



Enhancing Culinary Talent Hiring with Gamification: A Prototype and Framework of Pre-Trade Assessment

Joseph Paul*^{ID} Chandana Valluripalli^{ID} and Manoj Gour Chintaluri^{ID}

GITAM School of Business
Gandhi Institute of Technology and Management
(GITAM Deemed to be University), Visakhapatnam, India.
jpaul@gitam.edu

Abstract. This paper introduces a novel recruitment system that incorporates a gamification round into the hiring process for culinary talent. In any organization, the most valuable asset is its employees. However, HR professionals are facing challenges in acquiring the necessary and right talent. To address this issue, many organizations are turning to innovative technological solutions for talent acquisition. In the realm of culinary talent recruitment, a specialized assessment round known as the trade test practical round plays a crucial role. Gamification is a design approach that involves integrating gaming elements or mechanics into non-game applications or systems. In comparison to traditional recruitment methods, gamified recruitment offers several advantages, including the ability to identify motivated candidates and effectively evaluate candidates based on points and badges. This pre-trade test approach allows for the identification of the most suitable candidates who can excel in the practical assessment. Gamification injects an element of enjoyment into the process, encouraging active participation and responses from candidates. By leveraging Marczewski's gamification framework, this paper portrays how to implement gamification in culinary talent recruitment. The game mechanics employed in this gamification design are geared towards achiever-type users and include elements such as levels, challenges, and achievements, accompanied by game-related points in the name of "Buns," "Cakes," "Cookies," "Laddus," and "Chocolate." The final results showcase candidates' performance with gold, silver, and bronze Shark rankings. Although it's important to acknowledge that this proposed concept hasn't undergone testing, the authors have taken significant steps in establishing a foundation. They've done so by creating a game flow chart and a user interface prototype, informed by an in-depth comprehension of the current recruitment process. Additionally, they've proposed a novel pattern and prototype for culinary talent recruitment. This framework holds promise as a feasible solution in the real world of human resources management, potentially enhancing the process of hiring the best culinary talent.

Keywords: Gamification, Culinary, Recruitment, Game, Hiring, Points, Assessment, Trade Test.

© The Author(s) 2024

S. Gupta et al. (eds.), *Proceedings of the 5th International Conference on the Role of Innovation, Entrepreneurship and Management for Sustainable Development (ICRIEMSD 2024)*,

Advances in Economics, Business and Management Research 310,

https://doi.org/10.2991/978-94-6463-612-3_11

1 Introduction

Gamification, the strategic integration of game elements and principles into non-game contexts, has emerged as a promising approach to enhancing engagement, motivation, and performance across various domains. As an innovative method for transforming traditional processes and activities into more interactive and enjoyable experiences, gamification has garnered increasing attention from researchers and practitioners alike. At its core, gamification leverages elements such as points, rewards, competition, and progression tracking to tap into intrinsic human motivators, fostering a sense of achievement and mastery (Deterding et al., 2011). By applying game mechanics to non-game scenarios, it aims to captivate participants' attention, encourage their active participation, and ultimately drive desired behaviours. The landscape of recruitment is undergoing a significant transformation with the integration of gamification—an innovative approach that leverages game elements and mechanics in recruitment processes. As organizations seek to attract top talent and enhance candidate experiences, gamification has emerged as a powerful tool for engaging prospective employees and assessing their skills and suitability for roles. Gamification in recruitment involves elements such as challenges, assessments, simulations, and rewards, all designed to create interactive and engaging experiences for candidates. By providing a dynamic and immersive way to evaluate candidates' capabilities and fit for a position, gamification has the potential to revolutionize traditional recruitment methods. The culinary industry, characterized by its dynamic and creative nature, continually seeks exceptional talent to maintain its reputation for culinary excellence. Traditionally, the process of acquiring and selecting top culinary talent has followed conventional methodologies. However, the landscape of talent acquisition is undergoing transformation, with culinary organizations increasingly exploring the application of gamification—a strategic approach that integrates game elements and mechanics into recruitment processes. The integration of gamification in culinary talent hiring represents a shift toward more engaging, immersive, and effective talent acquisition strategies. By infusing game elements such as challenges, assessments, and rewards into the recruitment process, the culinary industry aims to better evaluate and engage prospective candidates.

1.1 Relevance and Significance

The application of gamification in culinary talent acquisition is both relevant and significant in today's competitive culinary landscape. The culinary profession demands a diverse set of skills, including creativity, adaptability, teamwork, and innovation. Traditional hiring methods, such as standardized interviews and assessments, may not fully capture the dynamic essence of culinary expertise. Gamification offers a novel approach to assessing candidates by immersing them in simulated culinary scenarios. This approach not only enables organizations to evaluate candidates in contexts that closely resemble real-world culinary demands but also enhances candidate engagement and motivation throughout the hiring process (Deterding et al., 2011).

Table 1: Working Paper Objectives

To understand the concept of gamification in talent recruitments	This objective involves in understanding the concept of gamification and its relevance within the context of talent recruitment
To identify problems faced during culinary talent hiring	This objective aims to identify and learn the challenges and issues commonly encountered in the process of hiring culinary talent.
To identify the common rounds or stages involved in culinary talent hiring	This objective seeks to provide a comprehensive understanding of the various stages and components involved in the hiring of culinary talent with help of a pattern structure.
To understand the role of creativity and modernization in the culinary field	This objective focuses on understanding the significance of creativity and modernization within the culinary industry.
To identify how gamification can help in culinary talent hiring	This objective aims to identify and highlight the ways in which gamification can provide solutions and enhancements to the challenges faced in culinary talent hiring.
To present a conceptual framework and prototype with the help existing framework	This objective involves the development, creation and presentation of a conceptual framework and prototype that outlines the principles and guidelines for gamified culinary talent recruitment.
To list out the potential benefits and challenges of integrating gamification into culinary recruitments from the given prototype and framework	This objective involves compiling a comprehensive list of the potential advantages and obstacles associated with the integration of gamification into the culinary talent recruitment process.

