

Digital Leisure Strategy to Improve Performance: The Role of After Work Games, Work Motivation, And Work Recovery Among Bank Indonesia Head Office Employees

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Abstract. *This study examines the effect of gaming after work on work performance, with work recovery as a mediating variable and gaming motivation as a moderating variable among Millennial and Generation Z employees at the Head Office of Bank Indonesia. The study addresses a gap in prior research by integrating digital leisure activities into the recovery–performance framework within the context of Indonesian work culture. A quantitative approach was employed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Data were collected from 150 permanent employees selected through purposive sampling. The model was developed to analyze the direct, mediating, and moderating relationships among the variables. The results indicate that game after work positively influences work recovery, and work recovery significantly enhances work performance. However, games after work do not have a direct effect on work performance. Work recovery mediates the relationship between game after work and performance, suggesting that the impact of digital leisure on performance operates indirectly through psychological recovery. Gaming motivation moderates the relationship between game after work and work recovery. This study contributes to the growing literature on digital leisure and employee recovery by demonstrating that gaming after work functions primarily as a recovery mechanism rather than a direct performance driver. The findings offer practical implications for organizations in considering structured digital leisure strategies to support employee well-being and performance.*

Keywords: *Gaming; Motivation; Performance; Recovery.*

1. Introduction

Over the past two decades, the dynamics and demands of the workplace have undergone significant changes. The digital age, with its seamless connectivity, allows work to continue beyond traditional office hours. While flexibility is often considered a plus, the reality presents new challenges. Always-on connections and high productivity expectations are blurring the lines between work and personal life.(Kossek & Lautsch, 2012)As a result, more and more

employees are experiencing emotional exhaustion, also known as burnout from work. Burnout, according to (Maslach & Leiter, 2016), is a psychological syndrome consisting of emotional exhaustion, depersonalization, and reduced personal accomplishment.

Burnout Burnout not only impacts individuals but also organizations. Decreased productivity, absenteeism, and increased turnover are some of the negative consequences of burnout. (Schaufeli & Taris, 2014). Therefore, finding an effective recovery strategy becomes very important.

In recovery literature, the concept of recovery experience is known, which includes psychological detachment and relaxation. (Sonnentag & Fritz, 2007) Psychological detachment refers to the ability to detach from work demands, while relaxation refers to a state of calm and freedom from stress. Both are considered essential for restoring psychological energy and preventing burnout.

One activity that is gaining popularity and gaining attention as a work recovery strategy is playing video games. Research (Koçak et al., 2024) Her study, titled "Recovery from Work by Playing Video Games," has made a significant contribution to uncovering the role of video games as a means of post-work psychological recovery. Her research found that playing video games after work, known as "Game After Work," can increase psychological detachment and mastery experiences, ultimately contributing to recovery from work stress.

However, the results of the study (Koçak et al., 2024) There is still room for further research. The study focused on the direct effects of gaming on recovery, but did not explicitly examine how individual work motivation can influence the effectiveness of selected recovery strategies, such as Game After Work, in supporting the work recovery process. Furthermore, the study did not examine how the recovery process further contributes to improved work performance. Furthermore, the study was conducted in Western countries, which have different work cultures and lifestyle patterns than the Indonesian context. Therefore, further research is needed that considers the contextual role of work motivation and work recovery in influencing work performance in the Indonesian workplace, especially among digital native generations such as Millennials and Gen Z.

Based on this, the author in this study not only wants to adopt previous findings, but also tries to fill the existing research gap, especially in terms of:

- a. Testing the moderating role of work motivation in strengthening or weakening the relationship between Game After Work and Work Recovery, and analyzing Work Recovery as a mediating variable in the influence of Game After Work on Work Performance;
- b. Testing the relevance of previous study findings in the context of Indonesian culture and digital native generations such as Millennials and Gen Z;

c. Expanding the dimensions of after-work gaming behavior with indicators being frequency, duration, type of game, and preference for game variations, and examining its impact on recovery and improving Work Recovery.

