



Original article

Transmission of the Values of Solidarity and Unity in Turkish Societal Culture to Corporate Cultural Structure Through Gamification

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Abstract

Throughout the history of ancient humanity, culture has always been the most essential means of transmitting outcomes from one generation to another. In all societal transitions, culture, which plays a facilitating role in the sustainability of societies, has undergone transformation in accordance with the trajectory of the context in the rapidly evolving world.

In a globalized world, while there might be boundaries between countries, the boundaries in human interactions have largely dissolved. The evolution of trade systems to global scales has led to the movement of institutions beyond their geographical confines, contributing to the acceleration of cultural diffusion.

The most significant impact of cultural diffusion in the commercial sphere is observed on organizational cultures. For global companies, it is of utmost importance to accurately analyze the core values of the societal culture at the center of their corporate culture and structure, and to build upon these values for adaptation, stability, and resilience. In this formation, the collective values inherent in the spirit of solidarity and unity in Turkish societal culture should be fundamentally positioned. In the context of the corporate environment, gamification techniques are employed to facilitate the transmission of relevant values, using modeled experiential learning educational approaches.

Keywords: Cultural Identity, Organizational Culture, Team Solidarity, Team Spirit, Gamification, Experiential Learning.

Received: 09 September 2023 * **Accepted:** 04 October 2023 * **DOI:** <https://doi.org/10.29329/ijiape.2023.605.3>

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INTRODUCTION

When evaluating standout examples of interpersonal interactions from primitive societies to the present day, the significance of solidarity and cooperation becomes evident across all types of societies. With the transition from agricultural societies to industrial societies, Western developments have not only reinforced the prevalent collectivist culture but also led to the prevalence of individualist societal culture. The manner in which structural changes are embraced during societal transitions also demonstrates parallel changes corresponding to cultural differences in geographical regions. The sense of unity brought about by the principles of collaboration inherent in Anatolian culture, such as "imece" (collective work), "komşuluk" (neighborhood), and experiences like the national struggle, has contributed to maintaining the collectivist cultural stance during transition periods and has served as the basis for the rise of new structures.

Throughout the period stretching from the Industrial Revolution to the Information Age, factors influencing societal dynamics have been significantly impacted by the shared working models brought forth by globalization. The resulting institutions from these models have expanded their operational boundaries beyond geographical limits, moving towards a global trajectory. The framework of organizational culture proposed in work schemas is rooted in the geographical origins. Even Western-origin companies operating within the borders of our country predominantly exhibit hierarchical arrangements that are adaptable to individualist culture. Interestingly, even the arrangements crafted by local institutions display parallels to this pattern. However, the guiding principles underlying elements such as vision, mission, and organizational values are deeply rooted in collectivist cultural identity. Therefore, in crafting organizational culture, centralizing these source codes holds paramount importance.

Organizational cultures are constructed based on the foundation of organizational culture principles. In choosing the most effective organizational structure, the first step is to create a structure aligned with societal cultural values. In this context, the most comprehensive study that can be taken into account to accurately position cultural values is Hofstede's "Cultural Dimensions Theory," a factor analysis study. This study identifies four main dimensions, with the first one focused on determining the inclination of societal structure towards either an individualist or collectivist culture. Another study supporting this researcher's field is his work on Gamification Techniques titled "Why Do Games Work?" These gamification techniques, which integrate experiential learning principles, are also employed as auxiliary tools in the business world to effectively convey messages or values (Geert Hofstede, 2021).

Within the scope of this research, the transfer of the notions of solidarity and unity, which are at the core of Turkish culture's inclination towards collectivist culture, to organizational cultures through gamification techniques will be examined. The research method involves a survey conducted on employees who have experienced these training sessions under the roofs of various institutions, which

allows for the exploration of diverse perspectives. By considering the findings obtained from the survey, the compatibility of organizational structural models used in corporate cultures with the core values of societal culture will be assessed, and the facilitating contributions of gamification techniques will be emphasized.

