

EMBRACING GAMIFIED HRM: ENHANCING EMPLOYEE ENGAGEMENT IN THE IT INDUSTRY

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Abstract: Gamified HRM refers to non-gaming practices and game components that enhance employee engagement. To retain committed employees, companies must update their work culture and implement changes to reduce employee turnover. Gamification is a relatively new and innovative term that many companies adopt to increase employee engagement. Gamified HRM promotes employee motivation, productivity, and long-term commitment to their company. Employees have varying perspectives on gamified HRM, with some encouraging it for training and development, some for recruitment, and others for other HR areas. We strive to discover the behavioural changes that employees experience after using gamification HRM in their firm. The pandemic had a significant impact on gamification HRM due to the virtual nature of employee work. Our focus is on the IT industries that have already implemented gamification online. However, companies face challenges when implementing gamification HRM.

Keywords: Gamified HRM, Employee Engagement, IT Industry, Human Resource Management

INTRODUCTION

There are a number of components or tasks that enable an organisation to introduce games or tasks that boost employee engagement, productivity, and involvement. Most organisations face two problems in the current scenario: How to find and keep talent? How to reduce retention costs? Employers define their workforce through employees' needs, but lack time to screen potential candidates, leading to reliance on consultancies, an industry experiencing growth, particularly during the pandemic crisis, which is a significant issue for employers. The IT industry leverages resources and technical skills to identify business needs and create solutions through physical and digital services. Companies can access resources from professional platforms like Indeed, LinkedIn, Greenhouse, Glassdoor, Zip Recruiter, and Fresh Team, saving time and money. Companies are increasingly using AI to increase productivity and to recruit and retain highly trained employees. However, finding and keeping highly trained workers remains a significant challenge for businesses.

To address this, HR departments are focusing on reducing costs and time-consuming tasks. As HR students, we aim to identify the main issue, IT businesses' recommended solutions, and demonstrate how gamified HR can increase employee engagement in any business.

Gamification is a growing HR trend that encourages employee engagement through digital incentives like points, prestige, and awards. It boosts motivation, productivity, stress reduction, and teamwork. Successful implementation requires corporations to select suitable employee groups and training environments. Gamification at work allows employees to see their performance in real-time, allowing them to engage openly with measurable goals and receive top management's feedback without waiting for yearly performance evaluations. This approach helps employees achieve their goals in a light-hearted manner, reducing the need for yearly evaluations.

Businesses have been using gamification to boost employee engagement. The increased remote work and concerns about health, safety, and economic pressures have led to a

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greater desire to maintain connections within organisations. A sense of community within an organisation, even when working independently, is crucial in today's fast-paced world. According to the 2019 Gamification at Work Survey by TalentLMS, 89% of employees said gamification made them feel more productive, while 88% said it made them feel happier at work.

LITERATURE REVIEW

Alfaqiri, Noor and Sahari (2022) studied how businesses are shifting to online training to accommodate employees' convenience, especially during lockdowns to combat the COVID-19 pandemic. However, challenges like a lack of employee engagement make it challenging to conduct effective corporate training online. Gamification, integrating game features into non-game applications, has been suggested as a solution. However, finding suitable game components for gamifying corporate online training has not been extensively researched. This study suggests a set of game components to increase staff participation in online training programmes.

Menawy (2022) explores the impact of artificial intelligence (AI), gamification (GF), and human resource management (HRM) on HR practices. AI has increased the efficiency of departments, but there is limited research on employee perceptions of gamification and AI in HRM practices (HRMPs). The aim is to understand how HR personnel perceive these technologies and their effects on job security. The findings suggest that gamification and AI significantly influence HR management practices, and further research is needed to understand their effects on job security. Hosseini, Humlung, Fagerstrom, and Haddara (2022) investigate the impact of gamification on task performance in the United States. Despite the seemingly positive correlation between engagement and job satisfaction, 50% of workers still feel disengaged, leading to potential job dissatisfaction. High employee engagement is linked to organisational citizenship, commitment, and customer satisfaction. Engagement is also crucial for project success. The study aims to determine if gamification can increase the likelihood of certain behaviours, aligning with the positivist research paradigm. Experiments are a popular method for this approach, but due to the complexity of gamification, it may be challenging to create research projects solely focused on positivism's reductionist approach. The research aims to identify patterns and regularities in gamification.

