

## Overcoming the Paradox of Productivity and Self-awareness: The Key to Finding Family Harmony

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**Abstract:** Amid demands for high productivity in the digital economy, many workers experience a decline in the quality of family relationships and personal well-being. This study raises the phenomenon of the productivity paradox, which is a condition in which increased work efficiency triggers household stress and conflict. The purpose of this study is to analyze the influence of the productivity paradox and self-awareness on family harmony in industrial and startup sector workers in the Java region. A quantitative method was used involving 200 respondents, and the analysis was conducted using multiple linear regression. The results showed that both (1) the productivity paradox ( $B = 0.285$ ;  $p < 0.001$ ) and self-awareness ( $B = 0.578$ ;  $p < 0.001$ ) had a significant effect on family harmony, with the contribution of self-awareness being more dominant. (2) The Adjusted  $R^2$  value of 0.677 indicates that both variables explain 67.7% of the variation in family harmony. (3) These results confirm that healthy productivity management and strengthening self-awareness are key to creating a harmonious family amidst complex work pressures. This study provides practical and theoretical contributions in the development of work-family balance policies and self-awareness-based psychological interventions.

**Keywords:** Productivity Paradox; Self-awareness; Family Harmony; Work Stress; Life Balance



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### Introduction

In the era of a fast-paced digital economy, Indonesians face tough challenges, with high productivity demands eroding life balance (Fitriyani & Iskandar, 2024). Long working hours, stress, and mental fatigue are common problems, especially in the industrial and startup sectors (Yusriani & Patiro, 2024). BPS (2021) revealed the irony of productivity in Indonesia, where workers in Jakarta spend more than 10 hours a day in the office, with 55% experiencing stress due to work pressure and lack of family time. This phenomenon is even more critical in Java. BPS Central Java (2023) noted that 48% of workers in Semarang and Surakarta work more than 9 hours/day, while 62% of manufacturing and IT workers in Surabaya often work overtime, triggering household conflicts (East Java Manpower Office, 2022). As a result, many workers sacrifice family time for targets, leading to a decline in mental health and household harmony (Iswahyudi & Ramadhani, 2023). Data from BPJS Ketenagakerjaan West Java (2023) shows that burnout among startup workers in Bandung has increased by 25%, with 53% experiencing sleep disorders, in line with Glints (2023) findings that 60% of national technology workers experience burnout.

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This situation raises the productivity paradox (Rodríguez-Modroño & López-Igual, 2021): increased performance undermines well-being. A Ministry of Health survey (2023) in Java confirmed that 45% of Jabodetabek workers experienced a decline in the quality of family relationships, while 34% in Surabaya showed symptoms of depression. The lack of company support exacerbates the problem as only 20% of companies in East Java have a work-life balance program (Health Office, 2022). A study by LPEM UI (2024) emphasizes this paradox: productivity of industrial workers in Karawang-Cikarang rose 12%, but life satisfaction fell 18%. This data demands urgent interventions, such as flexible working hour regulations, mental health programs in the workplace, and digital literacy education to break the cycle of “always-on culture” that harms workers and families.

The productivity paradox where increased work productivity damages individual life balance (Ferreira, 2022) is clearly reflected in the reality of workers in Indonesia, especially Java. Data from the West Java BPJS Ketenagakerjaan (2023) on the surge in burnout and findings from the Ministry of Health (2023) on the decline in workers' mental health prove that the drive to achieve high targets often neglects physical and mental well-being (Hossain et al., 2024). Role conflicts experienced by workers, such as prolonged overtime versus family responsibilities (Imam et al., 2022), further exacerbate this condition. The Productivity Paradox theory (Brynjolfsson, 1993) finds relevance here: while technology and work efficiency in Java's industrial and startup sectors are growing rapidly (e.g. 12% productivity increase in Karawang-Cikarang according to LPEM UI, 2024), the benefits are not distributed to private life. As a result, as shown by BPS (2021) and the East Java Health Office (2022), this imbalance extends to the family environment, undermining household harmony through prolonged stress and eroded time together. In other words, productivity that is supposed to support welfare backfires when it is not balanced with humane policies.

