

# The Effect of Supportive Leadership and Remote Working on Employee Productivity with Work-Life Balance as Intervening Variable

*Mediating Effect of  
Work-Life Balance on  
Productivity*

Dodik Jatmika<sup>1\*</sup>, Muhammad Nurdin<sup>2</sup>

<sup>1,2</sup>Department of Management, STIMI Banjarmasin; Banjarmasin, Indonesia

\*Corresponding Author E-Mail: dodik\_jatmika@yahoo.com

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## **ABSTRACT**

*Flexible working practices and industrial digitalization are leading to trends in human resource management behaviors that have changed due to flexible work patterns, especially for digitalized organizations such as fintech companies. This is when organizations need to balance leadership and work-life in order to keep employees working. The purpose of this article is to study how supportive leadership and remote working affect employee productivity, including work and productivity, with work-life balance as the intervening variable. Quantitative analysis was conducted based on the Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) method. The participants of the study included 100 fintech firms' employees who were recruited using a purposive sampling method. The findings reveal that supportive leadership and remote working are a potent and significant influence on individual workforce productivity. In addition, both variables are positively correlated with work-life balance, and work-life balance is known to positively influence employee productivity. In addition, work-life balance mediates the relationship between supportive leadership and remote working influence on employee productivity. This research suggests that productivity is a function of leadership support and work-life balance in flexible work systems, not just technical factors.*

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## **INTRODUCTION**

For decades, workplaces have relied on traditional work systems that emphasize employees' physical presence, fixed working hours, and direct supervision to maintain productivity and achieve organizational goals (Lase et al., 2025). In this model, productivity is often associated with punctuality, attendance, and face-to-face interaction between leaders and employees, which also creates a clear separation between work and personal life (Sakdiah et al., 2024). However, since the global pandemic, work systems have undergone significant changes as many organizations shifted to remote working. The adoption of digital technology has demonstrated that work can still be performed effectively without constant physical supervision, marking a major transformation in how productivity is managed in modern organizations (Tanuwijaya, 2025).

Remote working systems have increasingly been adopted in the financial sector across many countries (Prasetya & Hanum, 2024). However, this work model also presents challenges, particularly in high-pressure environments that demand constant innovation and competition (Salman & Ma'arif, 2025). Remote working can blur the boundaries between work and personal life, making it difficult for employees to manage their time effectively and maintain work-life balance. This imbalance may lead to fatigue, reduced motivation, and decreased productivity (Sabila & Wartini, 2025). In addition, organizations may face difficulties in monitoring employee performance without direct supervision. Therefore, supportive leadership becomes essential, as leaders who provide

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attention, trust, and assistance can help employees feel valued, maintain work-life balance, and sustain productivity while working remotely (Indahsari & Manafe, 2022).

The selection of supportive leadership and remote working as independent variables, with employee productivity as the dependent variable, is driven by significant changes in work systems and employee management in the digital era (Arif & Nurmaningsih, 2024). Supportive leadership is important because leaders who provide attention, support, and trust can improve employee morale, work environment, and efficiency (Nur et al., 2025). Meanwhile, remote working offers flexibility that may influence productivity both positively, through improved efficiency and comfort, and negatively if not managed properly. Employee productivity is used as the dependent variable because it reflects the extent to which organizations achieve their goals through employee performance (Budi, 2022). However, the relationship between leadership, remote working, and productivity may also depend on employees' work-life balance. Therefore, work-life balance is included as an intervening variable to explain how leadership support and remote working systems influence employees' psychological well-being, comfort, and readiness to work, which ultimately affect productivity (Zahara et al., 2024).