Thus, this research is not simply a repetition of previous studies, but rather aims to complement and deepen scientific understanding of the role of games as a means of work recovery in the modern workplace, particularly among the younger generation of workers in Indonesia. In this study, the term work recovery refers to the process of an individual recovering from burnout symptoms through psychological recovery strategies, such as detachment, relaxation, and mastery of enjoyable activities. This research also offers a narrative within the work and organizational psychology literature by highlighting digital leisure as an accessible work recovery alternative that fits with modern employee lifestyles. Through this approach, it is hoped that this research can provide theoretical and practical contributions in understanding new ways to maintain work-life balance in the modern workplace.

The research location, Bank Indonesia Head Office, is chosen as one of the institutions with a good reputation and attractive features. Based on this, the researcher is interested in the conditions under which active employees remain comfortable working at Bank Indonesia amidst work demands that are full of productivity pressures, non-stop connectivity, and high performance expectations. In addition to the theoretical and practical aspects described above, this study also considers demographic aspects in determining the focus of the research subjects. This research specifically focuses on active employees from the Millennial and Generation Z generations, who are currently productive age groups and have an interest in gaming.

2. Research Methods

This research is a descriptive study with a quantitative approach using statistical/quantitative data analysis with the aim of testing the established hypothesis. A data source is anything that can provide information regarding the research. The data used in this study utilizes two types of data sources: Primary data is a data source that directly provides data to data collectors.(Sugiyono, 2017)The data was collected directly by the researcher from the primary source or location where the research was conducted. The researcher used the results of interviews with informants regarding the research topic as primary data. Secondary data is a data source that does not directly provide data to the data collector, for example through other people or through documents.(Sugiyono, 2017)In this research, the secondary data sources are in accordance with the Employment Law, books, journals, articles related to the research topic regarding the internal control system for payroll systems and procedures in an effort to support labor cost efficiency. Data collection methods are an effort to obtain the data needed for research.

3. Results and Discussion

3.1. Variable Description

1) Respondent Profile

Respondent profiles are presented to provide an overview of the basic characteristics of the study participants. A total of 150 respondents participated in this study, and all responses were deemed eligible for analysis. Respondent characteristics were reviewed based on inclusion and exclusion criteria, as both variables are closely related to preferences for digital leisure activities.

a. Distribution by Gender

Of the total respondents, 128 (85.3%) were male, while 22 (14.7%) were female. This predominance of male respondents is a common finding in research on gaming activities, given that previous studies have shown that men tend to have a higher level of interest in digital games than women. This condition supports the research's relevance, as the majority of respondents came from a demographic group that has a stronger tendency to engage in after-work gaming activities as a form of entertainment and relaxation.

Table Distribution of Respondents by Gender

Gender	Number (n)	Percentage
Man	128	85.30%
Woman	22	14.70%
Total	150	100%

b. Distribution by Age

Respondents ranged in age from 22 to 48, with an average age of 36.5. This age range reflects a group of workers in their productive phase and with a relatively intense work rhythm. The majority of respondents were aged 34–39, falling into the early to middle millennial generation. This generation grew up during a period of rapid development in digital technology, computers, and game consoles. Therefore, their familiarity with interactive technology makes digital gaming a natural and familiar leisure activity. This explains why the use of games as a means of relaxation (after-work gaming) has a high level of acceptance among this age group. Additionally, millennials are known for having a work pattern with relatively high mental demands, making the need for micro-recovery through light activities like gaming increasingly relevant and readily accepted.

Table Distribution of Respondents by Age

Age Range	Number (n)	Percentage (%)
20–25 years	6	4.00%

26–30 years	14	9.33%
31–35 years	38	25.33%
36–40 years	64	42.67%
41–45 years	21	14.00%
46–50 years	7	4.67%
51–60 years	0	0.00%
Total	150	100%

c. Distribution Based on Rank

The distribution of respondents' positions in Table 7 shows that the majority of study participants were at operational levels, such as Staff, Executives, and some held Assistant Manager and Manager positions. Twenty-eight respondents held Assistant Manager positions, 17 Manager positions, 9 Executives, and 28 Staff. Furthermore, 68 respondents chose not to state their position. This could be because the question was optional or because respondents felt that mentioning their position was sensitive information. Nevertheless, this distribution provides a general overview of the composition of respondents' job positions, which is relevant for understanding the context of workload and the characteristics of the work environment that may influence recovery behavior through after-work games.

