

January 2023

The importance of gamification on motivation of hotel employees

Abdullah Birtek

Sakarya University of Applied Sciences, abdullahbirtek1@outlook.com

Oguz Colak

Sakarya University of Applied Sciences, oguzcolak@subu.edu.tr

Onur Gulbahar

Batman University, onur.gulbahar@batman.edu.tr

Omer Sarac

Sakarya University of Applied Sciences, omersarac@subu.edu.tr

Follow this and additional works at: <https://digitalcommons.usf.edu/jometr>



Part of the [Hospitality Administration and Management Commons](#), and the [Marketing Commons](#)

Recommended Citation

Birtek, A., Colak, O., Gulbahar, O., & Sarac, O. (2022). The importance of gamification on motivation of hotel employees. *Journal of Mediterranean Tourism Research*, 2(1), 75-83. <https://www.doi.org/>
<https://www.doi.org/10.5038/2770-7555.2.1.1015>

Corresponding Author

Ömer Saraç, University of Applied Sciences, Kemalpaşa, Kemalpaşa, 54050 Serdivan/Sakarya

Revisions

Submission date: December, 22, 2022; 1st Revision: December 26, 2022; Acceptance: December 28, 2022

The Importance of Gamification on Motivation of Hotel Employees*

Abdullah Birtek¹, Oguz Colak², Mehmet Onur Gulbahar³, and Omer Sarac⁴

Faculty of Tourism,
Sakarya University of Applied Sciences, Sakarya
¹abdullahbirtek1@outlook.com
²oguzcolak@subu.edu.tr
⁴omersarac@subu.edu.tr

Faculty of Tourism,
Batman University, Batman
³onur.gulbahar@batman.edu.tr

Abstract

Hotel establishments, have a labor intensive nature, are required to meet the needs of their customers by making optimum use of their human resources in order to gain a competitive advantage in the markets in which they operate. With this approach, many hotels try to increase their employees' motivation by satisfying the various needs of their employees in order to retain their existing workforce. Highly motivated employees, whose wishes and needs are met, use their knowledge and skills to achieve the goals set by the hotel managements and play an important role in the hotels' competitive advantage. This superior performance exhibited by the employees can only be achieved with a high motivation. For this reason, the hotel establishments need to identify and implement motivational tools suitable for the needs of employees by making use of today's technology. One of the motivation-enhancing tools is gamification. Gamification is used as a tool to increase and activate employee motivation. Therefore, this study investigated whether gamification had effects on hotel employees to increase motivation and then, evaluated in a theoretical framework depending on the cause and effect relationship.

Keywords: motivation, gamification, tourism, digitalization

Introduction

In today's global world, the conditions of competition have been transformed by the new economic conditions that have emerged with globalization. Thus, it is possible to establish a competitive advantage especially in service establishments only if they make optimum use of manpower (Gratton, 1999, p.178; Arica et al., 2022). However, multinational factors and globalization rush up the need for human resources, which makes it increasingly difficult to attract and retain manpower in the current age (Davis, 2004; Alghazo & Al-Anazi, 2016, p.37). For this reason, in the globalizing business world, one of the hardships encountered by hotels is the difficulties experienced in protecting human capital (Lin, 2002; Davis, 2004; Alghazo & Al-Anazi, 2016, p.37). In order to retain their human resources, many hotels try to increase their motivation by satisfying their various needs. In fact, the employees not using their knowledge and skills to reach

*This study is derived from the paper titled ' The impotence of gamification on motivation of hotel employees ' presented at the 22nd National Tourism Congress.

the targets they have determined, leads the hotels lose their competitive power at a significant level. On the other hand, highly motivated employees whose needs, desires and expectations are met use their knowledge and skills to reach the goals set by the hotel and play an important role in the competitive advantage of hotels (Byars, 1992, p. 202). Because motivation shows the psychological process of the individual taking action voluntarily as a result of the stimulation of the determined target audience (Mitchell, 1982. p. 81; Shah & Beh, 2016, p. 823).