2. Literature Review

Gamification, a strategic approach that integrates game elements into non-game contexts, has gained significant attention in various fields, including recruitment, talent acquisition, and education. This literature review provides an overview of existing research on gamification in these domains, identifies gaps and opportunities in applying gamification to culinary talent hiring, and discusses relevant theories and concepts regarding its impact on talent acquisition.

Table 2: Literature Review

AlMarshedi et al. (2017)	Gamification is widely employed to prompt behavioural changes and cultivate desired attitudes across diverse domains. However, individuals from varying backgrounds exhibit distinct responses to gamification, indicating the influence of culture in specific contexts. This review begins by exploring how gamification shapes behaviour and then examines the impact of culture on behaviour. Motivation's role in gamification is also discussed. Finally, the review addresses gamification's potential for behavioural change, emphasizing the importance of understanding behavioural change methods, individual characteristics, and cultural and social contexts.
Hamari et al. (2016)	The researcher conducted a comprehensive literature review of empirical studies on gamification. Their findings indicated that gamification positively influences user engagement and motivation in various contexts, including recruitment and talent acquisition. The results also indicate that while gamification frequently leads to favourable outcomes, these effects are contingent on contextual variables and user attributes.
Van den Heuvel et al. (2015)	The author introduced the concept of job crafting intervention, exploring its effects on job resources, self-efficacy, and affective well-being. Their research emphasized how gamified elements can empower employees to shape their work environments and enhance their well-being
Deterding et al. (2011)	The author defined "gamification" and explored game design elements contributing to "gamefulness." Their foundational work laid the groundwork for understanding gamification and its application across various domains, including education and recruitment
Ferrell, J. Z., et al. (2016)	This review explores gamification's potential to enhance HR processes, making them more engaging and effective. It starts by outlining key motivational theories supporting gamification's effectiveness, including Need Satisfaction Theories, Operant Conditioning, Flow, and Goal Setting Theory. The review then examines how gamification can improve four major HR categories: recruitment, selection, training, and performance management, illustrated with real-world case studies. Finally, it highlights crucial considerations and best practices for developing and implementing gamified HR initiatives.
Murawski, L. (2021)	This article addresses the gap in the existing literature regarding gamification's application in human resource management (HRM). The author recognizes the increasing interest in gamification but notes the absence of a comprehensive overview of HRM-related gamification research. To bridge this gap, a systematic literature review was conducted, examining 45 research papers. The goal is to enhance our understanding of prior findings in this field and provide insights into the areas of gamification application and outcomes in HRM. The article also outlines propositions and discusses potential risks and mitigation approaches associated with incorporating game design elements in HRM practices.

2.1 Challenges faced during selection process of culinary professionals

- **Assessing Practical Skills:** Evaluating a candidate's practical culinary skills can be challenging during interviews or assessments. It's essential to find effective methods for accurately gauging their cooking abilities.
- **Subjectivity:** Culinary evaluations often involve subjective judgment, making it difficult to maintain consistency in candidate assessment across different hiring managers or chefs.
- **Taste Testing:** Determining the quality and taste of a candidate's culinary creations can be subjective and influenced by personal preferences, making it challenging to establish uniform criteria for assessment.
- **Cost of Assessments:** Hosting culinary assessments, such as cooking trials or tastings, can be expensive and time-consuming, especially for small restaurants or businesses.
- **Technical Knowledge:** Assessing a candidate's theoretical knowledge of culinary techniques, food safety, and nutrition can be complex, as it may not directly correlate with practical cooking skills.
- **Shortlisting from Large Pools:** Managing a large pool of culinary applicants and narrowing it down to a manageable number for assessments can be overwhelming and time-intensive.
- **Availability of Ingredients:** Creating uniform assessments may be challenging due to variations in ingredient availability, which can affect the fairness of the selection process.
- **Limited Evaluation Time:** Candidates may have limited time during assessments, which may not reflect their true potential or skills under normal working conditions.
- **Communication Skills:** Culinary professionals often work in teams and interact with customers. Assessing their communication and interpersonal skills is crucial but can be challenging in an assessment setting.
- **Lack of Standardization:** Inconsistencies in assessment criteria or methods can lead to biased or unfair evaluations, affecting the selection process's integrity.

2.2 Gamification in Recruitment and Talent Acquisition

Gamification has emerged as a promising strategy for enhancing recruitment and talent acquisition processes (AlMarshedi et al., 2017). Studies have shown that gamified assessments engage candidates more effectively than traditional methods (Van den Heuvel et al., 2015). Gamification offers candidates interactive challenges, simulations, and assessments that closely mimic real-world scenarios, providing a more accurate evaluation of their skills and capabilities (Deterding et al., 2011).

2.3 Culinary Education and Gamification

While gamification has been explored in various educational contexts, including online learning platforms (Hamari et al., 2016), its application in culinary education is relatively underexplored. The culinary industry requires a unique set of skills, including creativity, adaptability, and teamwork. These attributes are challenging to assess through traditional methods (Huang et al., 2016). Gamification offers a potential solution by creating immersive learning experiences that mirror the fast-paced, creative environment of culinary arts (Deterding et al., 2011).

2.4 Gaps and Opportunities in Culinary Talent Hiring

Despite the potential benefits of gamification in talent acquisition, limited research has specifically addressed its application in culinary talent hiring. This gap presents an opportunity to leverage gamification to improve the recruitment of culinary professionals. Gamified assessments and simulations can better evaluate candidates' culinary skills and their ability to thrive in high-pressure culinary environments.