This composition meets the inclusion and exclusion criteria established by the researcher, which excludes employees with high-level structural positions (e.g., division heads, directors, or equivalent) who may have strategic workloads and a tendency to take work outside of work hours. All positions identified in the data are non-structural and operational, making them relevant to the research focus on psychological recovery patterns through after-work games among technical staff. Therefore, this position distribution supports the validity of the analysis because the population involved consistently meets the inclusion and exclusion criteria.

Table Distribution Based on Rank

Position	Rank	Percentage (%)
Assistant manager	28	19%
Manager	17	11%
Executor	9	6%
Staff	28	19%
Not willing to mention	68	45%
Total	150	100%

2) Respondent Answer Index

In this section, the researcher presents a respondent response index as a form of descriptive analysis to illustrate the tendency of respondents' perceptions of each research variable indicator. This index presentation aims to provide a quantitative interpretation of respondents' level of agreement with the statements posed in the questionnaire, prior to

further analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach.

Respondent perceptions were measured using a five-point Likert scale, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5). The Likert scale is the most widely used attitude measurement technique in social and behavioral research because it systematically captures variations in respondents' levels of agreement.

To clarify the interpretation of the distribution of responses, an index value calculation was used, based on the percentage frequency of respondents' responses in each scale category. The index value provides a concise overview of the tendencies of respondents' responses in the form of an aggregate score, making it easier for researchers to classify the responses into specific categories.

a. Calculating Respondent Answer Index Values

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5$$

Information: F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

By using the three-box method criteria, the answers will be divided into three categories as a basis for interpreting the index values as follows:

Index category: Low = 20 - 46.6

Medium = 46.7 – 73.3

Height 73.4 – 100

Variable Game After Work (X)																											
No	Pertanyaan	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Nilai															
		f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	Indeks															
1	Saya bermain game beberapa kali dalam seminggu untuk mengisi waktu setelah bekerja.	2	1,33%	4	2,67%	6	4,00%	100	66,67%	38	25,33%	77,33															
2	Saya meluangkan waktu tertentu setiap sesi untuk bermain game setelah bekerja.	2	1,33%	5	3,33%	12	8,00%	97	64,67%	34	22,67%	76,27															
3	Saya memilih jenis game tertentu (kasual, strategi, kompetitif) sesuai kebutuhan saya setelah bekerja.	2	1,33%	1	0,67%	12	8,00%	100	66,67%	35	23,33%	77,33															
4	Saya memiliki preferensi variasi game yang saya mainkan setelah bekerja.	3	2,00%	2	1,33%	12	8,00%	94	62,67%	39	26,00%	76,67															
												76,90															
		Rata-Rata										(Tinggi)															

Based on the results of the respondent response index calculation for the Game After Work (X) variable, the average index value was 76.90, which is in the high category. This indicates

that respondents generally have a strong level of agreement with the activity of playing games after work as a way to fill their free time.

The index values for each indicator ranged from 76.67 to 77.33, indicating that respondents tended to play games several times a week and set aside time to play after work. Furthermore, respondents also indicated a preference for certain types of games, chosen for entertainment and relaxation after work.

Thus, these results illustrate that after-work gaming activities are a fairly relevant habit for respondents as a form of recovery activity after work hours.