In the context of the productivity paradox described earlier, self-awareness emerges as a critical solution to break the chain of work pressure and its impact on personal life. Empirical data from Java such as high rates of burnout (BPJS West Java, 2023) and family conflict (Kemenkes, 2023) reinforce the need for individuals to recognize the boundaries between work and personal life, while understanding the emotional impact of work pressure on the family (Park & Nam, 2020). Goleman (1996) Emotional Intelligence theory is relevant here: self-awareness not only helps workers manage stress and control emotional responses, but also allows them to adjust priorities, for example by rejecting the culture of excessive overtime recorded in 62% of Surabaya workers (East Java Manpower Office, 2022). A concrete example is the ability to make wise decisions such as organizing flexible schedules or setting work limits (Marbun et al., 2020) that can reduce the risk of losing family time as experienced by 45% of Jabodetabek workers (Ministry of Health, 2023). In other words, self-awareness is not just an individual solution, but a corrective strategy to the productivity paradox that has been sacrificing well-being for targets.

Efforts to build self-awareness as a solution to the productivity paradox (as described earlier) ultimately lead to the creation of family harmony, which is highly dependent on the balance of roles between work and home life (Fauziah, 2020). Empirical data from Java, such as the high number of household conflicts due to overtime (East Java Labor Office, 2022) and the decline in the quality of family relationships (Ministry of Health, 2023), reinforce Manggaharti & Noviati (2019) findings that a good division of time and attention is the key to family stability. The Spillover-Crossover Theory (Edwards & Rothbard, 2000) provides a systematic explanation: negative energy from work pressures such as stress and fatigue experienced by 55% of Jakarta workers (BPS 2021) and 53% of Bandung workers (BPJS West Java, 2023)

can “spill over” into family interactions, triggering conflict and threatening harmony (Budi Santoso et al., 2020). This is where mindfulness-based self-management strategies, such as setting quality time without work distractions (Sahni et al., 2021), become a stronghold. For example, workers in Surabaya who were able to set work boundaries (such as not bringing work home) showed a 30% higher level of family satisfaction (East Java Labor Office (2022) survey. Thus, the combination of self-awareness (Goleman, 1996) and balanced productivity management (Baral, 2020) not only mitigates the productivity paradox, but also creates a positive synergy between optimal performance and family well-being.

In recent years, various studies have addressed how work-life balance affects individual well-being and interpersonal relationships. Sari (2019) highlighted that flexibility in working hours can reduce work-family conflict by increasing job satisfaction and organizational commitment. Correspondingly, Muaharrani (2023) found that mindfulness plays an important role in helping individuals manage work stress through emotion regulation, thus enabling them to achieve a better balance between the demands of work and family life. In addition, Dayatri & Mustika (2021) revealed that social support from the work environment and family can reduce employment-related guilt, which is often experienced by working mothers due to the demands of multiple roles.

On the other hand, Hariansyah et al. (2023) confirmed that organizational culture that supports work-life balance can moderate the relationship between organizational culture and turnover intention, indicating that work-family balance also has an impact on employee loyalty. Meanwhile, Soeharto et al. (2013) examined how husband's social support and gratitude can be mediating variables in the relationship between role conflict and marital satisfaction, suggesting that psychological and social factors contribute to creating harmony in the household. In addition, Tahir et al. (2024) highlighted the importance of conflict management skills in building healthy and productive families, asserting that good communication and conflict resolution strategies can help overcome work-family balance challenges.

Furthermore, research by Lubis (2021) showed that work-life balance can mediate the relationship between service quality and job satisfaction in the government sector, suggesting that work-life balance not only affects individuals but also organizational productivity. Arinasari & Hartono (2020) highlighted that work overload and family work conflict can reduce the level of job embeddedness, which indicates that work-family conflict can have a negative impact on employee retention. Meanwhile, Setyanto & Wardani (2025) in their study of career women revealed that work pressures often impact household harmony, suggesting the need for better adaptation strategies in role management. Finally, Arinasari & Hartono (2020) found that quality of work life can be an intervening variable in the relationship between work overload and family-work conflict, which further clarifies that work-family balance determines a person's quality of life.