2.5 Relevant Theories, framework and Concepts

Numerous theories and concepts serve as the foundation for incorporating gamification into talent acquisition processes. One notable theory is Self-Determination Theory (SDT), which emphasizes the significance of intrinsic motivation in successful talent recruitment (Deci & Ryan, 2000). Gamification effectively taps into candidates' intrinsic motivation by affording them autonomy, fostering a sense of competence, and promoting relatedness (AlMarshedi et al., 2017). This aligns with the overarching goal of engaging candidates and instilling a sense of mastery in the context of culinary talent hiring.

2. 6 Components of Gamification, elements and principles in Talent Hiring

- **Engaging Game Mechanics:** Gamification should incorporate engaging game elements, such as points, badges, leader boards, and challenges, to capture candidates' interest and motivation (Deterding et al., 2011).
- **Assessment and Skill Testing:** Gamification can be employed for assessing candidates' skills and competencies through interactive scenarios or simulations.
- **Feedback Mechanisms:** Providing real-time feedback to candidates during gamified assessments can enhance their understanding of performance and promote self-improvement (Hamari et al., 2014).
- **Personalization:** Customizing gamified elements to individual candidates' preferences and abilities can enhance engagement and the overall hiring experience
- **Data Analytics and Insights:** Employing data analytics enables recruiters to gain valuable insights into candidates' behaviour and performance within gamified assessments (Hanus & Fox, 2015).

- **Integration with Recruitment Process:** Gamification should seamlessly integrate with the broader recruitment process, ensuring alignment with organizational goals and objectives (Werbach & Hunter, 2012).
- **Ethical Considerations:** Addressing ethical concerns, including fairness and transparency, are essential to prevent unintended biases in hiring decisions related to gamification.

Gamification holds significant potential for transforming talent hiring by making the process more engaging, informative, and efficient. Implementing successful gamification strategies requires consideration of these key components, as substantiated by existing research in the field.

2.7 Creativity and Modernization in Culinary Operations

The culinary arts are in a perpetual state of evolution, characterized by creativity and innovation, which have given rise to a diverse array of cuisines and culinary experiences enjoyed today. Culinary progress, from the emergence of nouvelle cuisine to fusion and molecular gastronomy, underscores the profound interplay between creativity, culture, art, science, and technology (Hornig & Lin, 2017). Creativity is a fundamental cornerstone of the culinary arts, echoing its significance across various artistic domains (Jeou-Shyan & Lee, 2007). Within the realm of culinary arts, creativity serves as a canvas for chefs to express their inner worlds and transfer their imaginative visions onto the plate. Peng et al. (2013) define culinary creativity as the generation of novel dishes and ideas, often pushing the boundaries of traditional culinary practices. In this creative process, there is a dynamic interaction between external realities and the artist's subjective experiences, a phenomenon well-documented in the broader artistic context. In the culinary world, the transformative potential of artistic creativity predominantly lies in the hands of culinary practitioners. Historically, chefs received their training from experienced mentors, who, although skilled, lacked contemporary management techniques and innovative perspectives (Jeou-Shyan & Lee, 2007). However, a noticeable shift has occurred in recent years. Culinary education has gained prominence, giving rise to a new generation of chefs equipped with extensive knowledge, refined skills, and a global perspective. These culinary artisans wholeheartedly embrace creativity as an intrinsic facet of their craft, propelling culinary progress and elevating the culinary arts to unprecedented heights.

3. Methods and Approach

In this research, Marczewski's Gamification Framework is employed as the chosen reference. This selection is based on the framework's simplicity relative to other gamification models, making it more accessible for creation and implementation. Despite its simplicity, the framework is deemed suitable for gamifying recruitment. The authors firmly believe that individuals can be categorized into four intrinsically motivated types: Socializer, Free Spirit, Achiever, and Philanthropist, each possessing distinct traits. Identifying the traits of the target users allows for the design of a system tailored to their preferences, thereby increasing the likelihood of the gamified system's

success. This literature review underscores the potential of gamification in revolutionizing culinary talent acquisition, drawing insights from its effective applications in recruitment and educational contexts. The subsequent sections of this paper will delve into the specific components and principles of gamification, its practical implementation in the realm of culinary talent hiring, and the development of a conceptual framework and prototype

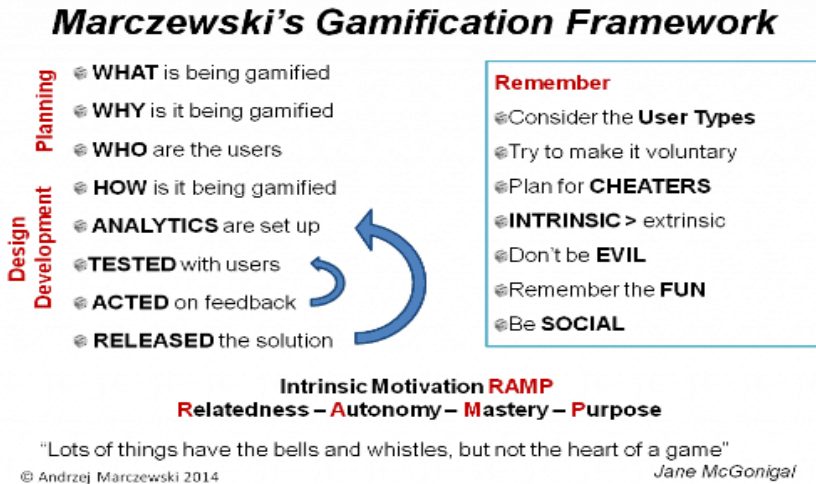


Figure 1: (Source: Andrzej Marczewski's Gamification Framework (2014))

3.1 Marczewski's Gamification Framework

During the planning phase, four key elements underpin the gamification design:

- What is the target of gamification (What will the gamified system involve?)
- Why employ gamification (Why opt for a gamified system?)
- Who will engage with it (Who is the intended user of the gamified system?)
- How to implement gamification (How to create a gamified system?)