The fintech industry was selected as the research object due to its nature as a digital technology industry, which requires a lot of appropriate human resources and often engages in the use of remote working systems (Posumah & Moridu, 2023). This industry also has high work demands, a dynamic work environment, and the need for leadership capable of supporting employees to remain productive in flexible work situations (Judijanto et al., 2024). In addition, Bandung was selected for the study since it is a center of technology and startup development in Indonesia, with the fast growth of fintech companies and the construction of an existing workforce with expertise in technology and digital technologies. Given these circumstances, Bandung's fintech sector is an appropriate research setting to evaluate how supportive leadership and remote working affect employee productivity via work-life balance. A better understanding of working conditions in this sector should be obtained from the research findings.

The research gap lies in inconsistent findings regarding the effects of remote working and supportive leadership on employee productivity. Some studies suggest that remote working may reduce productivity due to increased work pressure and work-life imbalance. Moreover, most previous research focuses only on the direct effects of leadership style or remote working on productivity, while overlooking the mediating role of work-life balance in explaining this relationship, particularly in digital and flexible work environments such as the fintech industry. Therefore, this study offers novelty by integrating supportive leadership and remote working in a single model while incorporating work-life balance as a mediating variable affecting employee productivity in the fintech context. This study aims to examine the effect of supportive leadership and remote working on employee productivity through work-life balance.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **The Effect of Supportive Leadership and Remote Working on Employee Productivity**

According to Kim et al. (2021), supportive leadership is a leadership style in which leaders show concern and readiness to assist subordinates by providing guidance, being approachable, and maintaining an open mindset so employees feel satisfied with their jobs. Effective supportive leadership also involves creating a comfortable and supportive work environment for employees. Such leadership is known to enhance employee motivation, self-esteem, and enthusiasm, which ultimately contributes to higher productivity. Based on Robert House's Path-Goal theory, supportive leadership improves subordinate performance by reducing work barriers and providing psychological support (Maharani et al., 2023). Empirical findings by Azizah (2021) and Qadri et al. (2025) further confirm that supportive leadership has a positive and significant effect on employee performance and productivity, as supportive leaders empower employees and inspire them to perform their work more effectively.

Remote working is work done in a place other than the head office under the control of the work organization so that it is not separated from the organization (Roberto et al., 2023). A remote office is an employee's time and place management is flexible, thus increasing efficiency and comfort at work. Management time and place help employees to work at ease. Research done by Ismail and Sekarsari (2022) found that remote staff benefit much more from increased productivity in comparison to traditional office employees in compared to the productivity-wise. This is, for better remote work, a reduction in work interruptions as well as more flexibility. Moreover, Adiyanti and Sari (2024) found that remote working has a positive relationship with employee performance. The flexibility to work with any other person allows workers to work more effectively and be better than before.

H1: Supportive leadership has a positive effect on employee productivity.

H2: Remote working has a positive effect on employee productivity.

### **The Effect of Supportive Leadership and Remote Working on Work-Life Balance**

Stein et al. (2021) explain that supportive leadership refers to a leader's behavior in creating a work environment that provides positive conditions and support for employees. Such leadership encourages employees to perform better, fosters healthy relationships among coworkers, and enables individuals to develop and utilize their talents effectively. Supportive leadership also plays an important role in helping employees maintain a balanced relationship between their professional and personal lives. When leaders provide emotional support and flexibility, employees tend to experience lower levels of work-related stress. Research by Sani and Adisa (2024) and Hendry et al. (2025) indicates that supportive leadership positively influences work-life balance, suggesting that managerial support allows employees to manage their work and family responsibilities more effectively.

According to Rañeses et al. (2022), remote working is a work system based on information and communication technology that enables employees and teams to perform their tasks from remote locations. Remote working arrangements offer greater flexibility, which can help employees achieve a better integration between work and personal life. Findings by Widianti and Dewi (2023) identify flexibility as a major advantage of remote working in supporting work-life balance, and further show that higher levels of work flexibility contribute positively to employees' ability to maintain this balance.

H3: Supportive leadership has a positive effect on work-life balance.

H4: Remote working has a positive effect on work-life balance.