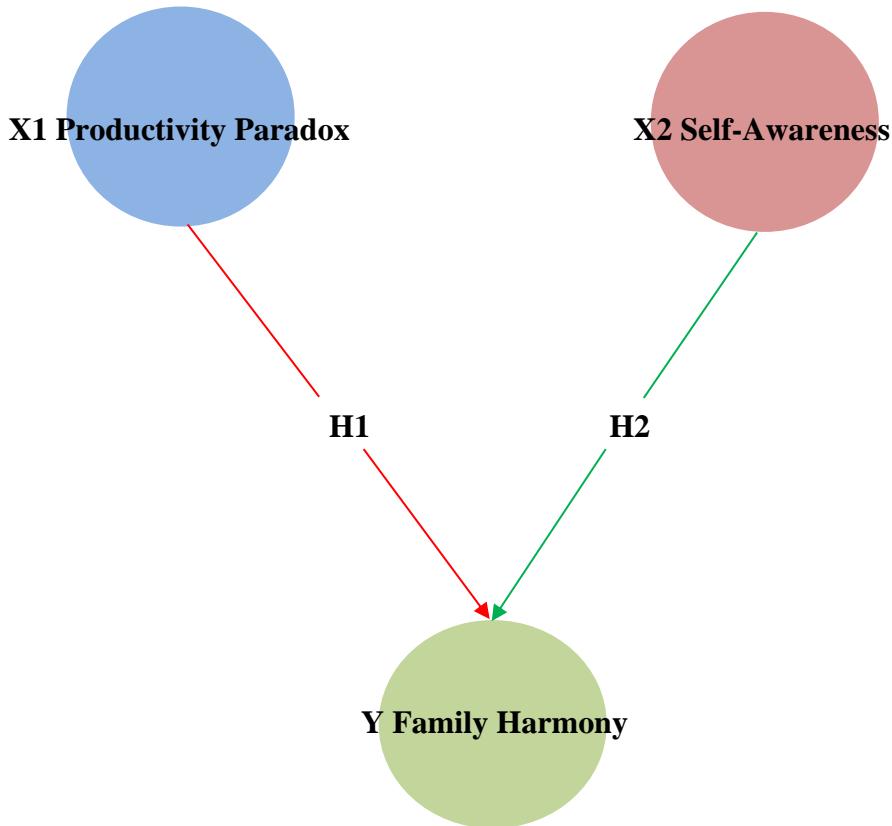
Research on work-family life balance and the role of self-awareness in overcoming role conflict has been widely conducted in various work sectors. However, research that specifically addresses the productivity paradox, where increased productivity risks disrupting family balance, is limited. Work-family balance has become increasingly important in the modern era, where high work demands are often implicated in domestic stress and disharmony. Factors such as excessive workload, organizational expectations, and a lack of self-awareness in managing emotions and time can exacerbate this condition. Therefore, this study offers a new perspective by exploring how self-awareness can be a key factor in overcoming the productivity paradox and maintaining family harmony amidst increasingly complex work demands.

Based on the theoretical review and previous research findings, this study formulates several hypotheses as follows: Hypothesis 1 (H1): The higher the productivity pressure at work, the more family harmony decreases. Individuals who experience the productivity paradox tend to experience high work pressure, which can reduce the time and quality of interaction with the family. This imbalance risks increasing domestic conflict, decreasing satisfaction in family relationships, and creating tension between roles as workers and family members. The greater the imbalance due to productivity demands, the lower the harmony in the family. Hypothesis 2 (H2): The higher one's self-awareness, the better the family harmony. Individuals with a high level of self-awareness are able to recognize when work starts to interfere with family life, manage stress better, and make wise decisions in dividing time and attention between work and home. By understanding their emotions and boundaries, individuals can create a better balance, reduce role conflict, and increase happiness and harmony in the family.

Through testing these hypotheses, this study is expected to provide a deeper understanding of how the productivity paradox and self-awareness affect family harmony. The results of this study can explain whether increased work productivity really has a negative impact on family life and to what extent self-awareness can play a role in mitigating this impact. Thus, this research is expected to contribute to individuals in managing work and family balance and to organizations in designing policies that support employees' well-being without compromising aspects of their personal lives.