The planning phase serves as the initial step in defining the framework's scope and objectives. Subsequently, the design phase follows, wherein critical elements such as motivation, feedback mechanisms, game mechanics, user journeys, and engagement and feedback loops are determined. However, this research specifically concentrates on two essential components: motivation and feedback mechanisms, with a specific focus on the Achiever user type. Achievers are predominantly driven by the pursuit of mastery. They exhibit a strong inclination towards acquiring knowledge, developing new skills, self-improvement, and conquering challenges. These attributes align with qualities highly valued by employers, irrespective of their industry or organizational type.

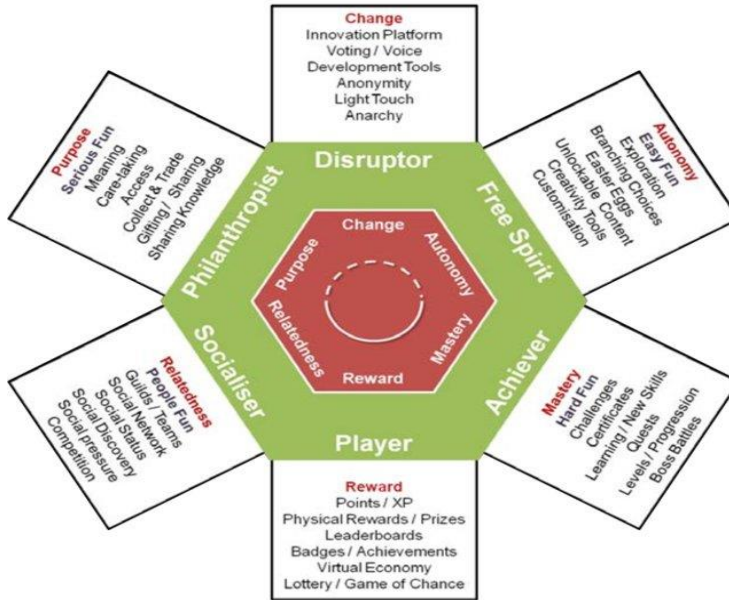


Figure 2: (Source: Marczewski's User Type Hexad (2015))

4. Discussion

The application of Marczewski's Gamification Framework plays a vital role in the culinary talent hiring process. Here's a concise overview of the planning and design phases in culinary talent acquisition

Table 3: Attributes

Attributes		
SL No.	Stage	Description
1. Planning		
1.1	What is being gamified?	In this study, the proposed activity that will be gamified for culinary talent hiring.
1.2	Why it being gamified?	Compared to the standard culinary recruitment, a gamified round before the trade test has several advantages such as identify motivated candidates, evaluate people without much experience more easily evaluate people who have diverse experience, and engage the candidate. The difficulties encountered by recruiters in identifying chefs, it's because of verbal communication, learning style and the impact of a lack of understanding from the interviewer This study will apply gamification as a solution to these problems, so that chefs feel confident to answer the pre trade questions and affiliates to the next round.

1.3	Who is the user?	The users of this gamified system are job applicants called culinary professionals or chefs
2. Design Development Phase		
2.1	How it is being Gamified?	The design in this context will specifically incorporate two of the four design elements found in Marczewski's Gamification Framework. These elements include Motivation, which aids in identifying User Types within the gamified system, and Feedback & Game Mechanics, which will be employed to scrutinize the game mechanics and its various components
2.1.1	User Types	Within this system, the Achiever represents a specific user type. These users are driven to successfully complete tasks with precision, adhere to timelines, and achieve the highest possible scores. The Achiever's primary goal is to conquer challenges, thereby enhancing their skills and capabilities.
2.1.2	Game Mechanics	In this gamified recruitment system, candidates earn points with names like "Buns," "Cakes," "Laddu," "Chocolates," and "Cookies." To qualify in the overall test, candidates must score a minimum of 3 points from each round
	Buns, Cookies, Laddus, Cakes, Chocolates	Applicants will receive points for each correctly answered question, and they must achieve a minimum of 3 points in each round to win the entire round.
	Bronze Shark, Silver Shark and Golden Shark	The prestigious "Shark" distinction is granted to candidates who meet or exceed the minimum passing standards in each round. For instance, candidates scoring 15 or more earn the Bronze Shark, those with 20 or more attain the Silver Shark, and those with 25 or more proudly claim the Golden Shark

4.1 Recruitment Structure Example- External Source Campus Recruitment

The authors conducted a fundamental observation and analysis of the common recruitment practices employed by hospitality units when hiring culinary professionals. The pattern and sequence of these practices are visually represented in Figure 3