Cultural Models at the Foundations of Social Structure

Roots of Solidarity and Unity in Anatolian Culture

The world we live on is 4.5 billion years old. However, the data collected about human history shows that we have witnessed only the last 190,000 years of this timeline. Until the present day, approximately 8 billion people continue to inhabit the world as of the early 21st century (Kaneda and Haub, 2020). Throughout this process, the most significant means of transmitting knowledge and experience from generation to generation has undoubtedly been culture.

Culture can be defined as the totality of all material and spiritual entities that societies have made unique to their collective thought and actions throughout their historical processes and pass on to future generations by blending general meanings (Oxford Languages, 2021). In this transmission, the layers created by generations essentially consist of individuals' behaviors and thought patterns. The outward expression observed within communities is facilitated by language, religion, stories, games, traditions, customs, various production methods, and other elements that play a role in transmitting values and norms (Ton, 2008). Culture has consistently maintained a key role as the most qualified means of intergenerational knowledge transmission. The journey of culture, which began with sign language, transitioned to oral culture, and was further enhanced by the discovery of writing, progressively amplified its facilitative transmission features. The human capacity to migrate across the planet has also triggered processes of cultural diffusion and transformation.

Throughout history, numerous civilizations have existed on Anatolian lands. In the transfer of culture between civilizations, common traces of cultural layers can be observed. When looking at the traces of "Solidarity" and "Unity Spirit" inherited from Anatolian culture, one can see that "İmece" (collective work), which has persisted since the agricultural era, "Komşuluk" (neighborhood) relationships, which are central to social networks, the "Ahilik" system present in the Ottoman era's trade ethics, and the strengthened "Unity Spirit" during periods of struggle, all emerge as factors leading to the most accurate results.

"Social Solidarity" and the traces of "Unity Spirit" are frequently encountered on the territories where Turkish peoples have inhabited, such as Central Asia, Anatolia, and the Balkans, throughout history. Among these traces, the "İmece" culture is most notably highlighted and widely observed in Anatolian civilizations. This culture, which is based on collective mutual aid, is encountered in almost every area related to human needs and sharing, such as dynamic agricultural activities like planting,

cultivation, harvesting, food preparation, clothing production, structural work for housing needs, educational activities, wedding preparations, and more. Needs in areas emphasized by collective work within communities are met in sequence. The unity energy created by the common movement of each individual brings about principles of work oriented towards addressing extraordinary individual needs. In cases where circumstances like illness, war, natural disasters, and environmental issues could impede the fulfillment of vital needs, the team spirit of collective work comes into play (Karabatak, 2018). The organizational structure of the Village Institutes, a prominent education reform project in the Republican era, also demonstrates the influence of "İmece" culture. The philosophy of the organization, which integrates student life with labor and coordinates development activities through the principle of shared management, is based on the spirit of collaboration rooted in the "İmece" culture (Başaran, 1990). Traditional "İmece" practices continue in rural areas to this day. Workforce sharing in agricultural activities, celebrations, communal construction projects, and other areas continue to promote the culture of solidarity.

With the transition to the Industrial Society, the focus shifted to urban life, built upon the foundational dynamics of rural life. The clusters of neighborhoods formed by communities in urban areas are built upon the foundation of the culture of neighborliness. Among the most potent factors in Turkish societal structure are the roots of these relationships, which are based on unity spirit and solidarity. Anchored by principles of trust, solidarity, and unity, this concept plays a significant role in the formation of strong social networks. The ritual of saying "Welcome" to new neighbors is the first step in building a relationship of trust. The step of mutual assistance taken during the adaptation process continues to be a continuous practice. In case of any needs, the first neighbor is contacted. In times of happiness, sorrow, sickness, or health, households come together in all circumstances. Neighbors are portrayed as an extension of the household (Gündüz and Yıldız). Many aspects of the "Solidarity" and "Unity Spirit" principles are transferred to the culture of neighborliness. The concept of unity and togetherness in good and bad times, mutual support in meeting needs, and open communication are principles that are even maintained under changing societal conditions.