Variable Work Recovery (Y1)												
No	Pertanyaan	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Nilai
		f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	Indeks
1	Saya merasa dapat melepaskan diri dari pikiran kerja saat bermain game setelah bekerja.	2	1,33%	2	1,33%	5	3,33%	100	66,67%	41	27,33%	78,00
2	Saya merasa lebih rileks setelah bermain game sepulang kerja.	2	1,33%	3	2,00%	9	6,00%	94	62,67%	42	28,00%	77,20
3	Saya merasa memperoleh pengalaman baru atau mengasah keterampilan saat bermain game se	4	2,67%	2	1,33%	10	6,67%	99	66,00%	35	23,33%	76,53
4	Saya merasa memiliki kendali atas waktu luang saya ketika memilih bermain game.	1	0,67%	5	3,33%	14	9,33%	91	60,67%	39	26,00%	76,40
Rata-Rata												77,03
												(Tinggi)

For the Work Recovery variable (Y1), the respondents' response index showed an average score of 77.03, which is in the high category. This finding indicates that respondents experienced the benefits of psychological recovery after work through gaming activities.

The indicator with the highest index value was the statement regarding respondents' ability to disengage from work while playing games, with an index value of 78.00. This indicates that playing games helps respondents reduce mental stress and provides a space for relaxation after work.

Overall, the work recovery variable reflects that post-work gaming activities can act as a micro-recovery strategy, namely a short recovery that helps individuals restore psychological energy before returning to face work demands.

Variable Kinerja (Y2)												
No	Pertanyaan	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Nilai
		f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	Indeks
1	Saya merasa mampu menghasilkan ide-ide kreatif dalam pekerjaan saya.	1	0,67%	1	0,67%	13	8,67%	98	65,33%	37	24,67%	77,60
2	Saya mampu mengambil keputusan yang tepat dalam pekerjaan saya.	0	0,00%	0	0,00%	14	9,33%	94	62,67%	42	28,00%	78,13
3	Saya mampu menganalisis situasi pekerjaan secara tajam dan tepat.	1	0,67%	1	0,67%	12	8,00%	103	68,67%	33	22,00%	77,73
4	Saya dapat bekerja sama secara efektif dengan rekan kerja dalam tim.	0	0,00%	0	0,00%	3	2,00%	94	62,67%	53	35,33%	79,60
Rata-Rata												78,27
												(Tinggi)

The results of the index analysis on the Performance variable (Y2) showed an average value of 78.27, which is in the high category. This indicates that respondents assessed themselves as having a good level of performance in carrying out their work.

The highest index score was found in the indicator of respondents' ability to work effectively in a team, with an index value of 79.60. Furthermore, respondents also indicated a high level

of agreement regarding the ability to make sound decisions and generate creative ideas at work.

Thus, these findings indicate that respondents generally feel capable of maintaining optimal work performance, both in terms of productivity, decision-making accuracy, and collaboration in the work environment.

Variable Motivasi Kerja (Z)																					
No	Pertanyaan	STS (1)		TS (2)		N (3)		S (4)		SS (5)		Nilai									
		f	(%)	f	(%)	f	(%)	F	(%)	f	(%)		Indeks								
1	Saya merasa berenergi dan siap secara mental setelah bermain game untuk kembali bekerja.	3	2,00%	1	0,67%	15	10,00%	98	65,33%	33	22,00%	76,53									
2	Saya mampu mempertahankan semangat kerja meskipun menghadapi tantangan setelah bermain	3	2,00%	2	1,33%	9	6,00%	95	63,33%	41	27,33%	77,07									
3	Saya memiliki dorongan untuk terus belajar dan berkembang setelah bermain game.	2	1,33%	1	0,67%	17	11,33%	94	62,67%	36	24,00%	76,67									
4	Saya merasa lebih fokus dan siap menghadapi pekerjaan setelah bermain game.	2	1,33%	2	1,33%	17	11,33%	93	62,00%	36	24,00%	76,40									
		Rata-Rata										76,67									
												(Tinggi)									

Based on the results of the respondents' answer index for the Work Motivation (Z) variable, the average score was 76.67, which is in the high category. This indicates that respondents have strong work motivation in carrying out their professional activities.

The work motivation indicator reflects that respondents felt more mentally prepared after playing the game, were able to maintain their enthusiasm in facing work challenges, and had a drive to continue learning and developing. The index values for these variable indicators ranged from 76.40 to 77.07, confirming the respondents' consistent perceptions in the high category.

Thus, these results indicate that respondents' work motivation remains maintained and can be positively influenced by post-work recovery activities.

