (www.Topcoder.Com). Such leading- part recruitment and selection methods may additionally provide a valued contribution in terms of healthy along with your enterprise’s strategic intentions and employer logo (Simpson, P., & Jenkins, P., 2015).

Induction

Game factor can be very powerful for getting human beings on board speed and can give early routing and comments. The use of game elements can inspire the employees to get results in small-small steps to develop capability and eventual mastery of principles by means of mapping out learning pathways and giving remarks on development. Utilizing game principles in induction an organization is more likely to acquire productive employees in an innovative and insightful manner (Simpson, P., & Jenkins, P., 2015).

Learning

By implementing the game concepts allows an organization to develop strategies and policies that enable the firm to shift their focus from conducting the know-how of the job role to the employee to increasing their competency and learning capability in various areas of the business. Gamifying the training, learning and development processes of an organization can enable their employees to develop specialization in certain aspects or allow them to grow holistically. Well-developed gamification process can enable employees to overcome their weaknesses and enhance their competency level. Examples of learning and schooling which can be already very efficiently using

concepts of gamification include Health and Safety education, management improvement (e.g. Deloitte Leadership Academy) (Simpson, P., & Jenkins, P., 2015).

Engaging

Gamification enables employees to engage in various manners that previously haven't been discovered. Gamification is a concept within the environment of a firm can essentially supplement engagement with employees by projecting itself being entertaining and intuitive. Implication of game component inside a firm's internal environment can be for e.g. to initiate and enhance participation and teamwork at cross departmental level presuming that those are the vital aspects of the business (Simpson, P., & Jenkins, P., 2015).

Retention

Retention can be defined as the process of creating, developing, and re-structuring the organizational structure by observing the employees and customers. By the help of example, we understand more about retention for example Accenture uses gamification tools for employee's retention and workroom behavior modification. 'Suggest' is social collaboration game developed and used by World Bank to resolve social problems. Employee wellness is an aspect where application of retention gamification can be implemented. For example, Mindbloom's Life Game being utilized by Aetna, is a freemium online social game aimed at improving employee health and wellness by encouraging relations with a symbolic "self". Employers can keep a checked on their health by selecting and evolving plans to strengthen wellness (Simpson, P., & Jenkins, P., 2015).

2. LITERATURE REVIEW

Concept and application of gamification has been utilized in business for long time. For instance, game ideas have been utilized in the mid-1900s with organizations offering unconditional presents with various item buys. Within this research the proposed manner in which 'gamification' is utilized can be expressed such as the application of game plan ideas in non-game situations, this has come to considerable light during 2009 and 2010. It can be observed as to how gamification is impacting the present modern and dynamic business environment. During 2013 gamification was illustrated as the 'most blazing business trendy expression' (Simpson, 2015).

There is proof of gamification ideas being used in such assorted settings as retail, instruction, wellbeing, and prosperity. As of now SAP utilizes games to instruct its representatives on manageability, Unilever utilizes games for preparing, Hays utilizes it for employing enrollment specialists and the Khan Academy utilizes it for online training. Gamification is used to get better result such as relationship between the employee and employer, attract customers for the higher productivity and so on... (Simpson, 2015).

Gamification in HR

Gamification includes intelligence and mechanism of gaming in non- game situations, for example, business condition and procedures, explicitly in enlisting, preparing and improving, and inspiring; so as to connect with clients and take care of issues, as characterized by Gartner Group.

The creator of Gamification of Learning and Instruction, Karl Kapp, states the way to gamification is how addictive it can become over all ages of individuals. According to Kapp, gamification is addictive in nature as it can impact all ages of individuals and can attract and motivate customers to remain engaged in and enhance cooperation, resulting in developing more grounded connections. A few associations like Marriott, Cognizant, Deloitte, Aetna, and a couple of others are utilizing gaming to improve workforce arrangement, upgrade worker aptitudes, unravel confounded issues and tap into new ability pools.