The culture of neighborliness emerging from household interactions in community life is also reflected in the relationships between businesses. One of the strongest examples in this regard is the culture brought about by the Ahilik organization, which was established during the Ottoman era with the goal of enhancing social solidarity and unity consciousness. The structure of the system, which incorporates buyers and sellers around the concept of trust, extends beyond a simple approach to commerce and has a significant impact on society as a whole. The transparent perception created by generally accepted commercial ethical values enhances trust bonds and reinforces the unity spirit with its strengthening effect. The methods and techniques applied also contribute to the culture of solidarity (Turan and Gümüş, 2015). The legacy passed down from the Ottoman era is utilized as a source in the

statutes of the collective platforms that encompass all institutions operating in the commercial field, ranging from small to large scales.

Another example of the culture of unity spirit is the societal solidarity seen in societies that have experienced wartime situations, fortified by the spirit of the National Struggle. During the period of the War of Independence, the first element transmitted to any structure created for support was the principle of societal unity spirit, as it was believed that only through this unity could victory be achieved in the fight for independence. This element remained the cornerstone of all structures established for support. Even after the war period, the principles of Populism and Statism embedded in the foundations of the new state contain traces of the approach of a united society (Kongar, 1994). During wartime, the approach taken in choices made, given the united goal and the approach of unity rather than individuality in the struggle, is centered around common interests. The common gains achieved through the society's collective motivation towards freedom and independence have a direct impact on societal culture.

In a broad sense, the common conclusion reached through the examination of all these processes is that the societal culture acquired by Turkish society from the past to the present day is inclined towards a Collectivist Culture. Processes of culture based on solidarity and unity have found their place in society with various structures in all eras. The values transferred during significant cultural transitions have been preserved, allowing their impact to be sustained over time.

Individualistic and Collectivist Cultural Models within the Cultural Dimensions Theory

Cultural processes encompass eight stages that are modeled. The first stage constitutes the acquisition of cultural values, which is the "Enculturation" phase. Following this is the "Cultural Diffusion" stage, which can occur from inside to outside or from outside to inside. The interactions resulting from diffusion lead to "Cultural Syncretism" where cultural changes occur, and the uniqueness of newly formed combinations gives rise to "Acculturation." Adaptation challenges arise when individuals belonging to a specific culture coexist within a different cultural framework, resulting in a "Culture Shock" effect. The change a culture undergoes when it comes under the dominance of a different culture through force is referred to as "Forced Acculturation" while its integration into dominance through natural processes is described as "Cultural Assimilation." Ultimately, the common element of all these stages is the transformation brought about by the effects experienced under the umbrella of "Cultural Change or Cultural Transformation" (Güvenç, 1979). When evaluated collectively, it is evident that the transformation effects immediately follow the formation phase of culture. The increase in commercial activities that accompanied the transition to an industrial society also accelerated the process of acculturation.

As of the 21st century, there are over 80,000 global companies worldwide. Due to the impacts of globalization, the branches and headquarters of these companies have spread to countries around the

world, particularly developing countries (Cheung, 2020). Naturally, this expansion has brought about the effects of Acculturation, Culture Shock, and Cultural Assimilation. The formation resulting from Cultural Change, which tends to gain general acceptance, is expressed through the concept of "Global Culture." The organizational structure of global companies operating in various geographical regions is built upon the foundations present in the existing societal cultures. At this point, the organizational culture, formed through accurate analysis results, enhances the efficiency of the adaptation process to the relevant geography. The Cultural Dimensions Theory, formulated by Geert Hofstede, stands out as one of the comprehensive factor analysis studies that underpin the structuring of the process. This theory revolves around interactions established between national and corporate cultures, providing a shared perspective for analyzing cultural values.

Hofstede's theory, which he initiated in 1967 and conducted over a period of 6 years involving 117,000 IBM employees across 50 different countries, is based on anthropological studies of the values held by different societal cultures. With expanded research fields, the theory now covers 96 countries. The primary study identified four fundamental factors that contribute to the proper formation of organizational culture: Individualism-Collectivism, Masculinity-Femininity, Uncertainty Avoidance, and Power Distance. In an individualistic societal culture, individual success, weak interpersonal relationships, and a lifestyle that emphasizes low social connections beyond the nuclear family prevail. In a collectivist culture, however, there is a sense of commitment to groups in all social settings the individual is a part of, and the interests of the group take precedence over individual interests. The results of the study indicate that Turkish culture is closer to a collectivist societal culture compared to an individualistic one (Hofstede, 2010). Just like the roots of all these factors, the origins of this result should be sought in the historical dimensions of the culture of the relevant geographical region.