### **The Effect of Work-Life Balance on Employee Productivity**

Work-life balance refers to the extent to which individuals maintain harmony between their professional responsibilities and personal life while prioritizing overall well-being. According to Brough et al. (2022), work-life balance reflects the level of satisfaction individuals experience when managing multiple roles in their lives. Similarly, Adisa et al. (2022) describe work-life balance as a condition in which individuals can equally allocate their time and energy between work-related tasks and family or personal responsibilities. This balance enables individuals to fulfill both domains effectively without excessive conflict between work and personal life demands.

Productivity, on the other hand, represents an important measure used to evaluate whether an organization is achieving its goals effectively. Kumbadewi et al. (2021) explain that productivity reflects the optimal utilization of company resources and infrastructure to produce maximum results per unit of production. In a broader sense, productivity refers to how efficiently outputs are generated in relation to inputs used in the production process (Yandi, 2022). Achieving a healthy work-life balance can support employees'

psychological well-being and improve their work performance. Empirical findings by Harahap et al. (2023) and Aprilianto et al. (2025) indicate that work-life balance is positively associated with employee performance and productivity, as individuals who maintain better balance tend to demonstrate higher levels of productivity.

H5: Work-life balance has a positive effect on employee productivity.

### Work-Life Balance as Mediating Variable

Work-life balance plays an important mediating role in explaining how organizational practices influence employee productivity. A balanced integration between professional and personal responsibilities supports employees' psychological well-being, which subsequently improves their work performance (Fotiadis et al., 2019). Employees who are able to manage work demands alongside personal and family responsibilities tend to experience lower stress levels and higher job satisfaction, conditions that ultimately contribute to greater productivity. In this context, work-life balance can function as a mechanism that connects leadership practices and work arrangements with employee outcomes.

Supportive leadership is one of the factors that can strengthen work-life balance and indirectly enhance employee productivity. Leaders who provide emotional support, understanding, and flexibility enable employees to manage their professional and personal responsibilities more effectively. Research by Saputra and Masdupi (2024) shows that leadership support improves employee well-being, which in turn leads to better job performance. This finding suggests that supportive leadership not only influences productivity directly but also contributes indirectly by fostering a healthier balance between work and personal life. Similarly, remote working arrangements provide flexibility that allows employees to better regulate their working time and personal activities. Such flexibility helps employees maintain a more balanced relationship between work and personal life. Mamatha and Thoti (2023) found that higher productivity in remote working environments is associated with improved work-life balance, and their results also demonstrate that work-life balance acts as a mediating variable between remote working and employee productivity.

H6: Work-life balance mediates the influence of supportive leadership on employee productivity.

H7: Work-life balance mediates the influence of remote working on employee productivity.

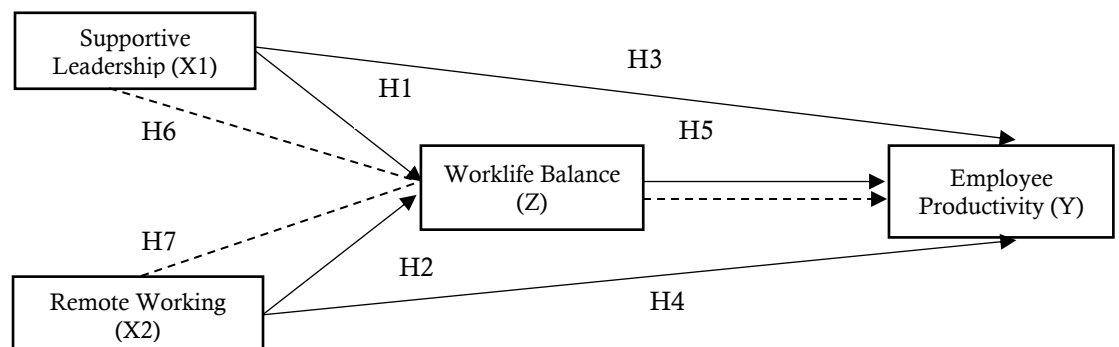


Figure 1. Research framework

Figure 1 illustrates the research framework examining the relationships between supportive leadership, remote working, work-life balance, and employee productivity. Supportive leadership and remote working are proposed to influence work-life balance, which in turn acts as a mediating factor affecting employee productivity. Additionally, both supportive leadership and remote working are hypothesized to have a direct impact