Gamification has added an idea referred to as 'Employee Engagement Funnel' and connects it with Gamification. The worker engagement funnel is visible illustration of the ways in which employees are made aware of to their organizational dreams, taught about in its totality, and modifications are cautioned to employees in phrases of how they work. This is not a filtering technique, however a developmental one. It enables in aligning of vision and plan of an organization and its employee, the same reflected by their conduct. As employees reach at different levels or stages of this funnel, various tools are required to be evolved and implemented to enhance an employee's personal and professional growth (Lawaande, Mohile & Datta,2016)

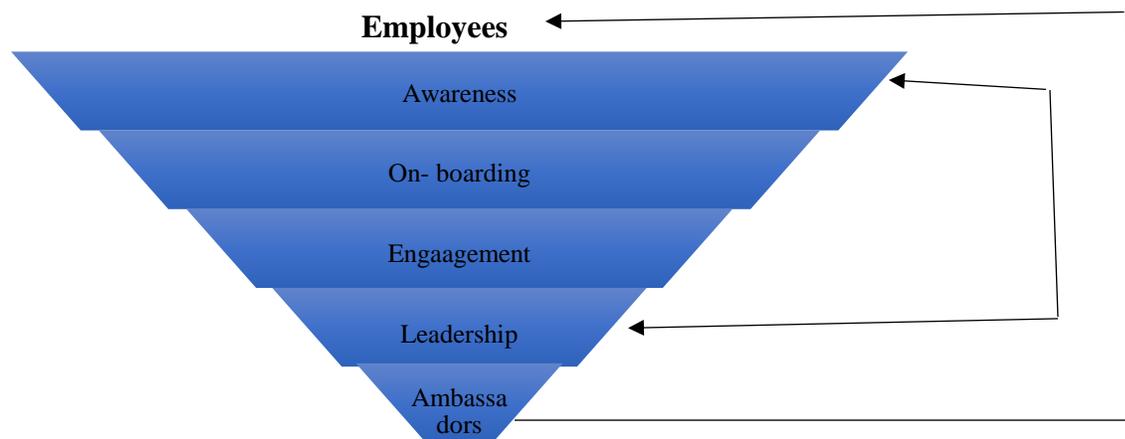


Fig. 2.1 Engagement Funnel (Lawaande, Mohile & Datta, 2016)

Awareness

The first and foremost step of this funnel is to make employees understand the importance of the organization aim and how to implement them to the daily routine. At this stage providing awareness regarding various aspects of an organization such as their primary goals and especially their manner of conduct and practice. Gamification is utilized to analyze, review, compare and measure rewards and incentives to encourage such desired behaviors.

It is vital role of a HR within an organization to communicate and instill its vision, mission, and objectives to the employees so that the employees are aligned with their job roles and adapt to the organizational environment. The HR does this by using induction programs and training sessions either in person or digitally, it generally results in being very effective.

Because the impact of classroom learning is lower as compared to the knowledge holding that happens through gamification awareness gives the employees a reason to keep themselves abreast with personal as well as organizations goals. Online platform is a vital and productive as it maintains, records, measures, and reviews employee's knowledge from their induction and when being engaged in the firm during their career (Lawaande, Mohile & Datta,2016).

On- boarding

In this second stage the new workers are assigned to their organizations, according their working profile. Gamification is used during this process to focus on competitions. This will draw in a sense of achievement within the workers and boost their confidence.

On boarding is important when it comes to explain the employees with their everyday roles. At this stage, the HR must ensure that the employee is given the correct amount of supervision, elect a mentor who can ease the process of making the employee comfortable. The HR must also confirm that each employee should learn the whole process of carrying out his everyday role. At this phase, the employee may feel inadequate to carry out his tasks successfully. Gamification helps in transmitting of knowledge which make the work beneficial. The standard of result and pointing out the training requirements based on the quality of work are some important uses of gamification. (Lawaande, Mohile & Datta,2016).

Engagement

This stage of engagement funnel includes the gamification and engagement features. By creating effective and productive gamification strategies can enhance the quality of relationship between the employer and employee, improve overall performance and fulfill employee's individual goals. Gallup's study founded that the millennial generation are least active as they are not able to attain opportunity by which they can illustrate their abilities, ideas, and suggestions.