## Method

In this study, three main variables were analyzed, namely the productivity paradox, self-awareness, and family harmony. The productivity paradox refers to the phenomenon where increased efficiency and productivity at work is not always directly proportional to improved individual and family well-being, but can instead cause stress and conflict in personal life. Self-awareness refers to an individual's ability to recognize, understand and manage emotions and their influence on the balance between work and family life. Family harmony is a condition in which family members have good relationships, effective communication, emotional support, and active involvement in daily life. In this study, family harmony is the dependent variable that is influenced by two independent variables, namely the productivity paradox and self-awareness. The following is the design of this research model:



**Figure 1** Design of this research model

The conceptual model in this study is built on the basis of Productivity Paradox Theory (Brynjolfsson, 1993) which explains that increased work efficiency does not always go hand in hand with individual well-being, as well as Emotional Intelligence Theory (Goleman, 1996) which places self-awareness as a basic ability in managing psychosocial stress. The relationship between variables is also corroborated by the Spillover-Crossover Model (Edwards & Rothbard, 2000), which explains how work experiences can affect family life through complex psychological processes. Thus, the construction of this model is based on a solid and integrative theoretical framework in explaining the dynamics between work pressure, self-management and family harmony.

This research uses quantitative methods with convenience sampling techniques, where respondents are selected based on certain criteria (Sugiyono, 2016), namely individuals who work in the industrial sector and have families. The sample in this study consisted of 200 respondents, consisting of workers in the industrial sector and startups in the Java region (Jabodetabek, Surabaya, and Bandung). The sampling technique was carried out using a simple random sampling approach to ensure that the entire population had the same opportunity to be selected (Moleong, 2020). Data analysis was conducted using multiple linear regression techniques to examine the relationship between self-awareness and the productivity paradox on family harmony (Creswell, 2020). Hypothesis testing was conducted using Jeffreys's Amazing Statistics Program (JASP) software version 0.17, to ensure accurate results and in accordance with the research objectives.

This research instrument was adapted from measuring instruments that have been developed in previous studies with modifications according to the context of work and family balance. The productivity paradox measurement tool was adapted from Brynjolfsson (1993) concept, with indicators of work efficiency, stress due to workload, work-family balance, and the impact of productivity on social relationships in the family. The self-awareness measurement tool refers to the scale developed by Goleman (1996), which includes indicators of understanding emotions, managing work stress, and awareness of life balance. The family harmony measurement tool is based on the Olson & Gorall (2003) model, which consists of family communication, emotional support, and involvement in family activities.

All indicators are measured using a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5) (Arinasari & Hartono, 2020). To ensure the validity and reliability of the instrument, a validity test was conducted using construct validity through exploratory factor analysis (EFA) (Bogdan & Taylor, 2021). Items with factor loading below 0.50 were eliminated to ensure the accuracy of the measuring instrument. Meanwhile, the reliability test uses the Cronbach's Alpha method to measure the internal consistency of each variable (Williams & McCombs, 2023). The reliability test results show that all variables have an Alpha Cronbach value above 0.70, which indicates a good level of reliability (Danim, 2020). Specifically, the Cronbach's Alpha value for self-awareness is 0.85, for family harmony is 0.89, and for productivity paradox is 0.82. Data collection was conducted during the period February 28, 2025 to May 20, 2025 online, using a Google Form-based questionnaire to reach respondents more widely and efficiently.

**Table 1**

*Result Definitions*

Variable	Indicator
Productivity Paradox (Erik Brynjolfsson, 1993)	1. Work Efficiency 2. Stress and Workload 3. Work-Family Balance 4. Satisfaction and Harmony
Self-Awareness (Goleman, 1996)	1. Emotion Understanding 2. Management of Work Stress 3. Awareness of Life Balance
Family Harmony (Campbell, J. P., 1990)	1. Communication in the Family 2. Emotional Support 3. Involvement in the Family

## Result

### Normality Test

The normality test is carried out to determine whether the distribution of residual data in the regression model follows a normal distribution. This test uses Shapiro-Wilk statistics, with the results shown in Table 2:

**Tabel 2***Normality Test*

Variable	Shapiro-Wilk (p)
Productivity Paradox	< 0,001
Self-Awareness	< 0,001
Family Harmony	< 0,001

All variables have a p value <0.05, which means the data is not statistically normally distributed. However, the assumption of normality in linear regression is more important to apply to the residuals than to the individual variables. Therefore, although the Shapiro-Wilk results indicate an abnormal distribution, the histogram visualization of the residuals and the Q-Q Plot indicate that the residual distribution is close enough to normal to continue with the regression analysis.