Effects of Organizational Culture on Societal Cultures

While individuals may think of themselves as independent entities, studies suggesting that the brain operates within a rich network of interactions with other brains highlight the inherent need for communal living (Eagleman, 2015). Naturally, individuals come together with a collective instinct and create community structures. The ways in which communities collaborate give rise to organizational formations.

In societal cultures formed by individuals' distinct characteristics and differences, the modes of collaboration result in the emergence of Organizational Culture as a subculture. When the concepts of organization and culture come together, they form a structure where the values held by organization members shape the norms governing business practices and operations (Köse, Tetik, Ercan, 2001). The collective nature of culture originates from the sharing of individuals in the same social environment. Social life rules shape societal culture, and collaborative working models form organizational culture, making it a natural outcome for these two concepts to intersect.

Although the foundations of Organizational Culture were laid down in the early 20th century based on management philosophy, concrete studies in the field have gained momentum in the last quarter. Organizational culture represents the core culture that needs to be structured in order to mitigate potential conflicts arising from the diversity of societal cultures within work groups, enabling productive work models. The values and norms under the umbrella of culture are related to the dominant societal culture present in the core structure. This relationship provides the organizational climate characteristics that define the identity of the organization (Güçlü, 2003). In multicultural work models, the values specific to the culture one belongs to must be comprehensively analyzed, followed by an analysis of the cultural values of the community in which collaborative solutions are sought.

The expansion brought about by globalization has led to multinational partnerships and work models in the corporate realm, giving rise to new disciplines. In the age of information where work hours sometimes take precedence over social life, the consequences of structural organizational problems that are not properly shaped affect both employees and organizations. The foundations of the bridges established during the transition from an industrial society to an information society are rooted in human-centered values. Undoubtedly, this process has led to a blending influenced by global culture. As a result, new values need to be created, and individuals under the organizational umbrella must embrace these values to strengthen organizational culture.

The strong cultural effect within organizations has three dimensions: orientation, pervasiveness, and strength. The first dimension is based on whether the established cultural structure is aligned with the intended goal. It assesses whether the orientations of individuals within the organization are in line with organizational goals or individual goals. Pervasiveness refers to the spread of core cultural codes, while internalizing these codes results in the dimension of strength. The degree of power significantly influences employee performance (Büte, 2018). The results of employee outputs on target efficiency are directly linked to the corporate culture parallel to the organizational work culture. If task descriptions involve interactive or integrated work areas where individuals may need each other, there is a necessity to achieve a team spirit and harmony. Therefore, the principles of collaboration and working together are included in the design of organizational culture.

Teamwork rooted in a sense of unity undoubtedly has positive effects on organizational culture. Team members who share more, develop problem-solving skills, and build trust circles based on strong foundations. Open communication displayed by team members who trust each other will enhance commitment and create unity in working towards a common goal (Demirci, Develioğlu, Özler, Özenli, 2006). Designs built upon the team collaboration present in Anatolian culture, which is driven by unity, are more likely to gain general acceptance in this context.

Fostering Team Spirit Through Gamification Techniques

Games and Gamification in Anatolian Culture

All living beings on the planet possess the ability to play games. In fact, this phenomenon is considered among the fundamental life skills. Games play a crucial role as the primary conveyors of both entertainment and learning-oriented skills for all living creatures. Games are more than just a physiological aspect of life. Due to its intrinsic entertaining nature, the concept of play and games dates back far beyond cultural formations. Among the fundamental factors of cultural formations, games hold a prominent position. Contrary to positioning serious formations in a playful framework due to the entertainment factor, this is a misguided approach. Each game carries its own meaning (Huizinga, 2006). Throughout civilizations, games have acted as cultural conveyors. Playing games is a natural and instinctive action. Thus, it has been used in a wide range of fields such as warfare strategies, religious rituals, societal values, and education models as a natural learning mechanism.