HR can make use of the interactions of employee engagement and gamification by developing gamification strategies and solutions by keeping employee engagement at its core. Designing an effective gamification platform can be done through feedbacks and surveys that reflect the interests, voices, and opinions of the employees. HR needs to keep in check that the new and present employees are fully engaged by implementing relevant and effective gamification strategies (Lawaande, Mohile & Datta,2016).

Leadership

Before entering this level or stage employees should have good understanding of their job roles within the firm. Employers expectations of the job role is understood by the employees, they work towards meeting such performance standards, resulting in achieving reward or incentive that is different from achieving a target. Employees are trained to be leaders and help employees to enhance their routines. Such programs are made with the use of gamification for the successful headship development.

As worker develop in the way of his professional path, HR need to be active in recognizing the efficient workers and have a professional path which have leadership roles for them to improve. (Lawaande, Mohile & Datta,2016, p.- 192).

Ambassador

The final stage of funnel engagement states that employees act as an important asset of the organizations in which they work and reshape into ambassadors and work on their personal as well as the organizational goals. Through this they turn into the face of the organization and this head to great business for the company. In this ambassador attracts new employees into the funnel.

The aim of HR is concluded when a worker is matured to the spot where they themselves encourage the brand to other person outside the company. Innovation of the gamification produces a position for the company (Lawaande, Mohile & Datta,2016, pp.- 192-193).

Benefits of Gamification in HR

Gamification in HR is beneficial for employee, employer as well as the organization. Through Gamification employees get motivation to work effectively and efficiently and do the job which is best suited on the personality of the employee and through gamification recruitment of the employee is also easy. According to the employer the first critical task is to recruit by matching the competent candidate to the job role, gamification is useful for employer in the recruitment process and enables them to develop healthy relationship with the employees. For Example, Marriott hotel uses a gamification to recruit right person on right job and trained them with the virtual game.

The study on Gamification in HR believes that gamification not only provides a different way to interact with the co- workers but also offer some of the special benefit

- Increased Productivity. There are numerous studies are conducted on gamification that how they are useful for the productivity to increase by reducing the completion time of any work to done (Sengupta, N., & Sengupta, M., 2015).
- Better long-term engagement. Based on the research findings that when gamification is implemented accurately it can motivate employees to perform their job roles and inspire by achieving badges or by competing using leaderboards (Sengupta, N., & Sengupta, M., 2015).
- Training and development successes. Gamification also beneficial for training the employees in the gamifying environment by creating a more engaging learning environment and allow user to better retain information. Such intuitive, interactive, and entertaining environment can enable employees to develop themselves easily (Sengupta, N., & Sengupta, M., 2015).

2. RESEARCH METHODOLOGY

Research methodology use in this research paper is based on the secondary data, which is collected from existing research paper, journals, articles, internet, and websites. In this methodology we also go through the various objectives for accomplishing the research on the gamification trends in HR. The type of research use in this research paper is qualitative type of research. Secondary research methodology is a summary of data collected for research from the appropriate secondary data sources.

Objectives of research

The main objectives of the research report are:

- To know about the Gamification trends in HR.
- To know how companies utilizes gamification in HR.
- To know the benefits of gamification.

Case Study 1: Knack Games

Knack was a business gaming app established by an Israeli entrepreneur, Guy Halfteck in San Francisco. Knack was not only a mobile gaming app it is a platform through which people match their capabilities with the opportunities. This app is useful for the organization to recruit the employee who is appropriate for the job and achieve personal as well as organizational goals. 'Knack' is a word which implies that it is an essentially a skill that is acquired or naturally inherited when conducting a certain task or an activity. Games aren't specifically designed for the purpose of entertainment, rather they provide critical feature for an organization to find competent talent and match their abilities, so that the selected workers are aligned with the work.

The critical reason for Knack to introduce such kind of games is their understanding of the market conditions in the upcoming future as the world would become very competitive. Their idea to introduce such games in the recruitment process was that the competent candidates receive fair opportunity of getting work that complements their skills and capabilities. It helps the recruiters work to become effortless and streamlined in recruiting new talent. Organizations such as Tata, AXA, General electric, UBS, Max Mara, Daimler, Generali, McCormick are some of the examples that utilize such kind of gamification in recruiting potential employees (Perinot, C., 2016, pp. 84-96).