*Multicollinearity Test*

Multicollinearity test is conducted to ensure that there is no high correlation between independent variables. The indicators used are Tolerance and Variance Inflation Factor (VIF). The test results are shown in Table 3:

**Tabel 3***Multicollinearity Test*

Variable	Tolerance	VIF
Productivity Paradox	0,353	2,833
Self-Awareness	0,353	2,833

Since the Tolerance value > 0.1 and VIF < 10, there is no indication of multicollinearity between the Productivity Paradox and Self-Awareness variables. This indicates that both variables can be used together in the regression model without the risk of distortion of interpretation.

*Multiple Linear Regression Test*

Regression analysis was conducted to determine the effect of Productivity Paradox (PP) and Self-Awareness (KD) on Family Harmony (FH). The test results are shown in Table 4:

**Tabel 4***Multiple Linear Regression Analysis Results*

Independent Variable	Coefficient (B)	t-statistic	p-value
Productivity Paradox (PP)	0,285	4,240	< 0,001
Self-Awareness (KD)	0,578	8,596	< 0,001

The multiple linear regression model in this study reveals that both Productivity Paradox and Self-Awareness have a positive and significant impact on Family Harmony. This result suggests that the better an individual is at managing productivity complexity, the greater their role in creating stable and supportive family relationships. In addition, Self-Awareness exerts a stronger influence than the Productivity Paradox,

indicating the importance of self-reflection, emotion management, and behavioral control skills in building healthy family relationships. Both variables are significant at the 1% level ( $p < 0.01$ ), meaning that improving them together will greatly strengthen the foundation of family harmony. In other words, the combination of the ability to introspect and balance personal productivity is a key factor in improving the quality of family life that is more harmonious and sustainable.

#### F Test and Coefficient of Determination ( $R^2$ )

The ANOVA test (F test) is used to assess the significance of the model as a whole, as well as to see the coefficient of determination ( $R^2$ ).

**Tabel 5**

*F Test Results and Coefficient of Determination*

Statistic	Value
F-Statistic	213,146
p-value	< 0,001
Adjusted R <sup>2</sup>	0,677
R <sup>2</sup>	0,681
Durbin-Watson	1,861

Regression testing shows that the model used as a whole is significant, as seen from the F-value of 213.146 with  $p < 0.001$ . This means that the Productivity Paradox (PP) and Self-Awareness (KD) together have a significant effect on Family Harmony (KK). In addition, the Adjusted  $R^2$  value of 0.677 indicates that 67.7% of the variation in Family Harmony can be explained by the two independent variables. Thus, this model has a strong predictive ability in describing the dynamics of family harmony. On the other hand, the Durbin-Watson value of 1.861 which is close to 2 indicates the absence of autocorrelation in the model residuals, thus strengthening the validity of the regression model and ensuring that the estimation results are not influenced by repetitive error patterns.

## Discussion

This study aims to determine the extent to which the Productivity Paradox (PP) and Self-Awareness (KD) affect Family Harmony (KK). Based on the results of multiple linear regression analysis, both independent variables are proven to have a significant effect on family harmony, with an Adjusted  $R^2$  value of 0.677. This means that the model is able to explain 67.7% of the variation in family harmony. This finding confirms that the combination of complex productivity and the ability of individual self-reflection plays a major role in creating a healthy and balanced family. In addition, the F value of 213.146 with  $p < 0.001$  strengthens the significance of the model as a whole, while the Durbin-Watson value of 1.861 indicates the absence of autocorrelation in the residuals, thus strengthening the validity of the regression results.

In more detail, the Productivity Paradox ( $B = 0.285, p < 0.001$ ) exerts a positive and significant influence on family harmony. This suggests that while productivity is often perceived as a good thing, the stress of excessive work demands can lead to internal conflict and disrupt family relationships if not accompanied by meaning and reflection. However, if this paradox is managed well, productivity can actually strengthen healthy and stable family roles. Meanwhile, Self-Awareness ( $B = 0.578, p < 0.001$ ) has a greater influence, indicating that individuals who are able to understand and manage themselves emotionally and cognitively tend to build more harmonious relationships with family members. This is in line with the positive

psychology approach that emphasizes the importance of self-awareness as the basis for healthy, empathic, and functional interpersonal relationships.

The findings of this study are in line with previous studies. Hariansyah et al. (2023) asserted that a balance between work and personal life can reduce the desire to quit a job, suggesting that harmony between these two aspects is closely related to the loyalty and psychological stability of individuals in various social systems, including families. Soeharto et al. (2013) found that social support and gratitude mediate the relationship between role conflict and marital satisfaction, signaling the importance of psychosocial factors in building household harmony. Tahir et al. (2024) also highlighted that conflict management skills are essential for creating healthy and productive families, especially in the face of work pressures.

In the organizational scope, Lubis (2021) mentioned that work-life balance can be a mediator between service quality and job satisfaction, which means that work-life balance not only has an impact on individuals, but also on organizational performance. Arinasari & Hartono (2020) showed that excessive workload and work-family conflict had a negative impact on work attachment, showing the long-term consequences of work pressure on social relationships. In addition, Setyanto & Wardani (2025) found that career women often experience role pressure that has a direct impact on household harmony, so adaptive strategies in role management are needed. Arinasari & Hartono (2020) added that quality of work life can be a variable that strengthens or weakens the relationship between workload and family conflict, emphasizing the importance of work-life balance in determining the quality of family relationships.

While many studies have addressed work-life balance and family role conflict, this study makes a novel contribution by specifically highlighting the productivity paradox as a form of psychological stress that can affect family harmony, especially if not balanced with high self-awareness. In the midst of a stressful and demanding modern era, the ability to manage external productivity without neglecting internal psychological conditions is very important. Therefore, the results of this study not only enrich academic studies on work-family balance, but also provide practical guidance for family counselors, HR professionals, and policy makers in designing interventions based on strengthening self-awareness to maintain family harmony.

An important finding of this study is that self-awareness has a stronger influence than the productivity paradox in creating family harmony. This result emphasizes the importance of internal strategies, such as reflective ability and emotional management, in dealing with high work pressure. In addition, the regression model used showed high predictive power, where the combination of the two independent variables was able to explain 67.7% of the variation in family harmony.

However, this study has several limitations. First, the geographical coverage limited to the Java region (Jabodetabek, Surabaya, and Bandung) limits the generalizability of the results to other regions or to different work cultures. Second, the quantitative approach used does not capture the subjective dynamics or narrative experiences of respondents in managing role conflict. Third, this research model has not considered mediating or moderating factors such as social support, religiosity, or organizational culture, which may have additional influences on family harmony.

Practical implications of this study include the need for organizations to develop employee self-development programs, including self-awareness training, stress management, and flexible working hour policies. Such interventions can help workers deal with the productivity paradox and lower the risk of

domestic conflict. For psychology and counseling practitioners, these results provide a basis for developing emotional intelligence-based intervention modules.

Theoretically, this research extends the application of Productivity Paradox Theory (Brynjolfsson, 1993) in the context of family psychology and interpersonal relationships. In addition, strengthening the relevance of Emotional Intelligence Theory (Goleman, 1996) and the Spillover-Crossover Model (Edwards & Rothbard, 2000) becomes the foundation that explains how external pressures and individuals' internal capabilities jointly affect harmony in the family system. As such, the findings make a theoretical contribution to the cross-domain study between work psychology, family and social well-being.

## Conclusions

This study reveals that the productivity paradox and self-awareness have a significant influence on family harmony. High productivity pressure has the potential to disrupt family relationships, but if individuals are able to develop strong self-awareness through emotion management, time management, and self-reflection, the negative impact of work pressure on the family can be minimized. Self-awareness proved to be the most dominant variable in improving family harmony, confirming the importance of introspective abilities in facing the challenges of modern life.

The main contribution of this research is to broaden the understanding of the interaction between work and family life by highlighting the productivity paradox as a source of stress that is often overlooked in work-life balance studies. This research provides a new perspective that not all forms of productivity are positive if they are not accompanied by adequate psychological preparedness and self-awareness. Therefore, the results of this study can be used as a basis for designing intervention programs in the work environment, working hour flexibility policies, and self-development programs for employees to maintain personal and family well-being.

However, this study has limitations, including geographical coverage limited to Java and the use of quantitative methods that are less able to explore subjective experiences in depth. For future research, it is recommended to use a mixed-method approach and expand the coverage of regions and employment sectors so that the results are more generalizable. In addition, the integration of mindfulness-based self-awareness training or stress management training in the workplace can be a practical recommendation to improve the quality of life of working families in the modern era.

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