When the Turks first arrived in Anatolia, they integrated into a population that was ten times larger than their own. The outcomes of this merging were driven by principled actions towards intergenerational transmission and preservation of values. Although games hold a significant place in Anatolian culture, their origins can be attributed to the convergence of Central Asian, Anatolian, and Islamic cultures. Examples of games have been integrated into every layer and field of society. Examining Anatolian-rooted gaming cultures, it becomes evident that team games are prominent in addition to individual games. Among games that foster unity and solidarity between societies, Mangala holds a significant place. The journey of this multiplayer game, played with natural materials such as soil, seeds, and stones, continues from its origins to the present day. Planning-based stone games like Üç Taş (Three Stones) and Dokuz Taş (Nine Stones) that incorporate strategic game mechanics still persist under different names in various regions of Anatolia. Numerous role-playing themed games are also present in Anatolian culture. For example, within agricultural games, the game serves as a medium for transferring the life aspects of shepherds, landowners, farmers, and more. Similarly, artisan games transfer various professional skills related to doctors, judges, barbers, butchers, etc., while daily life scenes encompass marriage, kinship, parenthood, and more (And, 2012). Considering the deeply integrated nature of gaming into daily life, it would be incorrect to view the concept of play as merely a tool. Due to the reality it creates through the "-mış" tense, its instructive contribution is quite substantial.

The concept of gamification, stemming from playing games, draws a line between playing and gamifying. While games can be evaluated solely as entertainment-oriented time-spending activities, playing games involves creating narratives within specific dynamics to offer a new perspective. Serious Games with educational qualities, Instructional Games conveying knowledge, Virtual Games with practical experience features, and Meaningful Games promoting empathy are among the categories that emerge (Marczewski, 2015). Transformation examples inspired by games are currently being

implemented in various fields such as business, education, and healthcare. The substantial place that games hold in Turkish societal culture also resonates within business models. Thanks to their natural conveyance, the high gains in perception and internalization make teaching-through-experiencing processes in games yield strong outcomes.

Creating Team Spirit Through Gamification in the Modern World

In the early 21st century, the education landscape of the modern world was shaped through conferences held in the United States, involving 12,000 educators from 70 countries. Trends were established based on five key areas: teamwork, leadership, ethics, technological transformation, and measurability. It was thought that the development roadmap of the first of these areas had a more advantageous priority in geographies with a predisposition for Collectivist Culture. As discussed in Hofstede's Cultural Dimensions Theory, although the societal culture framework has a collectivist foundation, creating a team-oriented work environment focused on unity spirit won't be achievable without properly aligning the organizational culture structure. Simply making theoretical decisions will not be sufficient for existing business models to transition to teamwork-supported models. Practical obstacles encountered in teams formed through past work experiences are often due to traditional business models (Baltaş, 2005). Educational modules are the most prominent supporting tools during the adaptation processes experienced in learning, change, and development phases. Educational content designed to suit the areas targeted for support encompass all adaptation processes.

Within the realm of organizational culture, the productivity outcomes achieved by employees who master a common language and progress with a shared objective play a crucial role in institutional stability and positive growth. To this end, organizations aim to gain a strong position in the rapidly evolving competitive environment by involving employees in internal or external training designs. In the main context, educational models are grouped into three categories: theoretical, practical, and hybrid. Hybrid designs increase the optimization of benefits in the learning process due to their ability to provide both theoretical knowledge transfer and practical experience acquisition. The presentation of practical experience for the concrete concepts that constitute the theoretical foundation of technical training aims to enhance technical skill experience. The support of practical applications for abstract concepts that encompass individual and team development is provided through gamification techniques based on experiential learning.