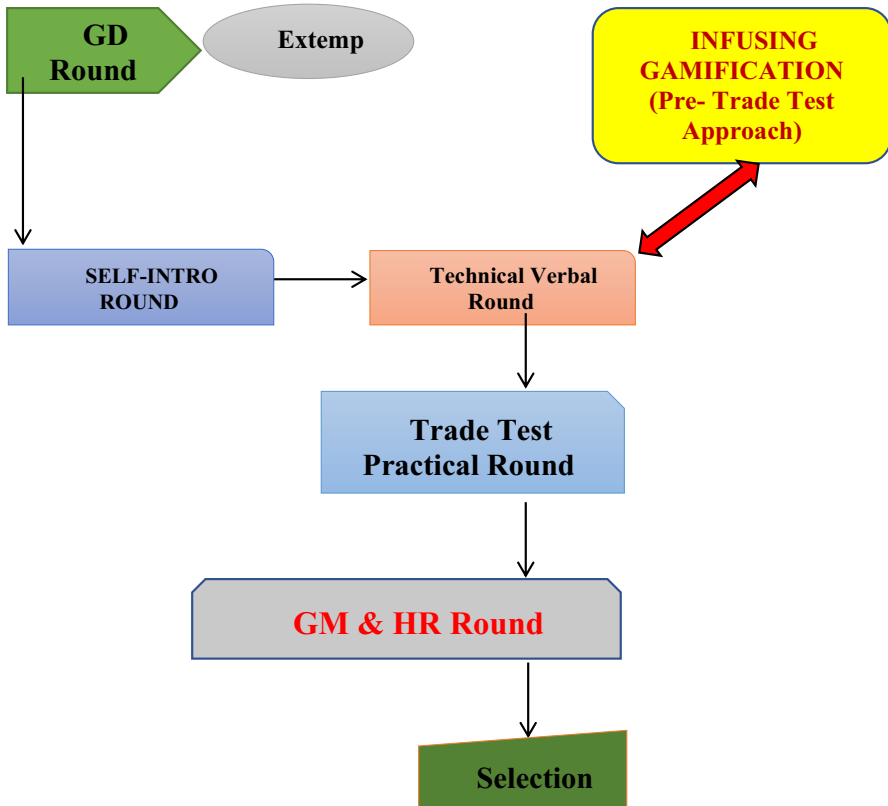


Figure 3: Recruitment Structure

4.2 Gameplay flow

Once the game rules are in place, the next step is to craft the gameplay design. Gameplay is essentially how the game operates. In this gamified system, the candidates, who are Culinary Professionals, act as the players. You can see the flow of gameplay in Figure 4.

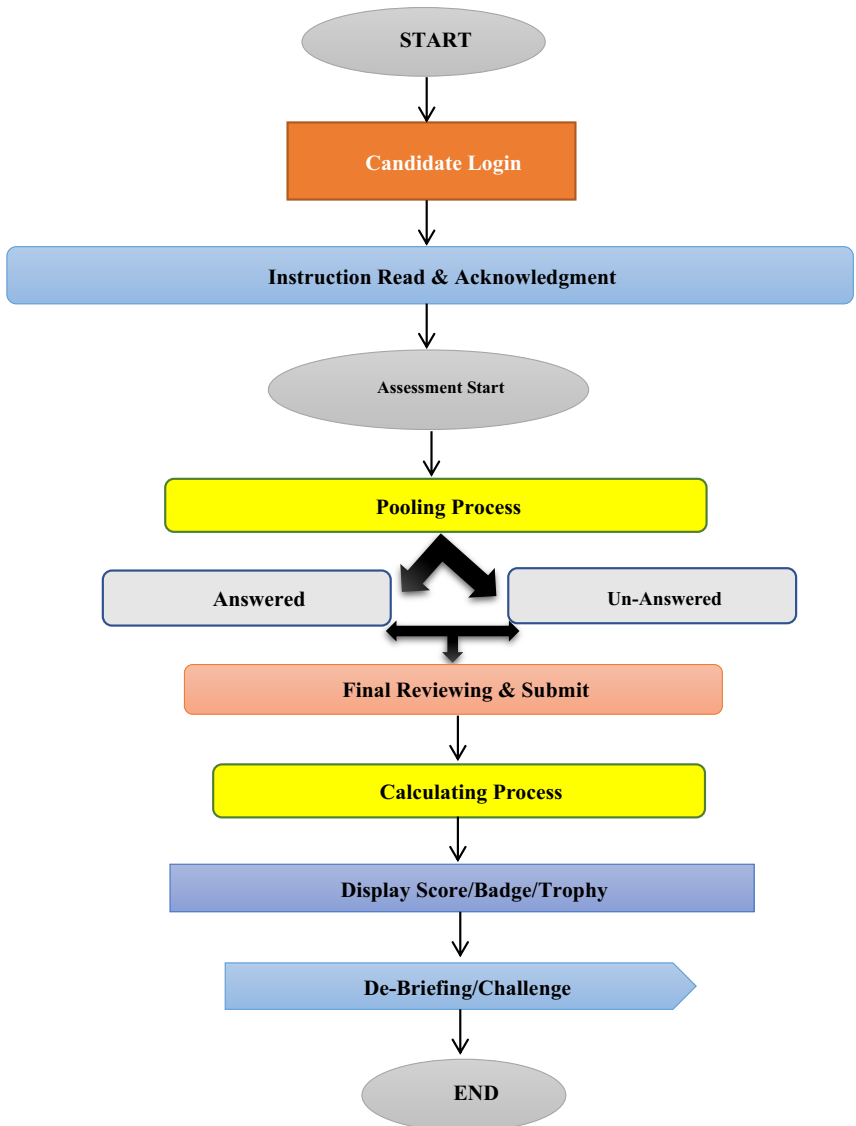


Figure 4: Gameplay Flow Development of User Interface Prototype:

In this section, the authors have presented the UI prototype of the proposed system, which follows the gameplay flow diagram from the previous section. The user begins at the login page, where they enter their Candidate ID number and consent to the test's terms and conditions.