Pura (2022) examines the link between gamification and employee motivation in remote areas, particularly during the COVID-19 pandemic. It highlights the challenges faced by employees in remote work, such as reduced motivation and

declining engagement levels. The study identifies the need for gamification, a concept that applies to non-game contexts like marketing, education, and remote work. Gamification uses game elements or motivational affordances like points, leaderboards, and badges to increase engagement. The results support the need for gamification in remote work arrangements to boost motivation and engagement levels. Thematic analysis reveals a clear connection between employee engagement and motivation through gamification. Collaborative gamification can increase motivation and engagement levels when working remotely. To create a gamified system, the study emphasises the game-like aspect of collaboration.

Girdauskiene, Ciplyte and Navickas (2022) investigate the use of gamification as a tool for employee engagement. Employers face a shortage of skilled workers, but employees are often hesitant to start or return to their previous jobs. To address this, organisations use various tools and strategies for recruitment, retention, and engagement. Employee engagement is crucial for organisational success, client satisfaction, and financial performance. Gamification can help increase employee engagement by transforming repetitive tasks into engaging activities, boosting productivity, motivation, teamwork, cooperation, and employee involvement. This study defines employee engagement as a topic of human resource management interest.

Polyanska, Andriiovych, Generowicz, Kulczycka and Psyuk (2022) explore the use of gamification in European countries, particularly in the energy sector, to address key issues. The research focuses on the use of gamification among home energy generation consumers, but it lacks analysis of its application in energy sector management. The benefits of gamification in learning processes are discussed, particularly in HR management, to support EU energy goals. The article examines the prerequisites for gamification in Ukrainian energy companies, analyses a survey conducted with Ukrainians familiar with digitalisation, highlights potential applications for gamification-based tools in HR management, and suggests a learning process prototype using a simulation model.

The benefits of gamification are also highlighted. Scholz and Uebach (2022) study the integration of gamification in HR strategy. The recent epidemic drove a significant digitalisation in the workplace and made gamification widely used in businesses possible. Yet, gamification in human resource management (HRM) is frequently done at the operational level and is rarely incorporated into the HR strategy. We want to show how the idea of gamification in HRM has developed conceptually. We systematically use three evolutionary gamification levels - structure, process,

and dynamic capability - to explain how gamification in HR matures from a beginner level to a master level to contribute to the leverage of strategic potentials in HRM by integrating the fundamental rationale of gamification design. This brand-new approach to profoundly gamified HRM makes use of the possibilities of contemporary organisational knowledge. The business now functions as HRM rather than merely having an HRM function.

Wibisono and Abdullah (2022) observe that Indonesian state-owned businesses are implementing gamification to boost employee engagement. One company, UlarTangga, has introduced a non-gaming context learning program to improve infrastructure services. However, previous research has produced mixed results, making the implications of using the system uncertain. The study aims to explore how gamification can impact enjoyment and needs satisfaction, aiming to increase employee engagement in the working or industrial environment. Vardarlier (2021) analyses HR roles through gamification. This study seeks to reinterpret human resources responsibilities through the use of gamification and provides recommendations for those who wish to implement gamification in human resources procedures. Using innovative techniques is one way to improve the effectiveness and efficiency of managing human resource procedures. To boost employee engagement, ensure employee loyalty, and manage their abilities, businesses require fresh approaches. Gamification is one strategy employed towards this objective.

Basit, Hassan, Omar, Sethumadavan and Jhanjhi (2021) examine the effectiveness of Gamification. This study aims to investigate how Malaysian personnel employed by IT multinationals are affected by gamification on their level of job satisfaction and productivity. Likewise, it would be interesting to look at how employee engagement might act as a mediating factor in the relation between gamification and productivity. This study's empirical findings support the idea that gamification, along with numerous incentive programmes and other motivating factors, is one of the major factors influencing employee engagement. This study also aids in predicting employee performance and understanding the principles of motivation.

Vivek and Nanthagopan (June, 2021) study the relationship between gamification and HRM. The use of gamification in various organisational processes can be considered as a regular and common aspect in businesses today, making it one of the most pervasive and contentious concerns. Organisations must use effective human resource management techniques, and managing employee motivation and satisfaction has emerged as a major challenge. Gamification can be implemented in the

process of human resource management to solve this issue. According to the study, gamification fosters efficient and successful entrepreneurship while also increasing employee satisfaction, motivation, and productivity. To guarantee that gamification is being used properly, staff must receive the required training, development, and awareness initiatives.

Silic, Marzi, Caputo and Bal (2020) investigate gamification as a cutting-edge strategy in modern HRM is the use of games, commonly known as gamification. The purpose of this study is to determine which HR processes are most amenable to gamification and to assess whether gamification, when applied to HR processes, may boost employee engagement and job satisfaction. This study's goal was to provide concrete evidence of how gamification has impacted HR practices. Gamification adoption levels in Latvian organisations were evaluated, and it was discovered that there are differences in gamification acceptance between generations used game-mobile apps before.

Yadav, Pegu, Shah, Lakra and Bharti (2020) studied that employers all around the world are starting to recognise that their people are their most valuable assets as a result of growing competition and technology. Researchers conducted this study in order to get insight into how gamification of business processes inside an organisation may help that organisation harness employee loyalty and forge stronger employer-employee relationships. This study examines the gamification trends and methods that are now being used by businesses. It implies that gamification has the capacity to raise employee engagement if used effectively and correctly in HR management in general and employee engagement in particular. Numerous studies support the idea that gamification is a potent technique for influencing behaviour but warn against exploiting employees. Designing an effective gamified employee engagement programme necessitates considering both the drawbacks and possible benefits of gamification.

Prasad, Alexander and Misra (2019) developed an enterprise gamification. Organisations can use the enterprise gamification effectiveness scale that was developed because of this study to evaluate how their employees feel about gamification and its effects. Either existing gamification systems can be evaluated and improved, or new ones can be created, using the same methodology. By creating an Enterprise Gamification Effectiveness scale, this study aims to assess how employees feel about corporate gaming. Blštáková and Piwovar-Sulej (2019) studied gamification as an innovative idea within HR. The article's aim is to introduce gamification as a cutting-edge tool for HRM. Gamification align with the idea of the Fourth Industrial Revolution (also referred to as the Cyber Revolution).

Ishaq, Khan and Ali (2019) studied the application of gamification and increasing the employees' motivation and productivity. A significant change in the human psyche and way of thinking that influences behaviour and responsiveness to certain conditions that are imposed on them by external forces or that are generated and driven by their internal stimuli has occurred with the advent of the 21st century, accompanied by numerous cultural, political, and technological shifts. This presents a significant challenge for businesses in developing a productive, engaging workplace environment. This essay seeks to examine how companies use the gamification technique to handle the issue by managing employees' behaviour and attitudes towards their work to increase their productivity and motivation in accomplishing their set targets and goals. Depending on how extensively these components are used in the workplace, gamification aspects can be used to provide a sustainable mechanism for employee engagement. The fundamental principles that must be followed are obvious. Objectives, competition and teamwork, time restrictions, a reward system, feedback, levels, stories, aesthetics, and replay or redo options. Using the video game scoring mechanics of points, levels, and achievements to a professional or academic setting is a common example of gamification in action.

Gogia and Aslamazishvili (2018) studied the gamification practices. Gamification is the art of taking all the enjoyable and addictive aspects of games and transferring them to actual, productive activities. Instead of focusing solely on the system's efficiency, this design technique optimises for the human being within the system. Ergle (2018) studied the application of Gamified HRM in various enterprises in Latvia. The objective of the presented research was to determine the extent to which gamification is employed within various HRM processes in Latvian firms and organisations, which procedures are most frequently gamified, and whether there are any differences between industries and organisation size. According to the report, learning and development processes are those in which gamification is most frequently utilised in Latvian businesses. The difference between industries demonstrates that gamification is mostly employed in recruitment, onboarding, and incentive and recognition processes in trading organisations. As in private sector organisations, gamification is also more commonly used in learning and development processes by local government and non-governmental organisations and associations. Gamification in HR is also known to be increasingly prevalent in larger firms.

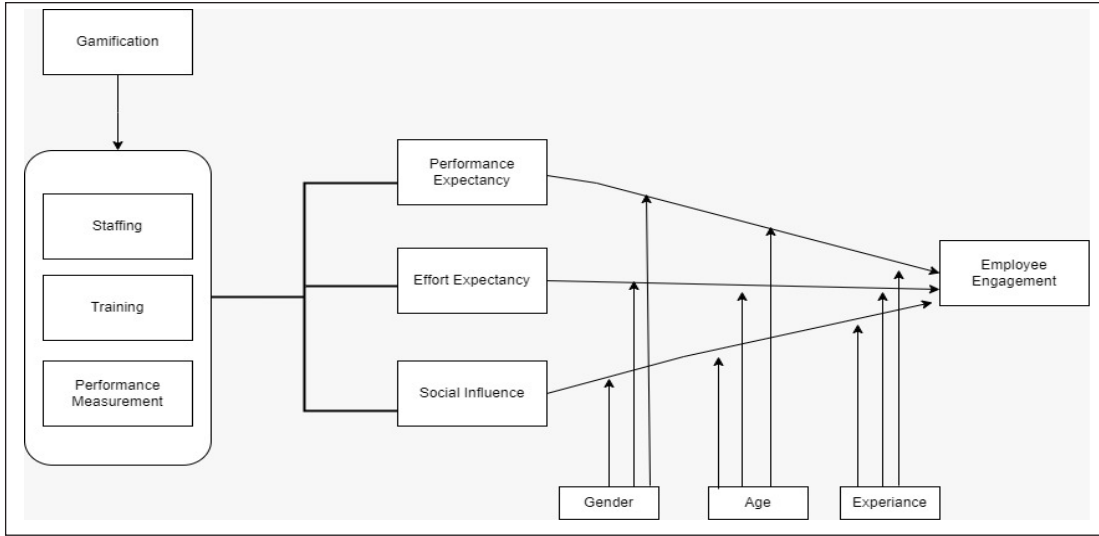
Prontiggia (2015) studied how gamification has changed the perspective of companies looking for the best talent. There

are now far more qualified applicants or students available for new job positions than ever before. Most people attend university, where they have the chance to develop strong professional potential. Companies need to find the individuals who can make a difference among the many competent and experienced individuals. Organisations must be creative and productive to gain a significant competitive edge, yet creativity and innovation come from people. Indeed, they must choose and hire the appropriate candidates for the right jobs. How then can they identify those who possess the aptitude, emotional intelligence, and intrinsic qualities necessary to meet corporate requirements? They require gamification, ultimately. This project aims to draw attention to the significance and broad impact that gamification has had on the field of HRM.

The framework is based on the UTAUT model. The Unified Theory of Acceptance and Use of Technology (UTAUT) investigates how technology acceptance is influenced by factors such as performance expectations, effort expectations, social impact, and enabling circumstances. The framework below demonstrates the connection between employee engagement and gamification. It demonstrates how social influence, effort expectations, performance, and acceptability affect employee engagement. Gender, age, and experience are supporting variables for these variables.

We demonstrate that gamification in HRM is significant primarily in companies with a sizable market and strong managerial capabilities, and how challenging it is to assess when there is a mismatch between employee perspectives, which can result in issues such as poor communication and decreased productivity. As a result, it is important to focus on both employee engagement and need satisfaction, and rather than just installing, it is necessary to evaluate employee behaviour for acceptance. Gamification HRM is unaware as an AI tool in most of the organisation and it only considerable by organisations as a one of the activities but this tool is a combination of physical and digital activities (Fig. 1).

The objective of the study is to examine the level of importance of gamified HRM in current scenario, to study the acceptance of gamified HRM in organisations and its impact on employee engagement, to study the usage of gamification activities in an organisation & to study the factors influencing use of gamification HRM and impact on employee engagement. A research design is the set of methods and procedures used in collecting and analysing measures of the variables specified in the research problem research. Base of design is what problems company face and how Gamified HR can work as a system or tool we tried to find



Source: Academic theories reviews for research and T&L and Sustainable Operations and Computers, 2022.

Fig. 1: Conceptual Framework

out threw defined objectives and knowledge that companies have about it and after analyse different perspectives we

have used descriptive research design to analyse and defined the acceptance of gamified HR in the IT Industry.

Data Analysis

Table 1: KMO and Bartlett’s Test

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett’s Test of Sphericity	Approx. Chi-Square	5854.260
	Df	171
	Sig.	.000

According to KMO and Bartlett’s test, the sample that are using is adequate (Table 1) and sufficient to make factors. The KMO measure is 0.961, which is greater than 0.7. We are rejecting the null hypothesis because the significance level is less than 0.5. All the variables are related with the Gamified HRM and employee engagement.

In Principal Component Analysis, communalities indicate the fraction of each variable’s variance explained by the retrieved components. A communality closer to 1 indicates that the variables are well represented by the factors, whereas a value closer to 0 indicates poor representation (Table 2). All communalities are more than 0.6, indicating that the extracted components properly capture the variation in the variables. This strongly suggests that the underlying structure of the data may be adequately summarised using these components. Therefore, we can confidently say that the constructs measured—Performance Expectancy (PE), Effort Efficiency (EE), Social Influence (SI), and Employee

Engagement (ENG)—are well explained by the factor solution developed.

The Rotated Component Matrix (with Varimax rotation) shows how strongly each variable correlates with the underlying components (or factors). This stage makes interpretation easier by maximising high loadings and reducing low ones for each factor, resulting in more interpretable clusters (Table 3). Performance Expectancy and Effort Efficiency show strong loadings: PE 1 (.663), PE 2 (.774), PE 3 (.777), PE 4 (.764), and PE 5 (.729) & EE 1 (.771), EE 2 (.733), EE 3 (.612), and EE 4 (.618). This factor combines characteristics linked to both performance expectancy (the assumption that the system will improve work performance) and effort efficiency (how easy the system is to use). The substantial loadings across both domains reveal a combined component of “Perceived Usefulness and Ease of Use,” which is consistent with the Technology Acceptance Model (TAM) ideas.

Table 2: Communalities

Communalities	
	Extraction
PE1	.811
PE2	.927
PE3	.856
PE4	.908
PE5	.858
EE1	.829
EE2	.856
EE3	.765
EE4	.840
EE5	.772
SI1	.885
SI2	.831
SI3	.826
SI4	.840
ENG1	.837
ENG2	.791
ENG3	.808
ENG4	.813
ENG5	.783

Table 3: Rotated Component Matrix

Rotated Component Matrix				
	Component			
	1	2	3	4
PE1		.663		
PE2		.774		
PE3		.777		
PE4		.764		
PE5		.729		
EE1	.771			
EE2	.733			
EE3	.612			
EE4	.618			
EE5	.437			
SI1			.816	
SI2			.651	
SI3			.697	
SI4			.602	
ENG1				.714
ENG2				.552
ENG3				.620
ENG4				.538
ENG5				.552

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Hypothesis Test

H_0 : There is no significance difference between experience and effectiveness in the work through Gamified HRM.

H_1 : There is significance difference between experience and effectiveness in the work through Gamified HRM.