on employee productivity, suggesting that these factors may influence performance both independently and through their effect on work-life balance. The framework highlights the central role of work-life balance in linking management practices and flexible work arrangements to overall employee productivity.

## **RESEARCH METHODS**

This study employed a quantitative research design using a descriptive and verification approach. Quantitative research methods are utilized to test hypotheses by analyzing numerical data through statistical techniques. A descriptive approach is used to describe condition variables, such as leadership, supportive, remote working, work-life balance, and productivity of employees. Meanwhile, the approach verification used for knowing and analyzing the influence of style leadership, supportive and remote working, towards productivity, and employee work-life balance as intervening variables.

Population refers to a generalization area consisting of objects or individuals that possess specific characteristics to be examined and from which conclusions are drawn. In this study, the population comprised all employees working in fintech companies. The sample represents a portion of the population selected to serve as research respondents. Sampling was conducted using a non-probability technique, specifically purposive sampling, whereby participants were chosen based on predetermined criteria: being employees of fintech companies, having a minimum of six months of work experience, and having previously or currently engaged in remote working arrangements. Referring to Hair et al. (2014), the recommended sample size in SEM analysis is calculated by multiplying the number of indicators by five to ten. Given that this study included 20 indicators, the minimum required sample size was 100 respondents.

This study utilized primary data collected directly from respondents through the distribution of questionnaires. The data were obtained from employees of fintech companies who participated as research respondents. Data collection was conducted using a structured questionnaire consisting of written questions designed to gather relevant information from participants. The measurement instrument employed a Likert scale to assess responses. The Likert scale is commonly used to measure individuals' attitudes, opinions, and perceptions toward a particular phenomenon.

The variables in this study are measured using several indicators derived from established literature. Supportive leadership is assessed through indicators including attention to employees, emotional support, leader accessibility, and the creation of a comfortable work environment (Northouse, 2025). Remote working is measured by indicators such as time flexibility, workplace flexibility, the use of technology, and the intensity of working remotely (Gajendran & Harrison, 2007). Work-life balance is evaluated through the balance of time, involvement, satisfaction, and strain experienced by employees (Greenhaus & Allen, 2011). Meanwhile, employee productivity is measured using indicators such as work quantity, work quality, timeliness, and work efficiency (Hasibuan, 2016).

This study uses the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with SmartPLS software for data analysis techniques. This method was chosen because it can analyze the connection between variables simultaneously and is appropriately used for sample sizes that are not too large. The analysis occurs through two phases: the outer model for test validity and reliability indexes, and the inner models for the test connections of variables and hypotheses. Analysis results are seen from the Mark coefficient path, t-statistic, and p-values to know the influence of the variables studied.

## **RESULTS**

The respondent characteristics in this study describe the demographic profile of employees who participated as research respondents. These characteristics include gender, age, level of education, and length of work experience. Presenting this information is important to provide a general overview of the sample used in the study

and to illustrate the background diversity of the respondents. The detailed distribution of respondents based on these characteristics is presented in Table 1.