Figure 5: Candidate's Login

After the user logs in, they will be directed to an instructional page where the candidate must acknowledge the instructions before proceeding

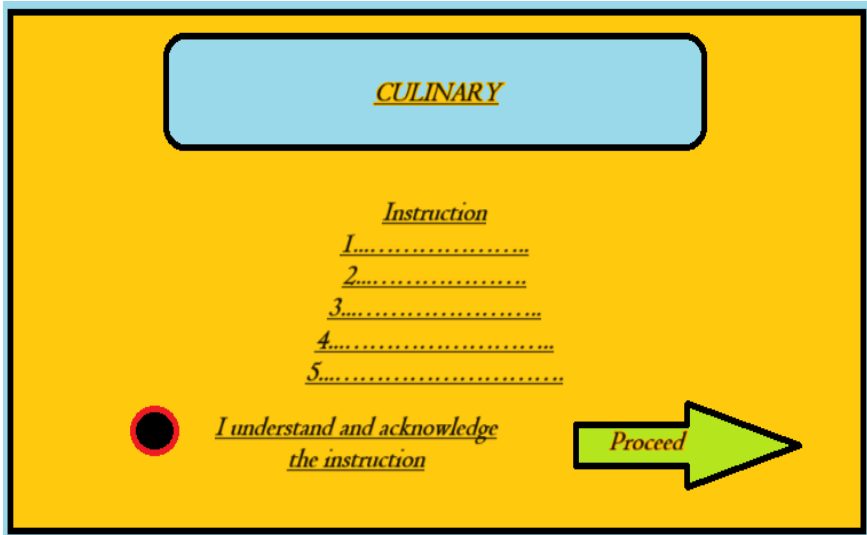


Figure 6: Instruction and Acknowledgement

The candidate progresses through each round one after the other. After completing round 3, they will choose one cuisine and proceed with their answers. Finally, the candidate can review their responses and submit to view the results.

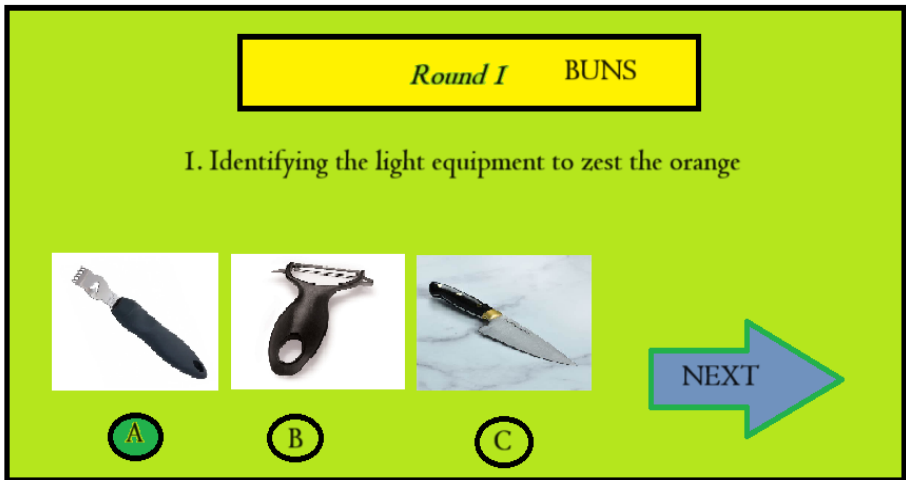


Figure 7: Round 1 (Bun)

**ROUND 2
(Cookies)**

I. What is Danger Zone

<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5- 65 Degree Cel	25- 35 Degree Cel	-10 to 35 Degree Cel







Figure 8: Round 2 (cookies)

Round 3 (Laddu)

I. Which Spice is expensive and grown in India

<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		




Figure 9: Round 3 (Laddu)

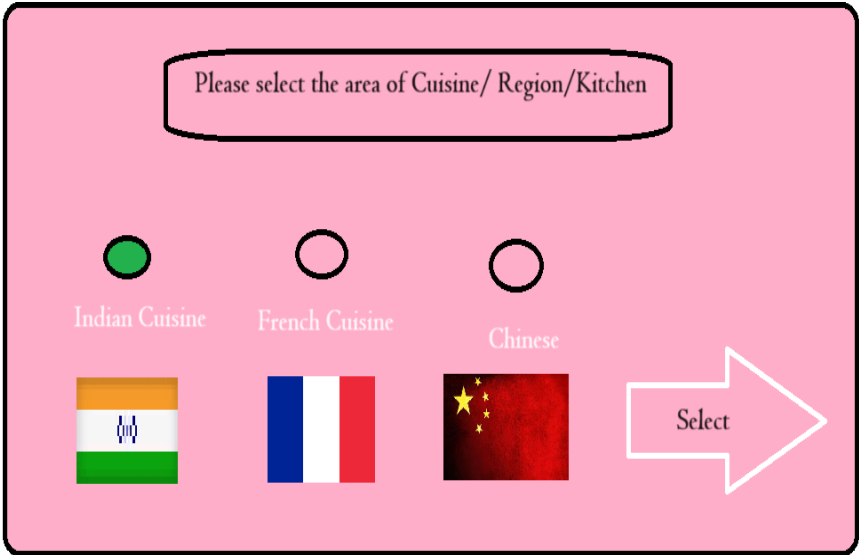


Figure 10: Select the Area of Specialisation/Kitchen

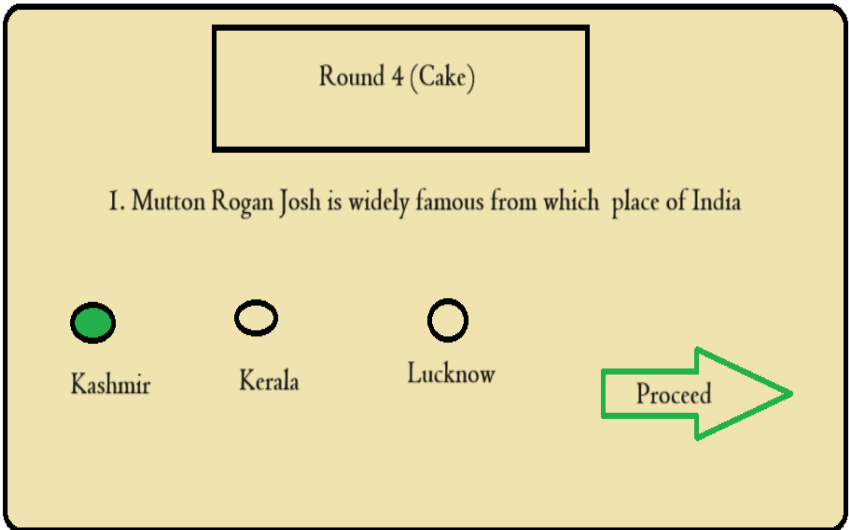


Figure 11: Round 4 (Cake)