3.2. Hypothesis Testing

The following are the results of hypothesis testing in this study:

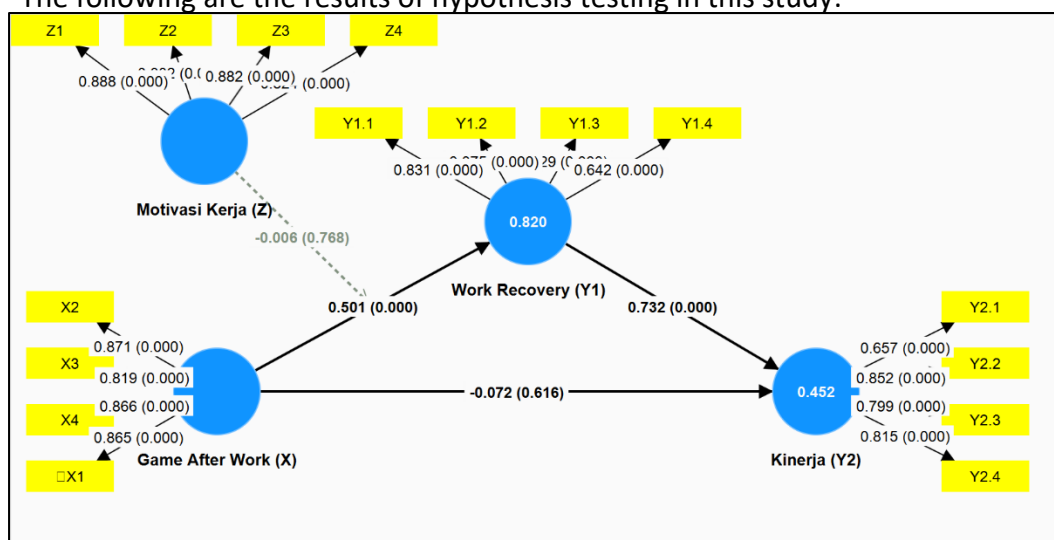


FIGURE PATH ANALYSIS PATH DIAGRAM HYPOTHESIS TEST RESULTS

SOURCE: SMARTPLS 4 (2025)

The research hypothesis is:

-
- H1** : *After Work Games* has a positive effect on Work Recovery
-
- H2** : *After Work Games* has a positive effect on performance
-
- H3** : *Work Recovery* has a positive effect on performance
-
- H4** : *Work Recovery* mediating the influence of After Work Games on Performance
-
- H5** : Work Motivation Moderates the Relationship Between After Work Games and Work Recovery
-

The conditions for decision making are:

- If the significance value is < 0.05 , then the hypothesis is accepted, which means there is a significant influence between the variables.
- If the significance value > 0.05 , then the hypothesis is rejected, meaning there is no significant influence between the variables.

Table Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Game After Work (X) -> Work Recovery (Y1)	0.501	0.512	0.077	6,508	0
Game After Work (X) -> Performance (Y2)	-0.072	-0.06	0.143	0.502	0.616
Work Recovery (Y1) -> Performance (Y2)	0.732	0.733	0.133	5,506	0
Game After Work (X) -> Work Recovery (Y1) -> Performance (Y2)	0.367	0.372	0.078	4,736	0,000
Work Motivation (Z) x Game After Work (X) -> Work Recovery (Y1)	-0.006	-0.006	0.02	0.294	0.768

Source: SmartPLS 4 (2025)

Based on the calculation results above, it can be explained as follows:

- The Effect of After Work Games on Work Recovery

Based on the table above, the original sample value is 0.501 (positive) and the significance level is $0.000 < 0.05$, indicating that the Game After Work variable has a positive effect on Work Recovery. Therefore, the first hypothesis, which states that Game After Work has a positive effect on Work Recovery, is accepted.

b. The Effect of After Work Games on Performance

Based on the table above, the original sample value of 0.072 (negative) and a significance level of $0.616 > 0.05$ indicate that the Game After Work variable has a negative effect on performance. Therefore, the second hypothesis, which states that Game After Work has a positive effect on performance, is rejected.