How it works?

As a Candidate, firstly they must download the knack app from the play stores (Android/iPhone). After downloading the app the second thing to do is to create an knack id and password through which they are going to login then after the second stage is completed and the sign up procedure is completed then in third step there are three games which the candidate must play to know your knack which suits the candidate personality. Some of the examples are diplomacy, customer focus, consulting, entrepreneur, startups etc. these knacks are furthermore divided into different categories like super knacks, power knacks.

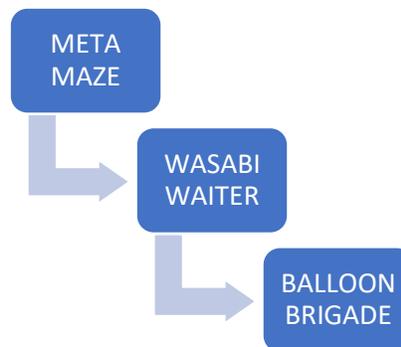


Fig. 3.1 Three Games in knack app

META MAZE

Meta maze is a first game of the knack app in which the candidate goes through a stage where they solve a puzzle to connect two balls with each other in this game there is 10 stages which the candidate goes to reach to the next game. This game is a time bound game because in the given time we must find the right way for the balls to meet. Through this game they are monitored if

they are not searching for the job. This game connects with the motivational strategies to the employee that there are many ways of doing the job we only have to know that which is the right path.

WASABI WAITER

Wasabi waiter is the second game after completing the meta maze game. In this game the candidate should work like as a waiter and serve the dishes to their customers according to the customers moods by reading the customers facial expression. The food which waiter is serving is on time, otherwise the points are deducted from the candidates scores. Through this game we understand how the candidate is managing the customers by reading their expression and serving on time.

BALLOON BRIGADE

This is the last and final game of the knack app in this game candidate fill up the balloon to kill the fiery invaders in this different color balloons contains the different strength and power to destroy invaders. This is also a time bound game with multiple stages to perform.

As a Recruiter, now they must see that how knack is useful for the recruiter to select a candidate which matches the job profile that organization wants in their candidates.

Firstly, the first most step for the recruiter is to go to the knack website and register themselves by uploading their brand name and symbol of the organization and some information related to the organization.

Secondly, In this step candidate must create a job opportunity which they want in their candidate for the profile which they want in the organization and combine all those knacks with the essential features, in this way recruiter dashboard their opportunities to reach to their appropriate candidate.

Thirdly, in this step recruiter must share the opportunities through social networking sites, websites, emails etc. to achieve the goal of recruiting the ideal candidate who matches the opportunity of the organization. They also give the specific code for applying a job through the code only they can play the game for the job and through this only organization can receive the data of a valid candidate.

Finally, in this last step the organization must compensate them according to the considerable ranking of the candidate's capabilities and after that they must pay fixed price every month and select the best candidate for the job.

Data collected at the period the game was being played is utilized by analyzing the data generated from the game being played by the existing employees of the organization and is used to compare with the data acquired from the new candidate, so that fair and best results are generated. Via this process existing employees can analyze and track their skills and capabilities (Perinot, C., 2016).

3. DATA ANALYSIS

Through, this research we lay down that gamification is not only a visual gaming mechanism it is a use of gaming strategies in the non-gaming environment. In this data analysis we analyze or compare the data with this real world that how the gamification is useful for the HR department to ease down their work and to increase the fair chances for the candidate to get the opportunity to do the job which is best suited with their personality.

Visualization Gamification:

Gamification is simply a tool to analyze fundamental skills and abilities by transforming activities or tasks into games that are challenging, interactive and entertaining. Visual gamification is essentially a medium by which idea of 'gamification' is transformed into a digital application of its core idea. Visual gamification is wide and progressive in nature as it is not limited to games, tasks, activities etc. that could be virtual, digital, and alternative reality. It is progressive in nature as it is a tool that can be used to assess technical, non-technical, creative etc. features of an individual, however is dependent on the developer as how they grow it and utilize it to assess it in relation to the real life working environment. For e.g. JW Marriott applies gamification when recruiting employees at various levels of its organization that is used to impart industry, business, experience based etc. type of knowledge and is also used to analyze and assess for the skills and capabilities that are developed from such knowledge.