Round 5 (Chocolate)

I. Chronologically Arrange the preparation method of Biryani

- 1 After 35 Mins Cut and Serve with Raita
- 2 Soak the Rice
- 3 Boil the water and be ready for par boil the rice
- 4 Strain the rice and layer it
- 5 Marinate the meat with spices and curd
- 6 Close the rim with the dough and Dum cook it
- 7 Make the masala and meat /cook it till no raw smell





Figure 12: Round 5 (Chocolate)

Final Review

	Answered	Un-Answered
Round- I	6	1
Round- II	5	2
Round- III	7	0
Round- IV	5	2
Round- V	7	0

Round- I

Round- II

Round- III

Round- IV

Round- V

Review and Answer

Review and Submit




Figure 13: Review and Forward

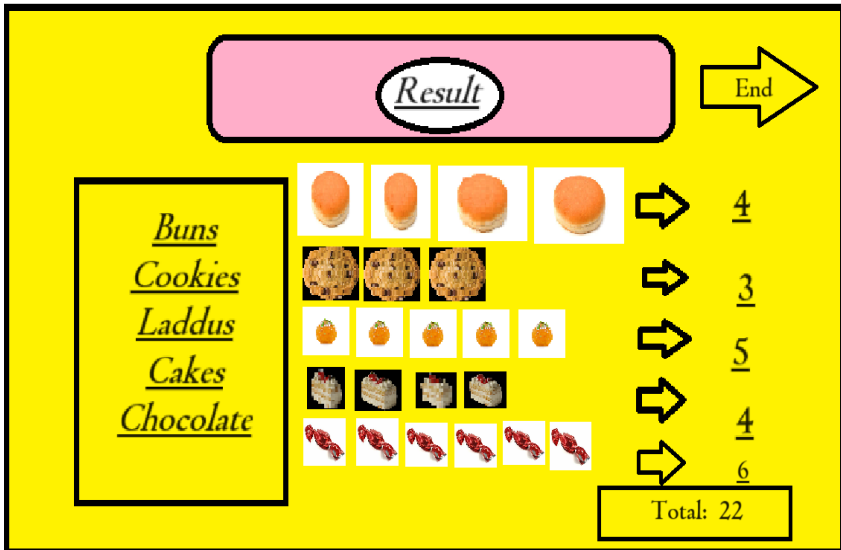


Figure 14: Result

Following the point tally, candidates proceed to the final result, where their total scores are calculated based on the Silver Shark, Bronze Shark, and Gold Shark achievements. The prestigious "Shark" distinctions are granted to candidates who meet or exceed the minimum passing standards in each round. For example, candidates scoring 15 or more points earn the Bronze Shark, those with 20 or more points attain the Silver Shark, and those with 25 or more points proudly achieve the Golden Shark.

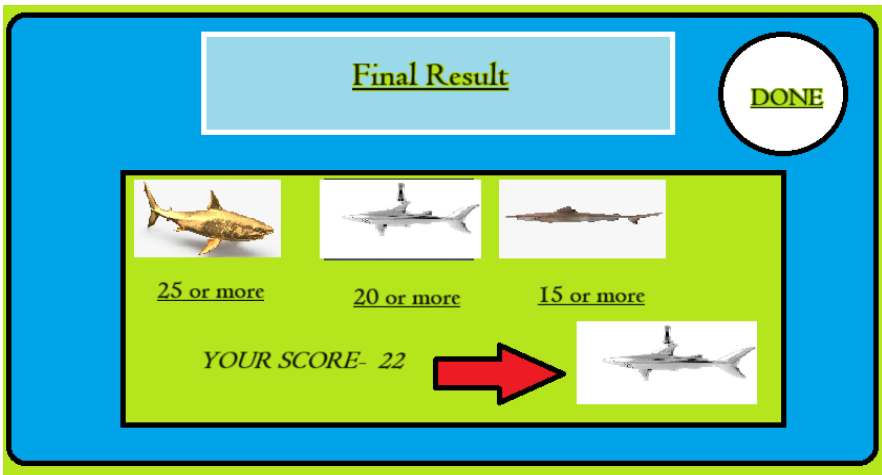


Figure 15: Final Result

4.3 Potential Benefits of Infusing Gamification

- **Enhanced Engagement:** Gamification makes the recruitment process more engaging and enjoyable for candidates. Interactive challenges and rewards keep candidates motivated and excited about the opportunity.
- **Skill Assessment:** Gamified assessments allow recruiters to effectively evaluate candidates' culinary skills and creativity. This helps identify top talent more accurately.
- **Candidate Differentiation:** Gamification allows candidates to showcase their unique culinary talents and creativity, helping recruiters differentiate between applicants with diverse skills and experiences.
- **Cost-Efficiency:** Gamified recruitment processes can be automated and conducted online, reducing the need for extensive in-person evaluations. This can lead to cost savings in the hiring process.
- **Brand Enhancement:** A gamified recruitment process can enhance the employer brand, making the organization more attractive to culinary professionals. It demonstrates innovation and a commitment to fostering talent.