c. The Effect of Work Recovery on Performance

Based on the table above, the original sample value is 0.732 (positive) and the significance level is $0.000 < 0.05$, indicating that the Work Recovery variable has a positive effect on performance. Therefore, the third hypothesis, which states that Game After Work has a positive effect on performance, is accepted.

d. Mediation of Work Recovery on the Influence of After-Work Games on Performance

Based on the table above, it is known that the significance value of $0.000 < 0.05$ indicates that the Work Recovery variable has an effect mediating the influence of After Work Games on Performance. Thus, the fourth hypothesis that states that Work Recovery mediates the influence of Game After Work on Performance can be accepted.

e. Moderation of Work Motivation on the Influence of After-Work Games on Work Recovery

Based on the table above, a significance level of $0.768 > 0.05$ indicates that the Work Motivation variable does not moderate the relationship between After-Work Games and Work Recovery. Therefore, the fifth hypothesis, which states that work motivation moderates the relationship between After-Work Games and Work Recovery, is rejected.

3.2. Discussion

1) The Effect of After Work Games on Work Recovery

The results of this study revealed that playing games after work hours has a significant positive impact on employees' psychological recovery process, or work recovery. Based on the original sample value of 0.501 with a significance level of 0.000 (less than 0.05), these results confirm that gaming is not merely entertainment but also serves as an important mechanism for recovery from work stress. This activity provides employees with an opportunity to escape from the work demands that burden them throughout the day, thus creating space for mental relaxation and physical and emotional energy recovery.

More specifically, work recovery encompasses several important processes such as detachment from work, emotional relaxation, and increased energy. Afterwork games play a significant role in helping employees achieve detachment, the process of releasing the mind from accumulated work stress, giving the brain a chance to rest. Furthermore, this activity also provides emotional relaxation by reducing tension and stress that may arise from work.

Employees who enjoy playing games feel more relaxed, which in turn prepares them to face work challenges with a more stable mentality the next day.

Beyond the relaxation aspect, after-work games also serve as a means to achieve a sense of accomplishment, or mastery. When employees successfully overcome challenges or reach certain levels in a game, they feel a sense of accomplishment that reinforces their sense of competence. This experience boosts their self-confidence and positively impacts work motivation. Furthermore, gaming reinforces the control dimension of work recovery. Employees have the freedom to decide when and how they want to play, creating a sense of autonomy over their free time. This autonomy is crucial for maintaining psychological balance and reducing the stress often experienced in the workplace.

This finding is in line with the Conservation of Resources (COR) theory.(Hobfoll, 1989), which explains that entertainment or leisure activities play a role in helping individuals restore and enhance their psychological resources. In this context, after-work gaming can be considered an investment in psychological resources that supports employees in facing subsequent work demands. Furthermore, within the Job Demands–Resources (JD-R) framework,(Schaufeli & Taris, 2014)After-work games can be seen as a personal resource that helps employees balance work demands in a healthy way. With a healthy recovery process, employees can maintain motivation and performance despite their high workload.

The context at Bank Indonesia, with its complex administrative and analytical work demands, further strengthens the relevance of these findings. Employees accustomed to digital leisure activities such as gaming can better withstand work pressure and maintain stable productivity. However, it's important to pay attention to the type and duration of games chosen. Games that are too intense or competitive can actually increase stress, so it's recommended to choose light, enjoyable games that align with employee preferences to optimally support the recovery process.

Furthermore, the positive effects of after-work gaming not only contribute to psychological recovery but also strengthen employees' emotional well-being. These activities help employees feel happier, calmer, and more in control of their emotions, leading to more harmonious social relationships in the workplace. Furthermore, gaming can be a way to strengthen social relationships when done with coworkers or family. These positive social interactions further strengthen the recovery process, as employees feel supported and connected to their social environment.

Overall, after-work gaming has been shown to have a significant positive impact on work recovery. This activity not only helps employees de-stress from work but also provides relaxation, a sense of accomplishment, and increased control over their free time. Therefore, after-work gaming can be considered an effective digital leisure strategy for maintaining psychological balance and supporting employee performance, making it an essential part of managing workplace well-being and productivity.