The intangible, simultaneous and inviolability features of the product offered in hotel enterprises cause the product to be presented to tourists without being involved in the quality control process (Türkey & Saraç, 2019). For this reason, it is extremely important that the product is produced in a way that has reached the highest quality. In order for the product to be produced in this quality, the employees must work diligently, voluntarily and adopting their work. This superior performance exhibited by the employees can only be achieved with a high level of motivation (Uğur, 2005, p. 109). Because the creation of the energy and effort necessary for the employees to perform the work given to them is possible with the elements that will activate the employee (Güney, 2013, p. 353). Employees with increased motivation also spend more power on their jobs by being satisfied with their jobs (Aslan & Doğan, 2020, p. 292). For this reason, the employees with the organization not only need to meet their economic and social needs, but also their psychological needs, and this is possible with motivation tools suitable for the needs of the employees (Birdal & Aydemir, 1992, p. 136). In this context, it is necessary to use appropriate motivation methods that will increase the motivation of the employees by taking advantage of the benefits of today's technology, as a requirement of the business understanding in which the employees are at the center.

One of the motivation-enhancing techniques is gamification. Gamification is an innovative approach that enables the use of game elements in non-game situations to increase motivation (Sailer, Hanse, Mandle & Klavers, 2013, p. 28). In other words, it is a system designed to enable individuals to reach the determined goal willingly and effectively (Kamasheva, Vallev, Yagudin & Maksimova, 2015, p.77; Sesliokuyucu & Arıca, 2022). Organizations, on the other hand, see gamification as a tool to encourage motivating action to mobilize employees (Deterding, 2012, pp. 14-17; Alkaç & Yıldız, 2021, p. 486). For this reason, the aim of the study is to determine whether gamification has positive effects on employee motivation. For this purpose, the effects of gamification on employee motivation have been discussed and evaluated in a theoretical framework and depending on the cause and effect relationship.

The Concept of Motivation and Motivation of Employees

Motivation is derived from the Latin word *movera* and means to move. Motivation represents a psychological process that encompasses thoughts, hopes and beliefs that voluntarily mobilize the person towards certain goals and enable them to continue (Fındıkçı, 2000, p.373; Ramlall, 2004, p. 53; Örucü & Kanbur, 2008, p. 86; Günsel, 2019, p. 39). The needs of people that have not reached the level of saturation and that are felt to be lacking; It can be physiological like eating and drinking, psychological like honor, sociological like relations between people. In short, motivation is the power that occurs as a result of people's desire to satisfy their unsatisfied physiological, psychological and social needs (Ivancevich & Matteson, 1990, p. 120; Mercanlıoğlu, 2012, p. 48).

In order for the employees to fulfill their duties in the most efficient and rapid manner, it is necessary to create a suitable environment and situation that will enable them to do the given job spontaneously and with pleasure. In order to provide this motivation, first of all, it is necessary to know the level of need of the employees. According to the managers, the biggest problem is to ensure that the needs and goals of the organization overlap with the needs of the employees in order to motivate them. For this reason, employees' needs should be answered by knowing what motivates them (Gümüş & Sezgin, 2012, p. 6; Canbaba, 2019, p. 7). In this direction, it is necessary to establish a balanced relationship between the identified employee and the organizational needs. Establishing such a relationship will ensure that the employee is motivated by his work and willingly performs the assigned tasks. As a result, the employees will contribute to the sustainability of the enterprise (İnce & Gençay, 2017, p. 114; İskit, 2019, p. 40).

Gamification

Gamification is defined as the process of using game mechanics and thinking to attract players' attention and solve problems (Zichermann & Cunningham, 2011, p. 16). According to another definition, gamification is the use of game elements, mechanics and logic to motivate people, connect them, improve learning, provide motivation and solve problems (Kapp, 2012; Hitay, 2020, p. 4). According to Deterding (2012, pp. 14-17), gamification is to evaluate game-based mechanics and game thinking to solve existing problems by encouraging them to take motivating action in order to mobilize people (Alkaç & Yıldız, 2021, p. 486).

Each element evaluated in gamification must have a meaning for the user and must have certain gains. For this reason, gamification should include elements such as the purpose to achieve, the competitive environment, the reward they will obtain as a result of their efforts, and enabling them to gain status by increasing their position (Paharia, 2013, pp. 70-71; Karabiber, 2021, p. 5; Alkaç & Yıldız, 2021, p. 486). Games that have benefits such as learning and problem solving as well as entertainment have the power to overcome the problems that seem to be boring and unsolvable. Therefore, gamification has become an approach that is adopted and frequently used by businesses day by day. Although gamification is used for different purposes in the business world, it generally plays a role in training, motivation and performance improvement in the workplace (Hamari & Järvinen, 2011, p. 2; Karaarslan & Altuntaş, 2016, p. 435; Karabiber, 2021, p. 5).