**Table 1.** Characteristics of Respondents

Characteristics	Category	Amount	Percentage (%)
Gender	Man	58	58%
	Woman	42	42%
Age	21–25 Years	28	28%
	26–30 Years	40	40%
	31–35 Years	20	20%
	> 35 Years	12	12%
	Diploma	15	15%
Last education	Bachelor	68	68%
	Master	17	17%
	6 months – 1 year	22	22%
Length of work	1–3 years	46	46%
	3–5 years	20	20%
	> 5 years	12	12%

Based on Table 1, the majority of respondents were male (58%), aged between 26 and 30 years (40%), with a Bachelor’s degree (68%), and had 1–3 years of work experience (46%). This indicates that the respondents in this study were mostly young, efficient employees with a relatively good level of education and sufficient work experience. This indicates that respondents were intellectually competent, adaptable to technology, and had sufficient work experience to understand the remote work system, their superiors’ leadership styles, and the work-life balance conditions they experienced.

**Table 2.** Outer Loading

Variable	Indicator	Loading Factor	Status
Supportive Leadership (X1)	X1.1	0.812	Valid
	X1.2	0.845	
	X1.3	0.873	
	X1.4	0.821	
Remote Working (X2)	X2.1	0.834	Valid
	X2.2	0.879	
	X2.3	0.841	
	X2.4	0.806	
Employee Productivity (Y)	Y1	0.865	Valid
	Y2	0.889	
	Y3	0.843	
	Y4	0.856	
Work Life Balance (Z)	Z1	0.852	Valid
	Z2	0.887	
	Z3	0.869	
	Z4	0.824	

Convergent validity test can be determined based on the loading factor and Average Variance Extracted (AVE) values. Considering Table 2, external loading test results indicated that there exists a loading factor value of more than 0.70 for all indicators in the variables leadership support, remote work, work-life balance, and employee productivity. For the leadership support variable, indicator X1.3 has maximal loading, meaning that the dimension of leader support in guiding and nurturing employees is most appropriate in exhibiting this variable. For X2, this indicator is X2.2 in remote work, which has the highest loading value, showing that flexibility and the ease of implementing remote work are the predominant factors. In the work-life balance variable, in addition, the loading value for the indicator Z.2 is the highest, indicating that work involvement in personal life is a very significant factor in determining the employee work-life balance. Indicator Y.2 had the highest loading on the employee productivity variable, signifying that employees’ capabilities in completing work effectively form the main indicator of productivity. As a

result, the research instrument was declared to be valid and suitable for further analysis, because all indicators in variables X1, X2, Z, and Y have satisfied the convergent validity criteria.

**Table 3.** Validity and Reliability Test

<b>Variables</b>	<b>AVE</b>	<b>Cronbach's alpha</b>	<b>Composite Reliability</b>
Supportive Leadership (X1)	0.703	0.859	0.904
Remote Working (X2)	0.691	0.850	0.899
Work-life Balance (Z)	0.734	0.879	0.917
Employee Productivity (Y)	0.746	0.887	0.921

The test results in Table 3 demonstrate Average Variance Extracted (AVE) for supportive leadership = 0.703, remote working = 0.691, work-life balance = 0.734, and employee productivity = 0.746. AVE values are all above the minimum threshold of 0.50, so we can say that there is a good degree of convergent validity for each variable. This suggests that the indicators used in each variable can explain more than half of the construct, the supportive leadership, remote working, work-life balance, and employee productivity variables can be declared valid and used for further structural model analysis.

Table 3 reveals that the values of Cronbach Alpha and Composite Reliability of supportive leadership variable are 0.859 and 0.904, respectively, for the remote working variable, as 0.850 and 0.899, for the work-life balance variable, which were 0.879 and 0.917, and for employee productivity as 0.887 and 0.921. All Cronbach Alpha and Composite Reliability values are above the minimum limit of 0.70. This means the metrics reflecting supportive leadership, remote working, work-life balance, and employee productivity variables displayed good consistency and reliability that can be used in further analysis in the research model.

