



The Influence of Organizational Citizenship Behavior and Work-Life Balance on Organizational Commitment (A Study on e-Fishery Employees)

Zulfikry Agung Firdaus, Maman Suratman

Universitas Widyatama, Indonesia

Email: zulfikryfirdaus74@gmail.com, mamansuratman@widyatama.ac.id

Corresponding Author: zulfikryfirdaus74@gmail.com

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Abstract

This research focuses on eFishery, a start-up company based in Bandung, specifically during the period of December 2024 to January 2025. During this time, the start-up underwent a significant layoff, impacting nearly 95% of its employees due to issues of fraud. This crisis provides a compelling case study for examining employee retention strategies from a Human Resource Management (HRM) perspective. The study aims to investigate the influence of organizational citizenship behavior and work-life balance on organizational commitment in e-Fishery Employees. A quantitative causal-associative research method was employed, with the population comprising eFishery employees during the December 2024–January 2025 period. Three Likert scales were utilized to measure the variables: the Organizational Citizenship Behavior Scale, the Work-Life Balance Scale, and the Organizational Commitment Scale. Multiple linear regression analysis was used for data analysis. Empirical findings indicate that employee Organizational Citizenship Behavior at eFishery is at a moderate level, while Work-Life Balance and Organizational Commitment are high. The results demonstrate a significant positive influence of Organizational Citizenship Behavior on Organizational Commitment, a significant positive influence of Work-Life Balance on Organizational Commitment, and a significant combined influence of Organizational Citizenship Behavior and Work-Life Balance on Organizational Commitment. These findings emphasize that even in crisis situations, companies can maintain employee commitment by encouraging voluntary behavior (OCB) and ensuring work-life balance (WLB).



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INTRODUCTION

One of the success stories among Indonesian start-ups is eFishery, which in 2023 secured Series D funding of approximately IDR 3 trillion from several global investors (Arini, 2023). Once

hailed as a model agritech start-up, eFishery faced severe challenges that marked the decline of its journey. The problems began with suspected financial statement manipulation, first detected in Q4 of 2024, which ultimately implicated the company's CEO. According to Bloomberg News (2025), an internal investigation revealed a claimed profit of USD 752 million (IDR 12.3 trillion) between January and September 2024. In reality, however, the Bandung-based company incurred a loss of USD 35.4 million (IDR 578 billion), with actual revenue amounting to just USD 157 million (IDR 2.6 trillion).

From a Human Resource Management (HRM) standpoint, the mass layoffs that occurred within the company offer a compelling case to investigate employee behavior and organizational loyalty during times of crisis. Organizational commitment refers to the psychological attachment that an employee feels toward their organization, often resulting in a sense of obligation or identification with the organization (Meyer & Allen, 1991). Several factors influence this commitment, two of which are Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB). Previous studies, such as those by Purwanto et al. (2021) and Suherdi & Ahmad (2023), have generally established a positive relationship between OCB and organizational commitment. Similarly, research by Eriyanti & Noekent (2021) and Marseno & Muafi (2021) indicates that a good Work-Life Balance can enhance employee commitment. However, these studies were predominantly conducted in stable organizational contexts. OCB refers to employees' discretionary efforts that go beyond their formal job descriptions, often aimed at supporting coworkers and the organization. Meanwhile, WLB represents the degree of balance individuals are able to achieve between their professional responsibilities and personal life. An optimal work-life balance often enhances the sense of commitment toward one's employer.

The urgency and novelty of this research lie in its specific focus on a start-up company experiencing a severe crisis—namely eFishery during its mass layoff period from December 2024 to January 2025. This context is critical, as organizational dynamics during crises can significantly alter the relationship between established HR variables. While previous research often positions organizational commitment as an antecedent to OCB, this study explores the reverse dynamic, investigating whether discretionary employee behaviors (OCB) and personal equilibrium (WLB) can foster commitment even when the organization's survival is threatened. This perspective is scarcely explored in existing literature, particularly within the volatile start-up ecosystem in Indonesia. The observed issues at eFishery—a crisis leading to 95% layoffs, low commitment among remaining employees, and indications of diminished OCB and WLB—highlight the practical urgency of understanding these relationships to develop effective employee retention strategies in turbulent times.

Given the volatile dynamics of start-up environments, this study contributes to the development of adaptive HRM policies. The research is based on the following observed issues: (1) eFishery underwent a crisis due to financial mismanagement, resulting in 95% employee layoffs; (2) remaining employees exhibited low commitment; and (3) observations indicated low OCB and WLB among employees. Therefore, the purpose of this study is to determine the influence of Organizational Citizenship Behavior and Work-Life Balance on the Organizational

Commitment of eFishery employees during the crisis period. The benefits of this research are expected to provide practical insights for company management in formulating HRM policies that can maintain and enhance employee commitment during organizational difficulties. For the academic field, this research contributes to the development of organizational behavior science, especially regarding the dynamics of OCB, WLB, and commitment in a crisis context, offering a new perspective that can serve as a reference for further studies.

MATERIALS AND METHOD

This study used a quantitative approach with a causal associative approach. The aim was to determine the influence of Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) on Organizational Commitment (OC) among eFishery employees. The study was conducted at the eFishery startup from December 2024 to January 2025.

The study population consisted of all active eFishery employees during that period. A sample of 95 respondents was selected using purposive sampling based on two criteria: (1) active employee status from December 2024 to January 2025, and (2) a minimum of one year of service.

The data collection instrument was a Likert-scale questionnaire consisting of three sections: the OCB Scale, the WLB Scale, and the OC Scale. Each instrument was tested for validity using Pearson Product-Moment correlation and reliability using Cronbach's Alpha, all of which demonstrated validity and reliability.

Data analysis techniques included descriptive analysis to calculate the index value of each variable, as well as inferential analysis using multiple linear regression. Prior to the regression, classical assumption tests were conducted, including normality, linearity, heteroscedasticity, and multicollinearity tests. Hypothesis testing was conducted using a partial t-test to determine the effect of each independent variable on the dependent variable, and a simultaneous F-test to determine the joint effect of OCB and WLB on OC.

RESULTS AND DISCUSSIONS

Overview of Research Respondents

Data was collected using Google Forms from a total of 95 respondents. The demographic breakdown is summarized in Table 1:

Table 1. Overview of Research Respondents

No	Characteristic	Sub-Characteristic	Frequency	Percentage (%)
1	Gender	Female	33	34.74%
		Male	62	65.26%
2	Age	≤ 24 years	10	10.53%
		25 – 29 years	13	13.68%
		30 – 34 years	32	33.68%
		35 – 39 years	29	30.53%
		40 – 44 years	6	6.32%
		≥ 45 years	5	5.26%
3		Permanent	70	73.68%

No	Characteristic	Sub-Characteristic	Frequency	Percentage (%)
	Employment Status	Contractual/Temporary	25	26.32%
4	Division	Product	16	16.84%
		Business Unit Fish	16	16.84%
		Financing	10	10.53%
		Business Unit Shrimp	8	8.42%
		Account Receivable	4	4.21%
		Sourcing	6	6.32%
		AR Cash Collection	14	14.74%
		Checker	11	11.58%
5	Job Level	Associate	64	67.37%
		Senior Associate	20	21.05%
		Manager	11	11.58%
6	Salary (IDR in million)	3.5 – 4.5 million	0	0.00%
		4.6 – 5.1 million	1	1.05%
		5.1 – 7.5 million	41	43.16%
		7.6 – 10 million	44	46.32%

Sumber: Processed Primary Data, 2025

Measurement Instrument Test

The validity of the research instruments was assessed using the Pearson Product-Moment correlation test. The decision-making criteria for item validity were as follows:

- An item is considered valid if its *r*-calculated value is greater than the *r*-table value of 0.202 (for *df*: *N*-2, which is 95-2; at a significance level of 0.05).
- An item is considered invalid or dropped if its *r*-calculated value is less than the *r*-table value of 0.202 (for *df*: *N*-2, which is 95-2; at a significance level of 0.05).

Reliability in this study was evaluated using Cronbach's Alpha, with a range from 0.00 to 1.00; values closer to 1 indicate stronger reliability. According to Sekaran and Bougie (2016), the minimum acceptable threshold for a reliability coefficient is 0.7.

Validity testing of the Organizational Citizenship Behavior scale revealed that all 20 items were valid (*r*-calculated > *r*-table), with a validity range between 0.917 and 0.964. The reliability coefficient of the Organizational Citizenship Behavior scale is 0.993 (highly reliable). Validity testing of the Work-Life Balance scale revealed that all 18 items were valid (*r*-count > *r*-table), with a validity range between 0.928 and 0.969. The reliability coefficient of the Work-Life Balance scale is 0.993 (highly reliable). Validity testing of the Organizational Commitment scale revealed that all 18 items were valid (*r*-count > *r*-table), with a validity range between 0.908 and 0.947. The reliability coefficient of the Organizational Commitment scale is 0.990 (highly reliable).

Data Analysis Technique

Multiple linear regression analysis can be performed if the data are of interval type and meet the parametric statistical requirements. There are four parametric requirements for the classical assumption tests in this study:

1. Normality: The data are normally distributed. This is assessed by examining the Q-Q plot of the unstandardized residuals.
2. Linearity: Each independent variable has a linear relationship with the dependent variable. This is assessed using a test for linearity.
3. No Heteroscedasticity: There is no evidence of heteroscedasticity. This is assessed using the Glejser technique;
4. No Multicollinearity: There is no evidence of multicollinearity. This is assessed by reviewing the VIF (Variance Inflation Factor) and Tolerance values.

The simultaneous F-test and partial t-test within the multiple linear regression analysis are conducted to address the four research hypotheses proposed. The simultaneous F-test assesses the collective influence of the independent variables on the dependent variable (Hypothesis 4), using the calculated F-value (F-count) compared to the critical F-value (F-table).

Conversely, the partial t-test individually determines whether each independent variable has a relationship or influence on the dependent variable (Hypotheses 1 to 3). This is assessed by comparing the calculated t-value (t-count) with the critical t-value (t-table) and checking if the significance value (sig) is less than 0.05.

Index Value

Here are the respondent index values for the Organizational Citizenship Behavior scale:

Table 2. Index Values for the Organizational Citizenship Behavior Scale

No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
1	X1.1	5	26	42	20	2	54,6	moderate
2	X1.2	4	33	32	23	3	54,6	moderate
3	X1.3	6	25	40	20	4	55,2	moderate
4	X1.4	4	31	34	23	3	55	moderate
5	X1.5	5	28	38	21	3	54,8	moderate
6	X1.6	7	29	34	22	3	54	moderate
7	X1.7	4	33	34	22	2	54	moderate
8	X1.8	4	32	33	22	4	55	moderate
9	X1.9	5	31	34	22	3	54,4	moderate
10	X1.10	3	30	39	19	4	55,2	moderate
11	X1.11	3	34	33	21	4	54,8	moderate
12	X1.12	2	32	33	27	1	55,6	moderate
13	X1.13	5	30	39	18	3	53,8	moderate
14	X1.14	2	31	37	22	3	55,6	moderate

No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
15	X1.15	3	30	38	20	4	55,4	moderate
16	X1.16	6	27	39	21	2	54,2	moderate
17	X1.17	5	27	37	23	3	55,4	moderate
18	X1.18	3	35	33	21	3	54,2	moderate
19	X1.19	5	30	38	18	4	54,2	moderate
20	X1.20	4	32	38	18	3	53,8	moderate
Average Index Value of OCB Scale							54,69	Moderate

Source: Primary Data Processed, 2025

The average index value for the Organizational Citizenship Behavior scale is 54.69 (moderate), which is the lowest average among the three variables. The items with the highest index values (55.6, moderate) are X1.12, "I respect every colleague regardless of their position," and X1.14, "I maintain the organization's good image to external parties." This suggests that respondents respect colleagues based on shared workplace, not just position. Conversely, the items with the lowest index values (53.8, moderate) are X1.13, "I actively participate in organizational activities and meetings," and X1.20, "I complete tasks honestly and responsibly." This indicates respondents tend to limit participation in activities outside their job descriptions. Furthermore, respondents show a tendency to delegate responsibility to the team when it comes to accountability, likely due to the collaborative nature of work at eFishery.

Here are the respondent index values for the Work-Life Balance scale:

Table 3. Index Values for the Work-life Balance Scale

No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
1	X2.1	7	31	61	24	2	71,6	high
2	X2.2	7	33	54	28	3	72,4	high
3	X2.3	6	33	57	24	5	72,8	high
4	X2.4	5	30	64	22	4	73	high
5	X2.5	6	31	60	26	2	72,4	high
6	X2.6	6	27	64	25	3	73,4	high
7	X2.7	5	28	60	28	4	74,6	high
8	X2.8	5	31	63	22	4	72,8	high
9	X2.9	7	24	64	27	3	74	high
10	X2.10	6	26	62	27	4	74,4	high
11	X2.11	4	31	62	25	3	73,4	high
12	X2.12	5	31	61	25	3	73	high
13	X2.13	6	25	68	21	5	73,8	high
14	X2.14	7	28	62	25	3	72,8	high
15	X2.15	5	31	61	25	3	73	high
16	X2.16	8	29	60	23	5	72,6	high
17	X2.17	7	29	58	28	3	73,2	high
18	X2.18	8	25	62	28	2	73,2	high

No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
Average Index Value of WLB Scale							73,13	High

Source: Primary Data Processed, 2025

The average index value for the Work-Life Balance scale is 73.13 (high), ranking second highest after the Organizational Commitment scale. The item with the highest index value (74.6, high) is X2.7, "I am actively involved in both work and personal life." This suggests respondents feel capable of actively engaging in both major domains. Conversely, the item with the lowest index value (71.6, high) is X2.1, "I can balance my time between work and personal life." This indicates respondents believe a perfect balance between the two domains is not always achievable, implying that either work or family time often needs to be sacrificed.

Here are the respondent index values for the Organizational Commitment scale:

Table 4. Index Values for the Organizational Commitment Scale

No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
1	Y1	4	25	53	37	6	78,2	high
2	Y2	4	26	51	35	9	78,8	high
3	Y3	4	25	51	38	7	78,8	high
4	Y4	3	25	53	36	8	79,2	high
5	Y5	5	25	53	35	7	77,8	high
6	Y6	3	27	51	40	4	78	high
7	Y7	2	27	56	32	8	78,4	high
8	Y8	5	24	56	34	6	77,4	high
9	Y9	5	22	52	39	7	79,2	high
10	Y10	7	19	57	34	8	78,4	high
11	Y11	4	26	48	42	5	78,6	high
12	Y12	3	24	58	33	7	78,4	high
13	Y13	6	22	48	42	7	79,4	high
14	Y14	3	24	56	35	7	78,8	high
15	Y15	3	24	50	43	5	79,6	high
16	Y16	4	23	56	36	6	78,4	high
17	Y17	4	24	50	40	7	79,4	high
18	Y18	5	23	53	38	6	78,4	high
Average Index Value of OC Scale							78,62	High

Source: Primary Data Processed, 2025

The average index value for the Organizational Commitment scale is 78.62 (high), the highest among all three scales. The item with the highest index value (79.6, high) is Y15, "I feel I should reciprocate the company's kindness towards me." This suggests respondents feel a sense of obligation to repay the company's positive treatment through specific behaviors. Conversely, the

item with the lowest index value (77.4, moderate) is Y8, "I feel it would be difficult to find a job as good as this elsewhere." This indicates respondents do not perceive finding a job as good as their current one at eFishery to be difficult.

Classical Assumption Test

1. Normality Test

Normality testing is conducted by observing the distribution of points on the Q-Q Plot of the Unstandardized Residuals:

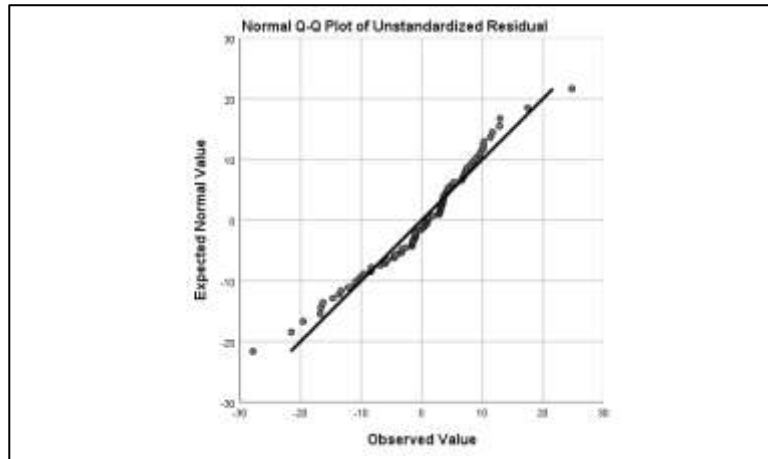


Figure 2. Q–Q Plot's Results From Unstandardized Residual Value

Source: SPSS Data Processing, 2025

The residual normality test, based on the visualization of the Q-Q Plot (see Figure 2), indicates that the residual distribution is normal, as shown by the spread of points following the diagonal line. Therefore, the assumption of residual normality is considered fulfilled.

2. Linearity Test

The linearity test in this study is performed by examining the test for linearity, with the following decision criteria:

- An independent variable has a linear relationship with the dependent variable if the sig value < 0.05 .
- An independent variable has a non-linear relationship with the dependent variable if the sig value > 0.05 .

Here are the linearity test results:

Table 5. Linearity Test Results

No	Variables Relationship	Sig (p)	Parameters	Interpretation
1	OC (Y) ← OCB	0,000	$< 0,05$	Linear
2	← WLB	0,000	$< 0,05$	Linear

Source: SPSS Data Processing, 2025

Based on the table above, the relationship between the Organizational Citizenship Behavior variable and the Organizational Commitment variable is linear (sig value < 0.05). Similarly, the relationship between the Work-Life Balance variable and the Organizational Commitment variable is linear (sig value < 0.05). Thus, the parametric requirement for linearity is met.

3. Heteroscedasticity Test

The heteroscedasticity test in this study uses the Glejser technique, with the following decision criteria:

- There is no indication of heteroscedasticity if the p (Abs_res) value > 0.05 .
- There is an indication of heteroscedasticity if the p (Abs_res) value < 0.05 .

The table below presents the results of the heteroscedasticity test:

Table 6. Heteroscedasticity Test Results

No	Variables	Relationship	Sig (p)	Parameters	Interpretation
1	OC	← OCB	0,385	$> 0,05$	There is No Symptom of Heteroscedasticity
2	(ABS_RES)	← WLB	0,179	$> 0,05$	

Source: SPSS Data Processing, 2025

Based on the table above, it is evident that there is no indication of heteroscedasticity for both the influence of Organizational Citizenship Behavior on the ABS_RES of Organizational Commitment and the influence of Work-Life Balance on the ABS_RES of Organizational Commitment, as their sig values are > 0.05 . Therefore, it can be concluded that the parametric requirement regarding heteroscedasticity is fulfilled.

4. Multicollinearity Test

The multicollinearity test in this study refers to two values: tolerance and VIF (Variance Inflation Factor). The decision criteria are as follows:

- There is no indication of multicollinearity if the VIF value < 10.00 and the tolerance value > 0.10 .
- There is an indication of multicollinearity if the VIF value > 10.00 and the tolerance value < 0.10 .

Here are the multicollinearity test results:

Table 7. Multicollinearity Test Results

No	Variables	Relationship	VIF	Tolerance	Interpretation
1	OC	← OCB	1,660 (< 10)	0,602 ($> 0,10$)	There is No Symptom of Multicollinearity
2		← WLB	1,660 (< 10)	0,602 ($> 0,10$)	

Source: SPSS Data Processing, 2025

Based on the calculations presented in the table above, there is no indication of multicollinearity, as the VIF values are < 10 and the tolerance values are > 0.10 . Therefore, the parametric requirement for multicollinearity is fulfilled. Based on the classical assumption tests performed, all four parametric requirements are met, allowing for multiple linear regression analysis. The results of the multiple linear regression analysis for this study are as follows:

Table 8. Multiple Linear Regression Analysis Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	12,747	3,554		3,586	,001
OCB	,391	,066		,457	5,905
WLB	,422	,073		,448	5,778

a. Dependent Variable: OC

Source: SPSS Data Processing, 2025

The results of the regression analysis in the multiple linear regression equation formula are as follows:

$$Y = 12,747 + 0,391X_1 + 0,422X_2$$

The simultaneous F-test can reveal two aspects: first, whether the formed regression model is viable or not; and second, the simultaneous influence of the independent variables on the dependent variable. The decision criteria are as follows:

- The formed regression model is viable, and there is a simultaneous and significant influence of the independent variables on the dependent variable if the calculated F-value (F-count) > 3.09 (F-table value, $df = 2$; $N = 95$) with a sig value < 0.05 .
- The formed regression model is not viable, and there is no simultaneous and significant influence of the independent variables on the dependent variable if the calculated F-value (F-count) < 3.09 (F-table value, $df = 2$; $N = 95$) with a sig value > 0.05 .

Here are the SPSS processing results for this study:

Table 9. Output ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14342,820	2	7171,410	92,362	,000 ^b
Residual	7143,265	92	77,644		
Total	21486,084	94			

a. Dependent Variable: OC

b. Predictors: (Constant), WLB, OCB

Sumber: Output SPSS, 2025

The results of the simultaneous F-test indicate that: (1) the multiple linear regression model formed is viable, and (2) both independent variables simultaneously and significantly influence the dependent variable of the study. This is demonstrated by an F-value (F-count) of $92.362 > 3.09$ (F-table) and a sig value of $p = 0.000 (< 0.05)$. The R^2 value is 0.668 or 66.8%, meaning that 66.8% of the variation in the dependent variable can be explained by the independent variables simultaneously. The remaining 32.2% is explained by other factors of organizational commitment not included as independent variables in this study. In other words, the closer the R^2 value is to 1 or 100%, the better the regression model explains the variation in the dependent variable.

To determine whether the proposed research hypotheses are accepted or rejected, we refer to the coefficient table for the t-values and significance. Based on the t-analysis presented in Table 11 and Table 12, the research findings are as follows:

1. Impact of Organizational Citizenship Behavior on Organizational Commitment at eFishery

Based on the coefficient table, the t-value for the Organizational Citizenship Behavior variable is $5.905 > 1.661$ (t-table) with a sig value of $0.000 (< 0.05)$. This means Hypothesis 1 is accepted: there is a positive and significant influence of Organizational Citizenship Behavior (OCB) on organizational commitment (OC) among eFishery employees. The higher the level of Organizational Citizenship Behavior among eFishery employees, the higher their organizational commitment, and vice-versa.

2. Impact of Work-life Balance (X2) on Organizational Commitment at eFishery

Based on the coefficient table, the t-value for the Work-Life Balance variable is $5.778 > 1.661$ (t-table) with a sig value of $0.00 (< 0.05)$. This means Hypothesis 2 is accepted: there is a positive and significant influence of Work-Life Balance (WLB) on organizational commitment (OC) among eFishery employees. The higher the level of WLB among eFishery employees, the higher their organizational commitment, and vice-versa.

3. Simultaneous Impact of Organizational Citizenship Behavior and Work-life Balance on Organizational Commitment at eFishery

Based on the ANOVA table, the F-value is $92.362 > 3.09$ (F-table) and the sig value is $0.000 (< 0.05)$. This means Hypothesis 3 is accepted: there is a simultaneous significant influence of Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) on organizational commitment (OC) among eFishery employees.

Impact of Organizational Citizenship Behavior on Organizational Commitment

There's a positive and significant influence of Organizational Citizenship Behavior (OCB) on Organizational Commitment (OC) among eFishery employees. This finding confirms and aligns with several previous studies, such as those by Purwanto et al. (2021), