

## GAMIFICATION AS A NEW FORM OF MOTIVATING EMPLOYEES – A CASE STUDY

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**Purpose:** The aim of the article is to present gamification as a modern method of motivating hybrid employees, responding to the challenges resulting from generational changes in the labor market, and to assess the implementation of the functioning and effectiveness of gamification solutions.

**Design/methodology/approach:** The study is qualitative and uses a standardized case study questionnaire covering four areas: (1) characteristics of the company and the implemented tool, (2) prerequisites for implementation, (3) implementation and functioning of the system, (4) monitoring of its effectiveness. The analysis was carried out on a company that creates and implements gamification solutions, which also applies them to its own employees. In addition to the analysis and evaluation of the gamification process, the study provides an opportunity to validate the designed research tool (case study) in terms of its analytical values, comprehensiveness and level of understanding by practitioners.

**Findings:** The study allows to collect data on the prerequisites for the implementation, functioning and control of the effectiveness of gamification solutions. The analyzed company was well prepared to implement the system, which can be a reference point for other organizations. The study confirmed the correctness of the tool's design, which, after minor modifications, can be used in further empirical research.

**Research limitations/implications:** The study is a case study and involves a single company, which limits the possibility of generalizing the results. In further stages, it is planned to expand the sample and consider the perspective of employees.

**Practical implications:** The results provide guidance for organizations implementing gamification in a hybrid environment. The results obtained and the developed tool can be used to assess the readiness of the organization and monitor the effectiveness of motivation systems, tailored to different groups of employees.

**Social implications:** Gamification promotes increased employee engagement and satisfaction, strengthening organizational culture and team relationships. It can also support the integration and development of modern forms of cooperation in a hybrid environment.

**Originality/value:** The article develops research on the use of gamification in motivating hybrid employees - an area that has so far been poorly recognized. The validated tool enables systematic testing of the effectiveness of implementations, providing theoretical and practical value.

**Keywords:** Gamification, motivation, human resources.

**Category of the paper:** case study.

## 1. Introduction

The dynamic development of flexible work models, including hybrid work, has become one of the key trends of the modern labor market. This change poses new challenges for organizations in terms of maintaining the motivation, engagement and sense of belonging of employees who function in conditions of limited direct contact. Research indicates that traditional methods of motivation often turn out to be insufficient in distributed environments, especially in the context of the growing expectations of younger generations of employees, accustomed to interactivity, immediate feedback and greater diversity of forms of activation (Kaczmarek, Włodarkiewicz-Klimek, 2023).

In this context, gamification, defined as the use of mechanisms known from games - such as points, levels, challenges or competitive elements - in non-entertainment environments is attracting increasing attention from organizations. Numerous studies indicate that properly designed gamification solutions can support internal motivation, build engagement, strengthen cooperation and facilitate monitoring of employee progress. At the same time, it is emphasized that the effectiveness of gamification depends on the organizational context and the quality of implementation, which justifies the need for in-depth analyses based on practical examples.

The aim of the article is to present gamification as a modern method of motivating hybrid employees, responding to the challenges resulting from generational changes in the labor market, and to assess the method of implementation and effectiveness of gamification solutions in organizational practice. The implementation of this goal is based on two pillars: a literature review, which allows for a theoretical approach to the phenomenon, and a case study, which allows for a detailed analysis of the implementation of gamification in a selected IT company. The combination of both perspectives allows for an understanding of both the general principles of designing gamification tools and the specifics of their functioning in real hybrid work conditions.

## 2. Gamification as a motivational tool

### 2.1. Definition of gamification

Gamification was first defined in 2011 by Pelling, who was professionally involved in game development and noticed that their mechanisms could be effective in other conditions as well. This opened up a field for broad discussion and testing of experimental solutions. Gamification began to appear in areas related to marketing or sales, and finally its mechanisms and impact on motivation began to be tested (Ghosh, Kumar, 2025; Karimi, Nickpayam, 2017; Luo et al., 2022; Sailer et al., 2014). This led the researchers to take up the topic of using gamification not

only on the company-customer line, but also on the employer-employee line, as a tool aimed at effectively motivating the employee (Gupta, Gomathi, 2017). During this time, many new definitions of gamification were created, which gradually expanded its understanding and, consequently, the possibilities of its application. The Table 1. below lists a few of them that present the development of meaning and will be crucial for further considerations.

**Table 1.**  
*Overview of gamification definitions*

Author	Year	Definition
(Pelling, 2011)	2011	Game-like, accelerated user interface to make electronic transactions both fun and fast.
(Deterding et al., 2011)	2011	<b>Use of game elements in a context other than games</b>
(Tkaczyk, 2012)	2012	Transferring mechanisms known from games (including computer games, but not only) to the real world in order to change human behavior.
(Siadkowski, 2014)	2014	This is a field that uses game mechanics to encourage people to do things they don't usually feel like doing or don't know they can do differently. Gamification turns activities that are not particularly attractive into ones that permanently attract our attention, and creates fun from something that usually has little to do with play. Additionally, it uses game elements in non-gaming contexts to motivate people to perform certain activities.
(Gibek, 2018)	2018	Defines gamification as mechanics, aesthetics and thinking created on the basis of games, in order to engage people, motivate them to act, promote science and solve problems.
(Witoszek-Kubicka, 2025)	2025	The use of game elements as a system of incentives motivating the target group to undertake the desired behaviors, which are a condition for achieving the assumed goals of the project.

Source: Own study.

The definitions cited above indicate how the scope of understanding gamification has changed over time. Nevertheless, all definitions share several common elements. Gamification is all about transferring logic from games to areas outside of it. The main purpose of such a transfer is to increase engagement and appropriately target the actions taken by its recipients. Its essence is therefore to build motivation through participation in properly designed experiences (Gopinath Bharathi et al., 2016).

The analysis of the definition indicates that gamification as understood today is a modern motivation tool, especially adequate for hybrid and remote environments, where traditional motivation systems are sometimes insufficient (Bernal, Lempiälä, 2025; Ur Rahiman, Kodikal, 2025).

## 2.2. Key mechanisms

Gamification as a tool is defined by the three elements that make up the MDA model (M - mechanics, D - dynamics, A - aesthetics) (Zichermann, Cunningham, 2011, p. 43). In order to properly recognize whether a given tool used in the company is a solution using gamification, it is worth focusing on identifying the gamification mechanics present in it. Mechanics are key to understanding the essence of gamification. This is confirmed by the summary prepared by R. Szydło on the basis of the analysis of definitions. Assuming that gamification is the use of

game mechanics in a context unrelated to games, mechanics play a key role in gamification (Szydło, 2021, p. 134). A proper understanding of the existing mechanics therefore allows for an unambiguous identification of the occurrence of gamification in the analyzed solutions. There are many ways of grouping individual elements in the literature. For the purposes of this study, the division proposed by M. Helmeffalk was used, which is presented in Table 2.

**Table 2.**  
*Overview of gamification mechanics*

Shared mechanics	Group
Achievements, Badges, Earn/Earn, Rewards, Stamps, Tokens, Unlockable Content, Virtual Items (Currency/Commodities),	<b>Badges</b>
Competences, merits, skills development,	Skill development
Leaderboards, Performance charts, Ranking	<b>Rankings</b>
Clear Goals, Competition, Conflicting Goals, Restrictions, Rules, Time Pressure, Uncertain Outcomes, Win Condition	<b>Objectives/Principles</b>
Betting/Gambling, Challenges, Levels, Mini-Games, Missions/Quests, Pattern Recognition, Progression, Puzzles, Trials,	Missions/Tasks
Activity Counter, Lives, Points,	<b>Points</b>
Autonomy, Avatars, Character, Customization, Roles, Self-expression, User profiles,	Identity/Role
Collaboration, Gifts, Sharing, Social + Concept, Status, Teams, Vote,	Social mechanics
Dashboard, Gamified Passwords, Interface, Virtual Territories, Visual Metaphor / Aesthetics,	Aesthetics
Economy/Market, Reviews, Location-Based Mechanics, Storytelling, User Generated Content, Escape, Fantasy, Fun, Entertainment, Recreation, Motion.	Other

Source: Own study based on (Helmeffalk, 2019, p. 9).

The presented classification of gamification mechanics shows the multitude of elements that can be used in building the target tool. At the same time, it shows that gamification goes beyond simple point systems. In Helmeffalk's view, the mechanics were grouped according to their function and the way they affect the participants. This allows for a detailed analysis of the solution elements.

The most used are points - the simplest, but at the same time the most universal way of quantifying activity. Other reward mechanics, including badges, m.in, are also a core group. They act as external reinforcements, strengthen the sense of progress and highlight the achievements of the individual. They are complemented by the category of skills development, which refers to intrinsic motivation and allows participants to monitor the real level of competence development. Rankings and leaderboards, on the other hand, introduce an element of competition, being an important motivating factor, especially in environments with high transparency of results. Mechanics related to goals and rules, such as clear rules, time pressure, and victory conditions, organize the participant's experience and give structure to the activities.

Identity and role, which enable the personalization of the experience, and social mechanics, which support cooperation, sharing of effects and building community, are also important elements. Aesthetics and mechanics classified as "other" are responsible for the overall

atmosphere, narrative and coherence of the system, often determining the quality of the user experience.

The discussed classification allows us to analyze gamification as a set of various mechanisms, which only in the appropriate configuration create an engaging and effective environment of activity that can be applied in organizations.

### **2.3. Gamification in organizations**

Gamification has become an important area of interest for both management practitioners and researchers in organizational sciences in recent years. Its growing popularity is due to the need to create more engaging work environments (Rahiman, Kodikal, 2023), especially in the context of digital transformation (Badreldin et al., 2024) and changes in the way work is organized. The literature on the subject indicates that the implementation of mechanisms known from games can support the increase in motivation, engagement and effectiveness of employees (Szydło, 2021; Sedeeq et al., 2016).

When analyzing the possibilities of using gamification in organizations, it is worth citing the research conducted by Polish researchers: A. Dziopak-Strach and A. Witoszek-Kubicka. They conducted empirical analyses of solutions implemented in Polish enterprises. A. Dziopak-Strach's research included several organizations of various sizes, in which gamification was introduced as a tool supporting motivation, team integration and development of employee competencies. The author pointed out that the effectiveness of implementations depends largely on the adequate selection of mechanics and their compliance with the organizational culture (Dziopak-Strach, 2023). In turn, Witoszek-Kubicka (2025) identifies both benefits (e.g. increased activity, improvement in the quality of work) and barriers, such as lack of system consistency or insufficient communication.

The authors' conclusions correspond with international literature, which emphasizes the need for conscious design of gamification solutions (Van Roy, Zaman, 2017). A review of research indicates that gamification can bring significant benefits to organizations, but its effectiveness depends on the context of implementation, user alignment, and systematic monitoring of results.

## **3. Research on the use of gamification - a case study**

### **3.1. Purpose and Questions**

The aim of the study is to present gamification as a modern method of motivating hybrid employees, considering the challenges resulting from generational changes and the growing need to build engagement in a distributed environment. The study also aims to assess the

implementation, functioning and effectiveness of gamification solutions used in organizations. The implementation of this goal allows for the identification of both the potential and limitations of such tools, as well as the determination of the conditions necessary for their effective application in the practice of human resource management.

The formulated research questions were directly translated into the structure of the research tool in the form of a standardized case study. The study is a pilot and is the first phase of a broader empirical project, the next stages of which will include the analysis of multiple organizations. The design of the tool was verified by an expert-practitioner, which made it possible to assess its readability and analytical value.

Three key research questions include:

- 1) **What are the reasons for implementing a tool that uses gamification elements?**
  - This question allows you to determine the motivations of the organization and the business context in which the decision to implement is made.
- 2) **What areas of employee motivation are implemented with the use of gamification?**
  - aims to identify the gamification function and its links with the human resource management system.
- 3) **How does the implementation of gamification affect employee motivation?**
  - This question focuses on the assessment of the implementation effects declared by the organization.

Each of the questions has been embedded in appropriately selected questionnaire modules, which allows for systematic data acquisition and comparison of inter-organizational results.

### 3.2. Research tools

The designed research tool is based on the methodology of a case study, recommended in the literature as an approach enabling an in-depth analysis of complex organizational phenomena, including solutions in the field of employee motivation. The study is focused on a contemporary phenomenon and focuses on a single event in its real context (Glinka, Czakon, 2021). In this study, case is the process of using gamification to motivate employees in the studied organization. The study is qualitative, which is in line with the adopted goal - to identify the premises, method of implementation and effects of using gamification in a hybrid work environment.