Gamification:

This is an idea that is particularly fascinating as it involves multi-disciplinary aspects that are harmonized to provide knowledge to employees, implement and assess policies and standards, assess employees based on various parameters. However, based on the HR perspective it provides a platform to impart knowledge to employees, assess skills, collect data etc. which is applicable to the job/role within an organization. It is vital to point out that gamification is an idea that is not limited to a business being product or service based. Since HR functions are standard and apply across all various forms of businesses, due to which it applies at various levels of an organization from the lowest level to the top management. It is a tool that has various implications not pertaining to only recruitment and selection functions but even to motivation, compensation, policy development and implementation, training etc. For e.g. In an auditing firm gamification is utilized to analyze, assess, and collect data of the existing employees to utilize as a benchmark to hire new employees, develop promotional and compensation policies, training standards etc. It is a revolutionizing idea especially in HR, however, has the scope to impact multi-disciplinary areas in the business environment. For e.g. Management can utilize the gamification data to set bar for the efficiency, effectiveness, skills, knowledge etc. aspects of the existing employees to create performance reviews on quarterly, half yearly and annual basis.

Conceptual model for implications of gamification in HR

Here, we show the conceptual framework for implication of gamification in HR that how the gamification can implement for the betterment of HR to manage the organization for increasing their production level and perform the HR function effectively and efficiently. This conceptual model illustrates the pictorial framework as to how the organization or employees are helped by

using the gamifying technique to motivate and match the competent employee with the relevant job role based on their skills and capabilities in a fair manner.



Fig. 4.1 Implication of gamification in HR.

1. Improve talent acquisition and management

Gamification can be implemented to match employees to the right job role based on their skills and abilities, it improves the recruitment process overall especially the talent acquisition aspect. Organizations utilize the gaming strategy to complete the process in an effective, methodological, and productive manner.

2. Motivate employees to learn and participate in training

According to research, gamification is effective during the training and development of employees as it aligns the organizational as well as personal goals. Employees personal growth can be accelerated by providing rewards or incentives in terms of bonuses, gifts, salary increasement etc.

3. Map the path to career success

Gamification helps in developing, organizing, and planning successful career path, as employees are self-motivated to achieve incentives or attain higher positions within the organization's hierarchy.

4. Challenging but fun/entertaining environment

By utilizing the gaming elements in the real-life business environment is the most attractive part of an organization, however it is quite challenging to use gamification to manage HR functions effectively. Gamification enables the employees to complete their tasks in an effective and productive manner, yielding to positive results. Employees feel driven while being engaged in their job roles and tasks.

4. OBSERVATION AND FINDINGS

- ❖ Gamification in HR helps recruitment procedure of the organization.
- ❖ Gamification helps HR as well as other departments within an organization.
- ❖ Increases the productivity of the organization.
- ❖ Gamification in HR exceedingly builds the relationship between the stakeholders and organization.
- ❖ Gamification is all about building employee's motivation to achieve organizational as well as personal goals.
- ❖ Trends of gamification are impacted by the changes occurring to the organizational environment.

5. CONCLUSION

Gamification is a strategic tool for any organization to grow in a modern and dynamic business environment. It helps HR to engage with their employees and build concrete relationships within the internal and external environments of an organization. Gamification helps to recruit competent and talented personnel matching with the right job role and responsibility based on their skills. It helps them to indulge in the environment by providing the induction training with the use of gamification tool which enables the employee to know the organizational vision, objectives, and goals. Overall productivity and competency of an organization increases with the use of gamification. To motivate employees some of the organizations take the help of gamification strategies to encourage employees to perform the work to meet the firm's objectives and goals. In conclusion gamification is a very dynamic, progressive, useful and methodological tool which has applications that go far beyond the HR function of an organization that can cause dramatic changes which can impact how businesses operate at present and in the near future. Thus, its design, development and utilization are dependent on a developer's imagination, knowledge, access to resources and data by which various levels and different types of skills and capabilities can be computed.

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