Method

A literature review was conducted in this research. The literature review fills the gaps in the literature that is needed to be searched. Moreover, it enriches the previous studies by shedding light on them (Marshall & Rossman, 1989; Bourner, 1996; Demirci, 2014, p. 74; Demirezen, 2019, pp. 2-3). Especially, creating a theoretical framework guides the researchers and also allows the subject to be better understood and handled in different dimensions (Öztürk, 2014: 78; Adom et al., 2018: 438; Demirezen, 2019, p.3).

In the literature review, the studies exist to increase employee motivation in various sectors and professions. However, the use of gamification in hotel enterprises is new and limited. For this reason, in this study, a theoretical framework depending on the cause and effect relationship in order to reveal whether gamification having effects on hotel employees to increase motivation has been discussed and evaluated.

In the first stage of this research, a detailed literature review was examined in the national and international literature on the subject. Having examined a secondary data source, blogs and statistical data published on the websites of individuals and companies working on the subject were collected. In the light of these data obtained, it was useful to define concepts such as gamification and motivation and to draw the general framework of the study.

The Importance of Gamification in Ensuring Employee Motivation in Hotel Operations

Increasing market competition in business life, organizations work with people who will show high performance by satisfying their needs (Karabiber, 2021, p. 12). Because the continuation of the sustainability of the organization and the achievement of its goals depend on the efforts of the employees at the desired level (Ergül, 2005, p. 69). This is even more important for hotel businesses. Because, achieving success in labor-intensive hotel businesses is directly proportional to employee motivation. One of the most important reasons for this is that as a result of the modern management approach, employees start to be more involved in creative processes in business life and gradually leave their understanding of focusing on material goals to the understanding of searching for meaning in the work they do. For this reason, it is important to apply motivation methods that adopt an employee-centered business approach for employees who do not find financial rewards such as incentives and bonuses effective enough and give more importance to their personal development (Özkan, 2018, p. 90).

In recent years, technology has begun to be used more and more in order to motivate individuals and to support individually and socially beneficial behaviors. Gamification is one of the most popular developments in this field (Deterding, et al., 2011; Huotari & Hamari, 2012; Hamari, et al., 2015; Hamari & Koivisto; 2015, p. 419). Gamification is seen as a tool by organizations to provide problem solving and motivation by turning a monotonous job into an interesting and fun one (Garcia, Linaza, Gutierrez & Garcia, 2019; Shenoy & Bhattacharya, 2020, pp. 40-41). Therefore, in today's business world, organizations prioritize working by having fun while fulfilling the responsibilities they impose on their employees. By using the gamification system in their work processes, businesses aim to both increase the loyalty of the employees to the work and keep their motivation high (McGonigal, 2011; Kopuz Bodur, 2019, p. 53). One of these businesses is hotels.

The gamification system used in hotel businesses also has an important potential in terms of triggering the innovation curiosity of the employees, ensuring their continuous participation, improving the internal cooperation with the aim of loyalty towards the employees, increasing the employee satisfaction and job satisfaction and making the employees willing to take risks by increasing the motivation to learn. Especially in today's competitive conditions, the importance of creative thinking has increased in terms of hotel businesses due to the constantly changing demands of tourists, technological advances and crises in tourism. Gamification, which facilitates the emergence of new creative thoughts due to the essence of the game, helps the organization to

gain superiority in the competitive environment by increasing the prestige of the organization with its contributions in internal and external processes, and also reduces costs by making positive effects on organizational performance (Sesliokuyucu, 2023; Özkan, 2018, p. 105; De Sousa Patricio, 2018, p. 31). In the literature review, gamification practices such as recruitment and customer loyalty were found in gamification studies for hotels.