In order to collect the data, a standardized interview based on a previously developed case study questionnaire was used. The interview scenario corresponded to the structure of the case study tool to enable comparative analyses between different organizations at the stage of further research. Standardization ensured the consistency of the research process, and at the same time allowed the respondent to deepen their statements to the extent relevant to understanding the specifics of the implementation of gamification. The interview was conducted online, which made it possible to ensure the availability of respondent, and at the same time to record the

conversation. The audio recordings formed the basis for the preparation of the transcription, which ensured the accuracy of the analysis of the empirical material.

The case study questionnaire consists of 24 questions structured into four complementary analytical areas. The first area refers to the characteristics of the company and the general specification of the implemented gamification solution, which allows the survey to be correctly embedded in the organizational context. The second area covers the prerequisites for implementation, referring, among other things, to strategic conditions. The third area focuses on the implementation process and functioning of the tool, taking into account: the scope of gamification mechanisms used, the level of integration with existing HR processes and employee reactions. The fourth area concerns the monitoring of effectiveness, including evaluation methods and control mechanisms.

The entire structure allows for a systematic passage through the full life cycle of the solution: from preparation and design, through implementation and realization, to verification and control of activities. The tool constructed in this way allows to answer all the research questions and ensures high comparability of results in further stages of research.

### **3.3. Limitations of the study and selection of participants**

The analysis was carried out on the example of one company due to the pilot character of the study. The survey was therefore intended to make it possible to assess the relevance of the questions, their completeness and comprehensibility for the question. It should also be emphasized that the study, although it does not provide the possibility of statistical inference, is an important preparatory stage for a broader, multi-subject study that will allow for a more complete analysis of the phenomenon.

A company from the IT sector, specializing in the design and implementation of IT solutions, including those using gamification elements for business customers, was selected for the study. Importantly, the company also uses such mechanisms internally, in relation to its own employees, which makes it a particularly valuable research case. The organization has the character of a small enterprise, employing several dozen employees, operating in a hybrid model and implementing projects with a high degree of innovation.

The selection of the participant was deliberate, in accordance with the logic of qualitative research. The selection criteria were: the organization's experience in implementing gamification, the availability of detailed data and the possibility of obtaining in-depth information from the person responsible for designing the solution. The interview was conducted with a representative of the company directly responsible for the implementation and development of the analyzed tool.

The survey was conducted in the form of a remote standardized interview, supported by a questionnaire. The session was recorded in audio format, which allowed for later transcription and content analysis. The data obtained were used to initially assess the functioning of

gamification mechanisms in a small organization and to prepare the tool for further use in a larger-scale study.

#### 4. Preliminary results

The preliminary results of the study are presented in a system corresponding to three research questions, and their synthetic approach is presented in the form of tables. This allowed for a structured analysis of the premises for the implementation of gamification, areas of its application and effects observed after implementation. The study provided data on the rationale for the introduction of the system, how it works and the mechanisms for evaluating effectiveness. The company analyzed was well prepared to implement gamification, which makes it a valuable reference point for other organizations. The results obtained also confirm the correctness of the design of the research tool, which, after minor modifications, can be used in further empirical research. The results are divided into three sections, each of which corresponds to one research question. The answer to research question 1 is presented in Table 3, to research question 2 in Table 4 and to question 3 in Table 5 below.

- 1) What are the premises for implementing a tool that uses gamification elements?

**Table 3.**

*Analysis of the results related to the research question no 1*

Question	Result
Deployment initiator	Top-down initiative - management / management. An initiative resulting from an internal organization.
Deciding factor	The excel test was a success, and employee engagement was high. The aim was to create a tool that would allow for a wider appreciation of engaged employees in a non-financial form and provide an employee benefit that is cheaper to maintain than traditional packages.
Was it preceded by research?	NO
Was the choice preceded by an analysis of available on the market?	Yes, However, they did not meet the needs of the company. Most of them concern sales processes.
Nature of the solution	Complements / extends the existing.

Source: Own study.

The analysis of the results indicates that the decision to implement gamification in the audited company was top-down and was initiated by the management. This means that the solution was part of a broader organizational strategy aimed at improving engagement and streamlining motivational processes. At the same time, it was noted that the initiative has been strengthened internally, which may indicate the high openness of employees to new tools and readiness to co-create changes.

The key factor determining the implementation was the results of a pilot test in the form of an Excel tool, which showed high user engagement. This element is important - it confirms that

the introduction of the full version of the system was preceded by practical proof of concept, which increased the likelihood of success in further implementation.

The organization decided to develop the solution primarily to create a non-financial mechanism for appreciating employees. Gamification was supposed to serve as a "cheaper benefit", at the same time more directly related to the behavior and attitudes of employees. This indicates the company's orientation towards non-financial motivation, which consistently fits into modern HR trends.

It is worth noting that the implementation was not preceded by diagnostic tests in terms of employee needs, which indicates a certain intuitiveness of the decision and at the same time a potential risk. However, an analysis of the available market systems was carried out - although the existing solutions turned out to be insufficient, mainly due to their focus on sales processes. As a result, the organization decided to create a proprietary tool that extends existing solutions.

Interpreting the above results, it can be stated that the prerequisites for the implementation of gamification in the surveyed company were both strategic (management as the initiator, the need for non-financial forms of motivation) and operational (positive results of the pilot, lack of appropriate tools on the market). This indicates a conscious decision to adapt gamification as a tool to respond to the specific needs of the organization and its employees.

2) What areas of employee motivation are implemented with the use of gamification?

**Table 4.**

*Analysis of the results related to the research question no 2*

Question	Result
In what area is gamification carried out?	<ul style="list-style-type: none"> <li>✗ Recruitment and selection of candidates.</li> <li>✓ Onboarding and onboarding.</li> <li>✓ Motivating in everyday work.</li> <li>✓ Implementation of training.</li> <li>✓ Employee integration.</li> <li>✗ Sales.</li> <li>✓ Knowledge sharing.</li> <li>✓ Personal development.</li> <li>✗ Other....</li> </ul>
What group of employees is covered by the gamification solution?	All employees.
What groups of employees is the gamification solution aimed at?	The solution is universal and covers every employee to the same extent.
What elements of employee motivation were used as part of the gamification solution in the company?	<p>Bonuses or bonuses were rarely used in the company - non-financial forms of recognition prevailed. As part of gamification, employees earned coins that they could exchange for training or equipment, thus replacing the lack of a cafeteria.</p> <p>The "shop" element was initially assessed negatively. Limited resources led to unhealthy competition: some workers maximized benefits, which created a sense of injustice in others, according to the 80/20 rule.</p> <p>However, after the rules were properly regulated, the system improved, although it turned out to be a more effective solution to base motivation on unlimited, non-financial recognition.</p>

Source: Own study.

In the company surveyed, gamification has been implemented in a wide range of HR-related processes, including both mandatory activities and development initiatives. This means that the tool served as not one, but many motivational mechanisms, supporting both employee adaptation and maintaining their ongoing engagement. Importantly, gamification was not limited to selected positions - the solution included all employees, which proves its universal nature and the intention to egalitarian strengthen the organizational culture.

The system mainly used non-financial motivators, in line with the assumptions of modern approaches to intrinsic motivation. Traditional financial elements were practically non-existent, and appreciation took the form of symbolic recognition. At the same time, the system made it possible to exchange the points earned ("coins") for real rewards, such as training or equipment. According to the respondent's statement, however, this element turned out to be problematic - maximizing behaviour and competition for limited resources appeared, which consequently disrupted the original assumptions of the system based on recognition. After proper adjustment, the situation improved. At the same time, the respondent indicated that good effects can be obtained in the model of an intangible, unlimited form of appreciation, limiting the function of the "marketplace".

Interpreting the results, it can be concluded that gamification in the surveyed company served as a comprehensive motivational tool, supporting key areas of HR and promoting developmental behavior. At the same time, the experience of organizations shows that combining intrinsic motivation with financial elements can lead to tensions, which is an important guideline for designing similar solutions in other organizations.

### 3) How does gamification implementation affects employee motivation?

**Table 5.**

*Analysis of the results related to the research question no 3*

Question	Result
What changes have been observed after the implementation of motivation based on gamification solutions? [ORGANIZATION]	It gave employees a chance to be noticed, a gateway for them to gain recognition, improvement of the recognition system, automation of office activities (cleaning) - they ceased to be a problem.
What aspects of employee activity are observed as a result of the introduction of such a motivating solution? [EMPLOYEE]	Employee retention was very high compared to the industry - employees left extremely rarely, which made it possible to build greater loyalty to the company through engagement. The frequency of interaction between employees has also increased: new discussions, topics for conversation have appeared, and participants have "caught the bug" of rivalry. As a result, it was also easier to get to know their character traits.
Has the goal of motivating employees been defined as part of gamification? If so, what kind of?	Writing articles - journalistic activity. Language learning - increase your English level rewarding initiatives and presenting them in a forum / sharing knowledge. Marketing goals - involvement in activity on SM - promoting the company.
Has the motivation goal been achieved?	<b>YES</b> Success - but you can't force activity on all participants. When building gamification, you should create categories in terms of what people can offer.

Source: Own study.

The analysis of the data clearly indicates that the implementation of gamification was accompanied by a significant strengthening of the process of motivating employees in the studied organization. From the perspective of the organization, the gamification system improved the visibility of the team's efforts - it became a tool that made it possible to really notice and appreciate employees. As a result, the discretionary system was organized and improved, and some repetitive administrative activities were automated, which further relieved the staff and eliminated previously occurring operational problems.

From the perspective of employees, there is a clear increase in engagement and greater attachment to the company. A very high level of retention - unheard of in the industry - indicates that gamification has had a lasting impact on the strengthening of intrinsic motivation. Additionally, gamification has contributed to increasing the frequency of interaction between employees, supporting integration, building relationships and natural knowledge exchange. Competition and the element of play became an impulse to discover the character traits of co-workers and build a culture of greater openness.

The motivational goals are clearly defined: competence development (expert articles, language learning), marketing activity and knowledge sharing. All these goals - as declared - have been achieved, although it is noted that gamification does not work equally for every person and it is not possible to force the full participation of all employees. Therefore, it is recommended to differentiate categories and tasks in terms of the predispositions of the participants.

The respondent associates the implementation of gamification with a decidedly positive impact on motivating employees, increasing their engagement, strengthening the bond with the organization and enabling the achievement of clearly defined development and business goals.

## **5. Summary and conclusions**

The aim of the article was to present gamification as a modern method of motivating hybrid employees and to assess the functioning and effectiveness of gamification solutions in organizational practice. This goal was achieved through a combination of two research perspectives: an analysis of the literature on the subject and a case study of a company implementing gamification for both customers and its own employees. The literature review allowed to organize the key theoretical assumptions concerning the genesis, mechanisms and effects of the use of gamification in organizations, while the empirical part provided knowledge about the actual premises, method of implementation and consequences of this type of solutions.

The results of the study confirm that gamification is a tool with significant potential in motivating employees, especially in hybrid environments, where maintaining engagement, team cohesion and visibility of individual achievements remains a challenge. The case study showed that a properly designed gamification solution can strengthen the organization's culture, increase the frequency of interactions between employees, as well as build a sense of appreciation and attachment to the workplace. At the same time, the study revealed the limitations of such systems, m.in. the need to clearly regulate the rules for the exchange of rewards and the monitoring of employee behavior to avoid undesirable effects related to competition and differences in access to resources.

It should be emphasized that the presented results of the pilot study allow us to formulate preliminary observations on potential directions of gamification system design in a hybrid environment, which require further empirical verification. The identified organizational and behavioral changes co-occur with the implementation of gamification, but at the current stage of the study it is not possible to unambiguously resolve the cause-and-effect relationship. The observed effects may also have been amplified by other factors, such as:

- specificity of the organizational culture of the audited enterprise,
- increased attention of the management staff accompanying the implementation of the new solution,
- the effect of novelty related to the innovative nature of the tool,
- the selection effect resulting from high employee motivation already at the implementation stage.

These results confirm the usefulness of the research tool designed. The standardized case study questionnaire turned out to be adequate for diagnosing the premises, course and effects of the implementation of gamification, the use in a conversation with an expert-practitioner confirmed both the structural correctness and the potential for further use. This tool - after minor modifications - can be the basis for in-depth empirical research, including quantitative research conducted among employees, which will allow to verify the organizational perspective at the level of individual experience of system users.

Further research directions include extending the analysis to a larger group of companies, which will make it possible to compare different implementation models and identify success factors and barriers to the use of gamification in different contexts. It is also worth developing the quantitative component of the survey, including surveys assessing the reception and effectiveness of gamification from the perspective of employees.

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