The significant influence of exogenous (independent) latent variables on endogenous (dependent) latent variables can be analyzed using the R-square value. This value illustrates the extent to which the independent variable explains the dependent variable. The following are the results of the Coefficient of Determination (R<sup>2</sup>) test:

**Table 4.** R-Square Test

<b>Variables</b>	<b>R-Square</b>
Work Life Balance (Z)	0.621
Employee Productivity (Y)	0.712

Table 4 shows that the R-squared value of the work-life balance variable (0.621) confirms that the supportive leadership and remote working are able to explain work-life balance by 62.1%, and the last remaining value of 37.9% is affected by other variables not included in this study. In addition, the R Square value for the employee productivity variable of 0.712 shows that supportive leadership, remote working, and work-life balance contribute about 71.2% to the explanation of employee productivity, while the other 28.8% is affected by variables not studied. Thus, the independent variables and intervening variables used in this study have a strong explanatory value, representing the research model's high explanatory power, and as a result, play a significant role in explaining work-life balance and employee productivity increase in this study.

**Table 5.** Direct Influence Path Coefficients

<b>Relationship</b>	<b>Coefficient</b>	<b>t-statistics</b>	<b>p-values</b>	<b>Results</b>
Supportive Leadership → Productivity	0.256	2.784	0.006	H1 Accepted
Remote Working → Productivity	0.312	3.215	0.001	H2 Accepted
Supportive Leadership → Work Life Balance	0.421	4.872	0.000	H3 Accepted
Remote Working → Work Life Balance	0.398	4.113	0.000	H4 Accepted
Work Life Balance → Productivity	0.389	4.556	0.000	H5 Accepted

Table 5 presents the results of hypothesis testing and indicates that supportive leadership has a positive and significant effect on employee productivity with a coefficient

of 0.256, t-statistic of 2.784, and p-value of 0.006, so this hypothesis is accepted. Moreover, remote working is positively significantly associated with employee productivity at a coefficient value of 0.312, t-statistic 3.215, and p-value 0.001. Furthermore, supportive leadership positively and significantly correlates with work-life balance, with a coefficient value of 0.421, t-statistic 4.872, and p-value 0.000, and remote working positively and significantly correlates with work-life balance, with a coefficient value of 0.398, t-statistic 4.113, and p-value 0.000. It is seen that work-life balance has a positive impact on employee productivity with a coefficient of 0.389, a t-statistic of 4.556, and a p-value of 0.000. Such findings show that all the relationships between variables in the study model are significant and beneficial, and therefore all direct Hypotheses in this research are also acceptable.

Table 6. Specific Indirect Impacts

Hypothesis	Relationship	t-statistics	p-values	Results
H6	Supportive Leadership → WLB → Productivity	3.221	0.001	Accepted
H7	Remote Working → WLB → Productivity	3.004	0.003	Accepted

For Table 6, the mediation test results indicate that work-life balance has a mediating effect on the influence of supportive leadership on employee productivity, also with a t-statistic value of 3.221 and p-value of 0.001, which indicates that the indirect effect is positive and significant. Moreover, work-life balance can also mediate the effect of remote working on employee productivity (t-statistic = 3.004, p = 0.003), implying significant results. This suggests that work-life balance is an intervening variable that strengthens the effect of supportive leadership and remote working on employee productivity.

## DISCUSSION

Supportive leadership has a positive and significant effect on employee productivity, indicating that stronger leadership support enhances employee performance. Supportive leaders motivate and empower employees, fostering a conducive work environment and strengthening commitment, which ultimately improves productivity (Azizah, 2021; Maharani et al., 2023). This is particularly relevant for fintech employees in Bandung, where flexible, technology-based work systems require high autonomy. Additionally, remote working positively influences employee productivity, as it provides greater flexibility and reduces workplace interruptions (Ismail & Sekarsari, 2022). For fintech employees in Bandung, remote work enables flexible scheduling, minimizes commuting time, and increases work comfort, allowing more effective allocation of time and energy to tasks (Adiyanti & Sari, 2024). Consequently, remote working plays a crucial role in enhancing productivity in technology-driven organizations.