2) The Effect of After Work Games on Performance

The results of this study indicate that after-work gaming activities have a negative effect on employee performance, with an original sample value of -0.072 and a significance level of 0.616, which is greater than 0.05. This finding indicates that after-work gaming activities do not directly improve or decrease respondents' performance at work. In other words, although gaming can function as an entertainment activity or time filler after work, its impact on performance does not appear directly without an intermediary mechanism.

These results also suggest that performance improvements are likely more influenced by other factors, such as work recovery or post-work psychological well-being, than by the gaming activity itself. Therefore, the hypothesis that gaming after work directly impacts performance is not supported.

3) The Effect of Work Recovery on Performance

The results of this study indicate that Work Recovery has a strong positive influence on employee performance, with an original sample value of 0.732 and a significance level of 0.000, which is less than 0.05. This finding confirms that work recovery is a very important factor in determining the quality of employee performance in carrying out daily tasks. Good recovery allows employees to restore physical and psychological energy, which directly affects their effectiveness in the workplace.

Work recovery encompasses various important processes such as detachment, relaxation, mastery, and control. When employees can unwind from the pressures of work after hours, they return with renewed energy, which directly impacts productivity and work effectiveness. This recovery provides employees with an opportunity to mentally recharge, enabling them to perform better after a break.

The process of detachment from work is crucial for reducing mental fatigue. By unplugging after work hours, employees have the opportunity to refresh their minds, allowing them to complete tasks more efficiently, accurately, and with focus. As a result, the quality of output improves, and employees are able to perform at their best in their assigned tasks.

The relaxation achieved through work recovery also has a positive impact on employee emotional well-being. Employees who feel calmer tend to be more patient and meticulous in carrying out their work, which reduces the likelihood of errors and increases job satisfaction. With a more stable mental state, employees can better contribute to achieving organizational goals.

Mastery Participation in leisure activities provides a sense of competence that carries over into work. When employees feel a sense of accomplishment or progress in their activities, their self-confidence increases. They feel more prepared and optimistic about facing work challenges, which ultimately contributes to improved individual and team performance within the organization.

Control over free time also strengthens feelings of autonomy. Employees who feel in control of their lives, especially regarding the use of free time, are more motivated to contribute optimally at work. With autonomy, employees feel valued and take greater responsibility for their work, which leads to sustained performance improvement.

This finding is in line with the Self-Determination theory.(Ryan & Deci, 2000), which emphasizes the importance of fulfilling basic psychological needs such as autonomy and competence to improve employee motivation and performance. Work recovery is an effective means of fulfilling these psychological needs, which results in increased motivation and work quality.

In the context of Bank Indonesia, work recovery is crucial given that employees face complex work demands, often related to far-reaching macroeconomic policies. Work recovery helps employees remain focused and productive despite the high levels of pressure they face. Effective recovery activities are key to ensuring employees continue to perform optimally despite their busy schedules.

Furthermore, work recovery plays a role in preventing burnout in the workplace. Employees who recover well are more resilient to the long-term pressure and stress that comes with workloads. This ensures that employee performance remains stable and does not decline due to chronic fatigue, which often reduces productivity.

*Work recovery*It also has a positive impact on social relationships in the workplace. Employees who feel more relaxed and emotionally balanced tend to be more cooperative and collaborate more easily with their colleagues. This strengthens teamwork, which is crucial for overall organizational performance, especially in tasks that require coordination and collaboration between team members.

The positive effect of work recovery on performance can also be seen in the adaptive aspect of employees. Employees who recover well have greater flexibility in dealing with policy changes or new demands that may arise. They are able to adapt quickly, which makes the organization better prepared to face ever-changing external dynamics.

Thus, work recovery is a key factor that significantly influences employee performance. Leisure activities, such as playing games after work, can be an effective way to achieve this recovery. With optimal recovery, employees can maintain their energy, focus, and motivation, thus maintaining high and sustainable performance. Good recovery is an investment in stable and productive long-term performance.