4.4 Challenges and Considerations

- **Technical Barriers:** Not all candidates may have access to the necessary technology or be comfortable with online gamified assessments. This can create accessibility barriers.
- **Fairness and Bias:** Designing fair and unbiased gamified assessments can be challenging. Recruiters must ensure that the game mechanics do not favor certain demographics or backgrounds.
- **Resource Investment:** Developing gamified recruitment tools and assessments require time and resources. Smaller organizations may find it challenging to invest in such technology.
- **Overemphasis on Gaming Skills:** There's a risk that candidates with strong gaming skills but limited culinary expertise could perform well in gamified assessments, leading to mismatches in hiring.
- **Alignment with Culinary Skills:** Ensure that gamified assessments closely align with the specific culinary skills, knowledge, and creativity required for the job. Game mechanics and challenges should reflect real-world culinary tasks.
- **Candidate Experience:** Prioritize a positive candidate experience. Gamification should enhance engagement and motivation while providing a seamless and enjoyable recruitment process. Clear instructions and user-friendly interfaces are essential.
- **Effective Skill Assessment:** The primary goal of gamification is to assess candidates' culinary skills and creativity accurately. Ensure that gamified

assessments effectively evaluate these attributes and provide meaningful insights into candidates' potential.

- **Data Privacy and Security:** Collecting candidate data through gamification requires robust data privacy and security measures. Ensure strict compliance with data protection regulations and implement safeguards to protect candidate information.

5. Conclusion

The incorporation of gamification into culinary talent acquisition offers an innovative and engaging method for identifying the ideal candidates for specific roles. By infusing gamification into the recruitment process, organizations have the potential to engage a broader spectrum of potential applicants and influence their perceptions of both the industry and the organization itself. This shift in perspective can significantly impact candidates' views of the organization, ultimately swaying their decision to explore job opportunities within it. Furthermore, as businesses strive to remain competitive in today's dynamic job market, adopting cutting-edge technologies like gamification becomes imperative. It is vital, however, to recognize that not all gamification implementations are guaranteed to be successful. Critics contend that gamification presents its set of challenges and potential pitfalls, necessitating meticulous consideration. Nonetheless, this paper furnishes a theory-based guide, incorporating a straightforward gamification framework, to aid organizations in the effective deployment of gamification within the culinary talent recruitment process. By doing this, organizations can optimize their recruitment processes, reduce time constraints, and draw in high-caliber candidates for culinary roles, thereby enhancing the entire talent acquisition process.

Acknowledgments: The authors declared that this study was not received any funding by any Agency.

Disclosure of Interests: The authors declared no conflict of interest.

References

- AlMarshedi, A., Wanick, V., Wills, G. B., & Ranchhod, A. (2017). Gamification and behavior. *Gamification: Using game elements in serious contexts*, 19-29.
- Hamari, J., Koivisto, J., & Sarsa, H. (2014, January). Does gamification work?--a literature review of empirical studies on gamification. In *2014 47th Hawaii international conference on system sciences* (pp. 3025-3034). IEEE.
- Van den Heuvel, M., Demerouti, E., & Peeters, M. C. (2015). The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being. *Journal of occupational and organizational psychology*, 88(3), 511-532.
- Deterding, S., Dixon, D., Khaled, R., & Nacke, L. (2011). From game design elements to gamefulness: defining "gamification." In *Proceedings of the 15th international academic MindTrek conference: Envisioning future media environments* (pp. 9-15).
- Simpson, P., & Jenkins, P. (2015). *Gamification and Human Resources: an overview*. Brighton: Brighton Business School, 1-6.

- Ferrell, J. Z., Carpenter, J. E., Vaughn, E. D., Dudley, N. M., & Goodman, S. A. (2016). Gamification of human resource processes. In *Emerging research and trends in gamification* (pp. 108-139). IGI Global.
- Murawski, L. (2021). Gamification in human resource management—Status quo and quo vadis. *German Journal of Human Resource Management*, 35(3), 337-355.
- McCormick, T. (2013). Anthropology of an idea gamification. *Foreign Policy*, (201), 26.
- Herbert, B., Charles, D., Moore, A., & Charles, T. (2014, October). An investigation of gamification typologies for enhancing learner motivation. In *2014 International Conference on Interactive Technologies and Games* (pp. 71-78). IEEE.
- Hanus, M. D., & Fox, J. (2015). Assessing the effects of gamification in the classroom: A longitudinal study on intrinsic motivation, social comparison, satisfaction, effort, and academic performance. *Computers & Education*, 80, 152-161.
- Werbach, K., Hunter, D., & Dixon, W. (2012). *For the win: How game thinking can revolutionize your business* (Vol. 1). Philadelphia: Wharton digital press.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.
- Shane, M., Wisnudrajat, L., Wang, G., & Kaburuan, E. R. (2020). Implementing gamification on a web-based recruitment system using Marczewski's gamification framework: An overview. *International Journal*, 9(3), 2667-2672.
- Marczewski, A. (2013). *Gamification: a simple introduction*. Andrzej Marczewski.
- Tondello, G. F., Wehbe, R. R., Diamond, L., Busch, M., Marczewski, A., & Nacke, L. E. (2016, October). The gamification user types hexad scale. In *Proceedings of the 2016 annual symposium on computer-human interaction in play* (pp. 229-243).
- Landsell, J., & Hägglund, E. (2016). *Towards a Gamification Framework: Limitations and Opportunities When Gamifying Business Processes*.
- Horng, J., & Lin, L. (2017). *Gastronomy and Culinary Creativity*. In J. Kaufman, V. Glăveanu, & J. Baer (Eds.), *The Cambridge Handbook of Creativity across Domains* (pp. 462-478). Cambridge: Cambridge University Press.
- Jeou-Shyan and Lee, H.Y.C., 2006. What does it take to be a creative culinary artist?. *Journal of Culinary Science & Technology*, 5(2-3), pp.5-22.
- Peng, K. L., Lin, M. C., & Baum, T. (2013). The constructing model of culinary creativity: An approach of mixed methods. *Quality & Quantity*, 47, 2687-2707

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