Research results show that leadership support has a positive and significant effect on employee work-life balance, indicating that greater leadership support leads to a better balance between employees' professional and personal lives (Nassani et al., 2024). In fintech companies in Bandung City, where flexible and technology-based work systems often blur the boundary between work and personal life, leadership support, such as attention to employee well-being, emotional support, and work flexibility, helps employees manage their responsibilities more effectively (Sani & Adisa, 2024). This support can reduce work stress and improve psychological well-being, thereby strengthening work-life balance. In addition, remote working also has a positive influence on employees' work-life balance, as flexible work arrangements allow employees to manage their schedules more autonomously and adjust to both work and personal demands. This flexibility reduces work-family conflict and improves overall well-being, enabling employees to maintain better physical and psychological conditions (Palumbo, 2020).

Research findings demonstrate that work-life balance has a positive and significant effect on employee productivity, indicating that individuals who successfully manage their professional and personal responsibilities tend to achieve higher levels of

performance. For employees in fintech companies in Bandung City, maintaining work–life balance is particularly important given the intense demands and pressures characteristic of the industry, which may influence psychological well-being. When employees experience a healthy balance, they report lower stress levels, stronger motivation, and improved mental conditions, all of which contribute to enhanced job performance (Sabilla & Wartini, 2025). Empirical evidence by Harahap et al. (2023) and Aprilianto et al. (2025) confirms that work–life balance is a key determinant of productivity, underscoring the need for organizations to integrate work–life balance initiatives into their broader performance improvement strategies.

The findings indicate that work–life balance mediates the relationship between supportive leadership, remote working, and employee productivity. Leadership support enhances productivity by helping employees maintain a balance between professional and personal responsibilities, thereby improving well-being, focus, and motivation (Saputra & Masdupi, 2024). Similarly, remote working strengthens productivity by enabling flexible scheduling, allowing employees to better manage work and personal roles. This improved balance supports physical and psychological well-being, ultimately leading to better concentration and job performance.

These findings have important practical implications for fintech organizations, particularly in Bandung City. Companies should strengthen supportive leadership practices by enhancing managerial capabilities in communication, empathy, and employee well-being support. In addition, organizations need to design structured remote working policies that balance flexibility with clear performance expectations to maximize productivity outcomes. Integrating work–life balance initiatives, such as flexible scheduling, mental health support, and workload management, is also essential to sustain employee performance. By aligning leadership support, remote work systems, and work–life balance strategies, organizations can create a more adaptive and productive work environment in increasingly dynamic and technology-driven industries.

## **CONCLUSION**

This study examines the influence of supportive leadership and remote working on employee productivity with work–life balance as an intervening variable. The SEM-PLS analysis shows that supportive leadership and remote working have positive and significant effects on employee productivity, both directly and indirectly through work–life balance. These findings indicate that in technology-driven workplaces, productivity is influenced not only by technical performance but also by psychological factors such as leadership support and employees' ability to balance work and personal life. Work–life balance also functions as an important mediating variable that strengthens the relationship between supportive leadership, remote working, and productivity. This study contributes to supportive leadership and work–life balance literature by highlighting the strategic role of leadership support in improving productivity through employee well-being. The findings suggest that organizations, particularly in the fintech sector, should develop supportive leadership practices and flexible work systems that promote work–life balance in order to sustain employee productivity in the digital work environment.

This study has several limitations that should be considered. First, the research focuses solely on fintech employees, which may limit the generalizability of the findings to other industries with different organizational characteristics and work systems. Second, the use of non-probability purposive sampling and a relatively limited sample size may affect the representativeness of the results. Third, the study relies on self-reported questionnaire data, which may introduce response bias and reflect subjective perceptions. Therefore, future research is encouraged to expand the sample across various industries and larger populations to improve generalizability. In addition, future studies may incorporate additional variables such as job satisfaction, organizational culture, or digital competence, and apply mixed-method or longitudinal approaches to better capture the dynamic relationships among supportive leadership, remote working, work–life balance, and employee productivity.

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