In 2011, Marriott prepared a Facebook-based game to reach human resources in different parts of the world. The purpose of making the game was to enable the employees to have information about the work area while having fun and to identify talented employees (Freer, 2012). In the game, the players were asked to complete the tasks given and to collect points as a result of satisfying the guests coming to the establishment (Christians, 2018). Employees who experienced the game were expected not only to ensure guest satisfaction, but also to make profits and gain operational success. The game was designed for kitchen department jobs. In the game that started in the kitchen, the employees assumed the role of hotel manager. In the game, they had to make their own material choices according to the price and quality for the service they would offer to the customers. One of the most important parts of the meal was to check the order in the kitchen by an authorized cook before going to the customer. Here, satisfaction measurement was made and the points given were calculated according to the satisfaction received. As a result of reaching the desired score from the employee, they won the right to switch to the *Make it real* tab, and they were candidates to apply for a job at Marriott hotels (Yazıcı & Utlar, 2022, pp. 200-201).

Within the social responsibility project of a hotel with the historical texture of kings and knights operating in Germany, it has implemented a gamification project where customers can do charity work. A letter is sent to visitors who return to their homes after staying at this hotel for 21 days. In order to receive the title of the king, the guests invited to the hotel are asked for donations in order to make a donation so that they can move on to the next phase of the game. More than 25% of the guests were able to get to the next level of the game by donating large amounts. Guests who donated for this purpose felt that they served a good cause and became loyal customers towards the hotel (Weber, 2014; Uğur & Akova, 2021, p. 607).

Conclusion and Recommendations

Qualified workforce is at the forefront of the resources required for hotels to exist in the future. It is possible for hotels to respond quickly to the changing and developing business world and to provide a competitive advantage in the market they are in, with employees who are integrated with and connected to the organization, willing to make more effort, and who can do the job with a high level of performance.

Hotels, realizing manpower is important for their success and sustainability, have sought to provide optimum benefit from their existing human resources. For this reason, hotels have begun to pay more attention to the needs of their employees in order to increase their motivation. Eventually; in order to enable employees to work for the benefit of the organization, it is necessary to determine the right elements that will motivate them and to select and implement appropriate motivational tools. For this purpose, gamification is thought to be one of the most appropriate and least costly motivational tools in providing employee motivation.

With gamification, hotels take the features of games such as entertainment, competition and design and adapt them to the business world. Organizations that want to increase employee motivation with gamification aim to increase the current motivation levels of employees by including game designs that they will choose in line with the needs and demands of the target audience, namely the employees. The gamification system, which is applied as a result of a good analysis of the needs and demands of the employee, will encourage the employee's participation in the work by transforming the work into an interesting and entertaining one in fulfilling the task assigned to the employees. In order to trigger these incentives, internal and external motivations of employees are increased by including rewards such as power, access, status, material or virtual goods in the gamification process.

For this purpose, hotels should first analyze the needs and demands of their employees and determine the right elements that will motivate them. As a result of the determinations made, it is suggested that the employees should offer the rewards that will provide their internal and external motivations together and in a balanced way in order to establish a good gamification system. As a result, the gamification system provided in a balanced way will trigger the cooperation within the employees and increase their job satisfaction, performance and satisfaction. The employee, whose motivation is increased, will reduce the overall costs by helping the organization to provide competitive advantage in the current market by affecting the performance of the organization with the help it provides in internal and external processes.