Among techniques that enhance learning skills, traditional methods such as reading, writing, and listening contribute in the range of 10-50%, while development percentages attained through experiential learning reach levels of around 90%. Experiential learning-based team game applications, which started in the academic field in the 1970s in the United States, continued to develop in subsequent years. Content designs that encourage individuals to step out of their comfort zones and get to know themselves and their fellow team members in their natural environments demonstrate how each

individual contributes to forming a cohesive whole despite their differences. Transfer of teamwork principles such as problem-solving, creativity, effective feedback, and trust is facilitated through gamification techniques (Cain and Jolliff, 1998). Globally, these educational models are referred to as "Outdoor Training," "Experiential Education," or "Teamplay." In our country, they are mainly carried out under the terms "Experiential Learning" or "Team Games." Through these training sessions, the competencies required for employees to become an effective team are conveyed through gamification, and the analysis of data obtained from participant observations during the applications is made possible. The motivating effect of the created content on work motivation has a strengthening impact on criteria such as belongingness and commitment.

METHOD

Research Problem

In the construction of Organizational Cultures, are the factors of Solidarity and Team Spirit, which are sub-components of the Collectivist Culture components that Turkish Society Culture is inclined towards, being used correctly? Can gamification techniques that aim to strengthen these values be used as a facilitating tool for strengthening Organizational Culture and Structure?

Research Objective

The research aims to draw attention to the importance of applying models that are suitable for the fundamental values of societal culture in the formation of Organizational Cultures and structures, and the use of gamification techniques aimed at strengthening these values.

Research Sample

The theoretical framework of the research consists of qualitative examinations conducted on Cultural Dimensions Theory and Experiential Learning Methods. Based on these examinations, corporate employees from different companies were included in the sample group through a questionnaire to evaluate the research problem.

Research Design

A survey was conducted with a primary sample group of 80 corporate employees to evaluate the findings of the qualitative examinations. The questionnaire included the following question categories and sub-branches:

Demographic Information (Gender, Age, Education Level)

2, 3, ...7 Company Information (Company Origin, Number of Employees, Years of Employment, Organizational-Management Structure, Interactive and Integrated Working Methods)

8. Competencies Associated with Work Models (Teamwork, Communication, Leadership, Planning, Creativity, Responsibility, Risk Assessment, Enjoyment, and Motivation)

9. Priority Order of Values in Work Models (Trust, Conflict Management, Commitment, Feedback, Focus on Common Goals)

10. Evaluations for Training Outputs Strengthening Team Spirit (Internal-External Trainer Support, Alignment of Training Models with Theoretical-Practical Contents and Unity Perception, Benefit-Productivity Interpretations, Interpretations of Cultural Values within Society and Organization)

Findings and Interpretation

When examining the demographic characteristics of the survey participants, it is observed that a majority fall within the age range of 35-44, have a high percentage of postgraduate education, and predominantly consist of female employees. The results of the demographic data indicate that the sample group participating in the survey is part of the qualified employee segment.

Age Distribution: "35-44 years: 63.6%", "25-34 years: 16.9%", "45-54 years: 15.6%", "55-64 years: 3.9%"

Education Levels: "Postgraduate: 50.6%", "Undergraduate: 46.8%", "Associate's Degree: 2.6%"

Gender Distribution: "Female: 62.3%", "Male: 37.7%"

Regarding company information, it is observed that companies with a capacity of over 1,000 employees are predominant, most employees have 1-5 years of work experience, and a high percentage of employees work under foreign or foreign-partnered companies. In terms of work area approach, large-scale company profiles stand out.

Number of Employees in the Company: "1,000+ employees: 36.3%", "1-50 employees: 25%", "500-1,000 employees: 15%", "100-500 employees: 13.8%", "50-100 employees: 10%"

Years of Employment: "1-5 years: 35%", "5-10 years: 28.7%", "More than 10 years: 18.8%", "Less than 1 year: 17.5%"

Company Origin: "Domestic Company: 45%", "Foreign Company: 40%", "Foreign-Partnered Domestic Company: 15%"

In terms of the type of management structure present in the organization, there is a high prevalence of Vertical (Hierarchical) Structure, while working methods are predominantly interactive and integrated in principle. The majority of participants work in a hybrid format, both face-to-face and online. Western culture dominance is observed in management structure types. The need for teamwork

is evident from the interactive and integrated working methods, highlighting the necessity of teamwork in the context of work models.

Type of Management Structure: 61.3% Vertical (Hierarchical)

Necessity for Interactive Working: 100% Interactive Working, 56.3% Hybrid (Face-to-Face and Online), 20% Online (Via Any Mass Communication Device), 17.5% Face-to-Face

Necessity for Integrated Working: 100% Integrated Working, 63.7% Hybrid (Face-to-Face and Online), 18.8% Online (Via Any Mass Communication Device), 17.5% Face-to-Face, 6.2% No Necessity for Integrated Working.

In the context of Work Models, "Teamwork" is at the forefront among the 8 required competencies. The fact that "Teamwork" ranks first among the competencies emphasizes the need employees have for each other. The last 3 competencies, which are: Creativity, Risk Assessment, and Leadership, being present in the lowest ranks can be interpreted as the nature of the job description diminishing in quality and becoming more quantitative, resulting in repeated workloads.

Teamwork: 97.5%, Communication: 95%, Planning: 86.3%, Responsibility: 85%, Enjoyment and Motivation: 72.5%, Leadership: 72.5%, Risk Assessment: 65%, Creativity: 58.8%

In the context of work models that aim to be an effective team, "Trust" ranks first among the 5 fundamental values presented. The importance of "Trust" at the forefront suggests that the foundation of creating team spirit is trust.

Trust: 79%, Conflict Management: 35%, Commitment: 31%, Feedback: 50%, Focus on Common Goals: 25%

Corporate employees participating in the survey have shown a high participation rate in training models that integrate gamification techniques aimed at enhancing team dynamics (85%). A significant majority of participants who attended team spirit-strengthening training within the organization also have internal trainer support (79%), and additionally receive support from external trainers or companies (85%). The training models include theoretical instruction or feedback support (90%), as well as practical application support such as Experiential Learning (87%). Participants believe that training models with practical application support complement theoretical training (98%). The conveyed trainings are perceived to contribute to raising team awareness within the organizational culture (85%), and it is believed that the trainings positively contribute to interactive and integrated work methods (87%). While participants hold the view that Turkish societal culture is highly inclined towards teamwork (66%), they also believe that the structure of the Organizational Culture does not correspondingly align with this (51%).

In the evaluations of participants who have attended team spirit-strengthening training, it has been reported that enriching theoretical content with gamification techniques and supported by practical applications have led to increased efficiency and sustainability in the targeted approach. The factors based on teamwork embedded within the sub-codes of societal culture are emphasized as not being appropriately utilized in the construction of the Organizational Culture structure.

CONCLUSION and RECOMMENDATIONS

In this study, the analysis of the fundamental dynamics of Turkish societal culture has been the starting point. The concepts of solidarity and unity inherited from Anatolian culture have been examined in terms of their current positions on organizational culture due to the influence of societal transitions. Within the framework of Hofstede's "Cultural Dimensions Theory," the cultural interactions that have led to acculturation and enculturation stages have been evaluated through a comprehensive factor analysis.

As a result of globalization, institutions that provide services beyond geographical boundaries need to consider the subcomponents of the societal culture they are part of when forming their organizational culture and structure. An empirical survey has been conducted regarding the use of gamification techniques as useful tools for transferring the moral values originating from the affinity of Turkish societal culture with collectivist culture to organizational culture and structure.

In the data analysis, participants perceived that societal culture is highly inclined towards a collective working style, yet they indicated that they are primarily part of a vertical organizational structure, and consequently, the organizational culture structure is not aligned with the standards of societal culture. Strengthening the collective structure and transferring the importance of education in fostering a common language and common goal approach within the organizational culture have been emphasized. The use of gamification methods integrated with theoretical training was found to have a positive impact on conveying the desired values in terms of overall benefits and sustainability.

Although the undeniable necessity of education in conveying these values is present, poorly structured education or the failure to consider the effects of foreseeable changes that may accompany it often lead to redesign processes.

Despite the necessity of a correct analysis of societal culture for the formation of a "Strong Organizational Culture," the influence of cultural diffusion leading to acculturation and enculturation transformations on the fundamental structure is evident. Without proper integration of the facilitative approach towards existing societal cultural values into a suitable structure, the provided structural dynamics are likely to eventually replace these values in the long run.

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