4) Mediation of Work Recovery on the Influence of After-Work Games on Performance

The results of the study indicate that work motivation mediates the relationship between Game After Work and Work Recovery, with a significance value of 0.000, which is less than 0.05. This result indicates that the indirect effect is statistically significant.

These findings suggest that after-work gaming activities can have a positive impact on respondents' performance if they first enhance work recovery. In other words, playing games after work does not directly impact performance, but rather acts as a psychological recovery strategy that helps individuals relieve stress, restore mental energy, and increase readiness to return to work.

These results confirm that Work Recovery (Y1) acts as a significant mediator in the relationship between after-work gaming and performance. Therefore, it can be concluded that the effect of after-work gaming on performance is indirect, namely through increased work recovery as the primary mechanism. Thus, the mediation hypothesis in this study is supported.

5) Moderation of Work Motivation on the Influence of After-Work Games on Work Recovery

The results of the study indicate that work motivation does not moderate the relationship between After Work Games and Work Recovery, with a significance value of 0.768, which is greater than 0.05. This means that the level of employee work motivation does not strengthen or weaken the influence of gaming activities on the work recovery process. This finding confirms that the benefits of after-work games on work recovery are independent of the condition of employee work motivation, whether they have high or low motivation, both can still feel the recovery effect of this digital leisure activity.

Theoretically, work motivation is often considered a factor that can strengthen the relationship between leisure activities and recovery. However, in this study, work motivation did not act as a moderator, so the effect of gaming on recovery was direct, independent of the individual's level of work motivation. This can be explained by the fact that work recovery is more influenced by direct psychological factors, such as detachment from work, relaxation, a sense of mastery, and control over free time. These factors are more dependent on the quality of the leisure experience itself, rather than the individual's work motivation.

Work motivation, while important in the context of performance achievement, turns out to be less relevant in the context of recovery. While motivation does encourage employees to work harder, this doesn't necessarily influence how effectively they recover through after-work gaming activities. Within the Conservation of Resources (COR) framework, (Hobfoll, 1989) Work recovery occurs when individuals successfully replenish or restore their psychological resources. This recovery process depends more on the leisure activity itself, which allows employees to restore their psychological energy, than on their level of work motivation.

These findings also demonstrate that after-work gaming has a universally restorative effect. Employees with varying levels of motivation can still benefit from recovery, making this leisure strategy inclusive and widely applicable across organizations. In the context of Bank Indonesia, these findings are particularly important, as organizations do not need to link

leisure programs to employee motivation levels. The organization's primary focus should be on the quality of leisure activities that can lead to effective work recovery for all employees.

Although work motivation does not moderate the relationship between gaming and recovery, motivation still plays a significant role in improving performance. Good recovery is more effective when supported by high work motivation, although work motivation does not influence the relationship between gaming activity and work recovery. The practical implication of these findings is that organizations can design digital leisure strategies without considering differences in work motivation among employees. All employees, regardless of their motivation level, have the potential to benefit from recovery from after-work gaming.

However, organizations still need to consider other factors that are more important in determining the effectiveness of recovery, such as the type of game played, the duration of play, and a supportive work environment. These factors are more influential in determining the extent to which games can support recovery, compared to work motivation, which is a moderating factor.

Thus, work motivation does not moderate the effect of after-work gaming on work recovery. The recovery effects of gaming are independent, meaning organizations can leverage this digital leisure strategy as a universal and inclusive work recovery intervention, regardless of employee motivation levels.

4. Conclusion

Based on the results of the Partial Least Squares (PLS) analysis, all research questions can be answered empirically. The research findings indicate that playing games after work significantly contributes to improving employee psychological recovery (work recovery) and positively impacts performance. This recovery effect operates through mechanisms of relaxation, psychological detachment from work demands, a sense of mastery, and personal control. Questionnaire data also indicated that the majority of respondents played games for 1 to 2 hours after work, a relatively reasonable duration for digital recreation and within the bounds of healthy restorative activities. This duration supports the effectiveness of after-work gaming as a restorative activity, without indicating any signs of digital fatigue.

5. References

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