Table 4: Experience and Effectiveness in Work

Experience (in Years)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.644	4	3.161	3.666	.006
Within Groups	212.097	246	.862		
Total	224.741	250			

Here the significance level of difference is 0.006. Which is less than 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted (Table 4). This indicates that there is difference between experience and effectiveness of work.

H_0 : There is no significance difference between experience and learning and gaining various training through Gamified HRM.

H_1 : There is significance difference between experience and learning and gaining various training through Gamified HRM.

Table 5: Experience and Training

Experience (in Years)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.151	4	1.288	1.443	.220
Within Groups	219.590	246	.893		
Total	224.741	250			

Here, the significance level of difference is 0.220, which is greater than 0.05, so the null hypothesis is accepted and the alternative hypothesis is rejected (Table 5). This indicates that there is no difference between experience and learning and gaining various training.

H_0 : There is no significance level of relationship between experience and social influence through Gamified HRM.

H_1 : There is significance level of relationship between experience and social influence through Gamified HRM.

Table 6: Experience and Social Influence

Experience (in Years)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	9.851	4	2.463	2.819	.026
Within Groups	214.891	246	.874		
Total	224.741	250			

Here the significance level of difference is 0.026, which is less than 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted (Table 6). This indicates that there is difference between experience and social influence.

H_0 : There is no significance difference between experience and employee engagement through Gamified HRM.

H_1 : There is significance difference between experience and employee engagement through Gamified HRM.

Table 7: Experience and Employee Engagement

Experience (in Years)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	10.247	4	2.562	2.938	.021
Within Groups	214.494	246	.872		
Total	224.741	250			

Here the significance level of difference is 0.021. Which is less than 0.05, so the null hypothesis is rejected, and the alternative hypothesis is accepted (Table 7). This indicates that there is difference between experience and employee engagement.

Implications and Suggestions

Our findings show that employee acceptance of gamified HRM varies greatly, being affected by individual behaviour and maturity levels. Organisations frequently fail to integrate gamification into their entire HR strategy, limiting its application to specialised areas such as recruitment or training. Gamification is typically used at the surface level, focussing on structural aspects while ignoring underlying process and dynamic possibilities. This short-term approach may diminish long-term effectiveness. Despite these constraints, most employees are satisfied with gamified HRM, particularly during and after the epidemic, when remote employment became the norm. However, acceptance is primarily observed in technologically mature organisations, while those

without knowledge struggle to apply it. There is also a noticeable generational disparity, with Generation Z adapting more easily than Generation X. Remote labour also has its drawbacks, such as miscommunication and low engagement, which might impede gamification outcomes if the correct tools are not used. To address such challenges, organisations should assess employee preparedness and create adaptable, inclusive gamification methods. A comprehensive approach that encompasses the entire HR lifecycle—from recruitment to retention—is essential. Investing in long-term procedures, providing managerial support, and customising systems for remote and hybrid models will increase efficacy and sustainability.

In conclusion, the acceptance of gamified HRM (Human Resource Management) and employee engagement practices in the IT industry has proven to be highly beneficial. By incorporating gamification elements into HR processes, such as performance management, training, and rewards systems, organisations have witnessed increased employee motivation, productivity, and job satisfaction. The IT industry, known for its fast-paced and competitive nature, can benefit greatly from gamification. It provides a more

engaging and interactive environment for employees, fostering a sense of friendly competition and teamwork. Gamified HRM also promotes skill development and knowledge acquisition through interactive training modules and feedback mechanisms.

Additionally, gamification tactics help employees feel more autonomous and empowered, as they have greater control over their own development and output. Organisations can successfully recognise and acknowledge employees' efforts by including game-like elements like leaderboards, badges, and awards, raising morale and overall engagement levels. Overall, the adoption of gamified HRM and employee engagement practices in the IT sector has demonstrated that these strategies are effective for enhancing performance, building a healthy workplace culture, and ultimately promoting organisational success.

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