References

- Akın, Ö., & Çolak, H. E. E. (2012). İnsan kaynakları yönetimi uygulamalarıyla örgütsel performans arasındaki ilişki üzerine bir araştırma (A research on the relationship between human resource management practices and organizational performance) *Çankırı Karatekin Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 2(2), 85-114.
- Alghazo, A. M., & Al-Anazi, M. (2016). The impact of leadership style on employee's motivation. *International Journal of Economics and Business Administration*, 2(5), 37-44.
- Alkaç, Ş., & Yıldız, M. L. (2021). İşletmelerde bir eğitim aracı olarak oyunlaştırma üzerine nitel bir araştırma (A qualitative research on gamification as an educational tool in businesses), *Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 23(1), 481-520.
- Arıca, R., Polat, I., Cobanoğlu, C., Çorbacı, A., Chen, P. J., & Hsu, M. J. (2022). Value co-destruction and negative e-WOM behavior: The mediating role of tourist citizenship. *Tourism Review*, 77(4), 1116-1133.
- Aslan, M., & Doğan, S. (2020). Dışsal motivasyon, içsel motivasyon ve performans etkileşimine kuramsal bir bakış (A theoretical view on the interaction of extrinsic motivation, intrinsic motivation and performance), *Süleyman Demirel Üniversitesi Vizyoner Dergisi*, 11(26), 291-301.
- Birdal, İ., & Aydemir, N. (1992). *Yönetim Teorileri* (Management Theories). Sistem Yayıncılık.
- Byars, Lloyd L. (1992). *Concepts of Strategic Management*, 3rd Edition, Harper Collins Publishers.
- Canbaba, İ.E. (2019). İşgörenlerin motivasyonu ile örgütsel bağlılıkları arasındaki ilişki: Erzincan ve Erzurum'daki üç, dört ve beş yıldızlı otellerde bir çalışma. (Yüksek Lisans Tezi). Erzincan Binali Yıldırım Üniversitesi.
- Christians, G. (2018, August, 20). *The Origins and Future of Gamification*. (Senior Theses). University of South Carolina, South Carolina.
- Davis, Beverly M. (2004). The impact of leadership on employee motivation. Lib.Umi. http://www.lib.umi.com/digital_dissertations/gateway/full_citation_&_abstract/AAT_MQ89924.
- De Sousa Patricio, R.M.B.S. (2018). Unlocking the way firms are applying gamification throughout the innovation life cycle. (Doctoral Thesis). Aveiro University.
- Deterding, S. (2012). Gamification: designing for motivation. *Interactions*, 19(4), 14-17.
- Ergül, H.F. (2015). Motivasyon ve motivasyon teknikleri (Motivation and motivational techniques). *Elektronik Sosyal Bilimler Dergisi*, 4 (14), 67-79.
- Fındıkcı, İ. (2000). *İnsan Kaynakları Yönetimi (Human Resources Management)*, Alfa Yayınları.

- Freer, T. (2012). Social media gaming – a recipe for employer brand success. *Strategic Human Resources Review* 11(1), 13-17.
- Garcia, A., Linaza, M. T., Gutierrez, A., & Garcia, E. (2019). Gamified mobile experiences: smart technologies for tourism destinations, *Tourism Review*, 74 (1), 30-49.
- Garipoğlu, N., & Akova, O. (2021). Turizmde Bir Pazarlama Aracı Olarak Oyunlaştırma (Gamification as a Marketing Tool in Tourism). *Journal of Humanities and Tourism Research*, 11(3), 607.
- Gratton, L. (1999). People processes as a source of competitive advantage. Strategic Human Resource Management. Oxford University Press
- Grensing-Pophal, Lin. (2002). *Motivating Today's Employees*. North Vancouver, Self-Counsel Press,
- Gupta, A., & Gomathi, S. (2017). A review on gamification and its potential to motivate and engage employees and customers: Employee engagement through gamification. *International Journal of Sociotechnology and Knowledge Development (IJSKD)*, 9(1), 42-52.
- Güler, H. (2017). *Beden eğitimi ve spor yüksekokullarında öğrenim gören öğrencilerin boş zaman engellerinin boş zaman motivasyonlarına etkisinin araştırılması (Bartın Üniversitesi örneği)* (Master's thesis), Bartın Üniversitesi.
- Gümüş, S., & Sezgin, B. (2012). *Motivasyonun Örgütsel Bağlılığa ve Performansa Etkisi. (The Effect of Motivation on Organizational Commitment and Performance)*. Hiperlink Yayınları.
- Güney, S. (2013). *Davranış bilimleri* (Behavioral Sciences). Nobel Akademik Yayıncılık.
- Günsel, A. (2019). Liderliğin karanlık yüzüne bir bakış: Toksik liderlik kavramı ve toksik liderliğin işgören motivasyonu ve tutumları üzerindeki etkileri. (Master Thesis). Kocaeli Üniversitesi.
- Hamari, J., & Järvinen, Aki. (2011). Building Customer Relationship Through Game Mechanics in Social Games. In Cruz-Cunha, M., Carvalho, V., and Tavares, P. (Eds), *Business, Technological and Social Dimensions of Computer Games: Multidisciplinary Developments*. IGI Global
- Hamari, J., & Koivisto, J. (2015). Why do people use gamification services? *International Journal of Information Management*, 35(4), 419-431.
- Hatipoğlu, H.M., & Türker, M.V. (2022). Oyunlaştırma uygulamalarının, insan kaynakları yönetiminin teknik kapsamında kullanılmasının algılanan başarısı üzerine bir araştırma, (A research on the perceived success of using gamification applications within the technical scope of human resource management). *Marmara Üniversitesi Öneri Dergisi*, 17(57), 174-209.
- Hatipoğlu, H.N. (2020). Oyunlaştırma uygulamalarının, insan kaynakları yönetiminin teknik kapsamında yer alan bulma, seçme ve işe yerleştirme, eğitim ve geliştirme, performans yönetimi ve kariyer yönetimi süreçlerinde kullanılmasının algılanan başarısı üzerine bir araştırma. (Master Thesis). Marmara Üniversitesi.
- Herger, M. (2014). *Enterprise Gamification: Engaging People by Letting them have Fun*. Create Space Independent Publishing Platform.
- Hitay, Ö. (2020). Öğrenen örgütlerde oyunlaştırma teorisinin firma performansı üzerindeki etkisi (Doctoral Thesis). Beykent Üniversitesi.
- Huizinga, J. (1949). *Homo ludens a study of the play element in culture*. Routledge & Kegan Paul Ltd.
- Huotari, K., & Hamari, J. (2012, October). Defining gamification: a service marketing perspective. Proceeding of the 16th International Academic MindTrek Conference (pp. 17-22). Association for Computing Machinery.
- Ivancevich, J.M., & Matteson, M.T. (1990). *Organizational Behavior and Management*, Homewood, Richard D Irwin.
- İnce, C., & Gençay, İ.C. (2017). İşgören motivasyonu sağlamada kullanılan araçlar: Uludağ kış otellerinde bir araştırma (Tools Used for Occupational Motivation: A Research in Uludağ Winter Hotels (*Uluslararası Türk Dünyası Turizm Araştırmaları Dergisi*, 2(2), 112-126.
- İskit, B. (2019). Liderliğin karanlık yüzüne bir bakış: Toksik liderlik kavramı ve toksik liderliğin işgören motivasyonu ve tutumları üzerindeki etkiler. (Master Thesis). Kocaeli Üniversitesi.
- Kamasheva, A. V., Valeev, E. R., Yagudin, R. K., & Maksimova, K. R. (2015). Usage of gamification theory for increase motivation of employees. *Mediterranean Journal of Social Sciences*, 6(1 S3), 77-80.
- Kaplan, M. (2007). Motivasyon teorileri kapsamında uygulanan özendirme araçlarının işgören performansına etkisi ve bir uygulama. (Master Thesis). Atılım Üniversitesi.
- Kapp, K. M. (2012). The gamification of learning and instruction: game-based methods and strategies for training and education, John Wiley & Sons.
- Karaarslan, M. H., & Altuntaş, B. (2016). Türkiye'deki Seçilmiş Pazarlama Vakalarının Oyunlaştırma Kavramı Çerçevesinde İncelenmesi (Investigation of Selected Marketing Cases in Turkey in the Framework of the Concept of Gaming). *Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 8(17), 433-447.

- Karabiber, H. (2021). İşyerinde oyunlaştırma uygulamalarında çalışan kabulüne etki eden faktörler: çağrı hizmetleri çalışanları üzerine bir araştırma. (Master Thesis). Marmara Üniversitesi.
- Kargün, S., & Koç, H. (2021). İşgörenlerin motivasyon düzeylerinin örgütsel bağlılık ve iş performansı üzerine etkileri: Konaklama işletmelerinde bir inceleme (The effects of employees' motivation levels on organizational commitment and job performance: An investigation in accommodation establishments). *İşletme Araştırmaları Dergisi*, 13(4), 3786-3800.
- Kopuz Bodur, B. (2019). İnsan kaynakları uygulamalarının oyunlaştırma ve davranışsal psikoloji çerçevesinde incelenmesi. (Master Thesis). Bahçeşehir Üniversitesi.
- Landers, R. N., & Armstrong, M. B. (2017). Enhancing instructional outcomes with gamification: An empirical test of the technology-enhanced training effectiveness model. *Computers in human behavior*, 71, 499-507.
- McGonigal, J. (2011). Reality is broken: why games make us better and how they can change the world, Penguin Press.
- Mekler, E. D., Brühlmann, F., Tuch, A. N., & Opwis, K. (2017). Towards understanding the effects of individual gamification elements on intrinsic motivation and performance. *Computers in Human Behavior*, 71, 525-534.
- Mercanlıoğlu, Ç. (2012). Örgütlerde performans yönetimi ile iş görenlerin motivasyonu arasındaki ilişki (The relationship between performance management and motivation of employees in organizations). *Organizasyon ve Yönetim Bilimleri Dergisi*, 4(1), 41-52.
- Mitchell, T. R. (1982). Motivation: New directions for theory, research, and practice. *Academy of Management Review*, 7(1), 80-88.
- Örücü, E., & Kanbur, A. (2008). Örgütsel-yönetimsel motivasyon faktörlerinin çalışanların performans ve verimliliğine etkilerini incelemeye yönelik ampirik bir çalışma: hizmet ve endüstri işletmesi örneği (An empirical study to examine the effects of organizational-managerial motivation factors on the performance and productivity of employees: a service and industrial enterprise example). *Yönetim ve Ekonomi Dergisi*, 15(1), 85-97.
- Özkan, Ç. (2018). Kurum içi iletişim stratejileri bağlamında oyunlaştırma kullanımı: Bankacılık sektörü üzerine bir araştırma. (Master Thesis). İstanbul Üniversitesi.
- Paharia, R. (2013). Loyalty 3.0: How to revolutionize customer and employee engagement with big data and gamification, McGraw Hill Education.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63.
- Sailer, M., Hense, J., Mandl, J., & Klevers, M. (2014). Psychological perspectives on motivation through gamification. *Interaction Design and Architecture Journal*, 19, 28-37.
- Saraç, Ö., & Türkay, O. (2019). Altyapı, üstyapı ve çevre sorunlarının turist şikâyetleri kapsamında değerlendirilmesi ve yerel yönetimlerin çözüm potansiyeli: Antalya örneği. *Gümüşhane Üniversitesi Sosyal Bilimler Dergisi*, 10, 98-110.
- Sesliokuyucu, O. S. (2023). The Role of gamification in omnichannel service systems from the customer experience perspective. In H. Dinana (Eds.), *Marketing and Advertising in the Online-to-Offline (O2O) World* (pp. 161-184). IGI Global. <https://doi.org/10.4018/978-1-6684-5844-0.ch008>.
- Sesliokuyucu, O. S., & Arıca, R. (2022). Yerel Hizmetlerde Oyunlaştırma. In G.Yıldız Şeren, O. Geyik, D. Akbaş Akdoğan. *Yerel Yönetimler Üzerine Siyasi, Mali ve Sosyal Tartışmalar*. Gazi Yayıncılık.
- Shah, S. H. A., & Beh, L. S. (2016). The impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: Evidence from Malaysia. *International Review of Management and Marketing*, 6(4), 823-835.
- Shenoy, V., & Bhattacharya, D. (2020). Engaging mind chemistry with gamification: HR practitioners views. *Ushus, Journal of Business Management*, 19(4), 39-48.
- Thang, J., & Zhang, P. (2019). Exploring the relationships between gamification and motivational needs in technology design. *International Journal of Crowd Science*, 3(1), 87-103.
- Uğur, E. (2005). *İşletme Yönetimi*, Matsan Matbaacılık.
- Weber, J. (2014). Gaming and Gamification in Tourism—Best Practice Report. Digital Tourism Think Tank. Thinkdigital. [://www.thinkdigital.travel/](http://www.thinkdigital.travel/).
- Werbach, K., & Hunter D. (2012). Sort the win: How game thinking can revolutionize your business. Wharton Digital Press.
- Yazıcı, S., & Utlar, G. (2022). Otel İşletmelerinde ilk oyunlaştırılmış işgören seçim uygulaması ve kritik başarı faktörleri (First Gamified Employee Selection Practice in Hotel Businesses and Critical Success Factors), *Journal of Yasar University*, 17(65), 200-201.

- Yılmaz, E.A., & Yücel, C. (2020). Oyunlaştırmanın Kısa Taktikleri (Brief Tactics of Gamification.). *İTÜ Vakfı Dergisi*, 85.
- Zichermann, G., & Linder J. (2013). *The Gamification revolution: How leaders leverage game mechanics to crush the competition*. McGraw-Hill.
- Zichermann, G., & Cunningham, C. (2011). *Gamification by design: Implementing game mechanics in web and mobile apps*. O'Reilly Media.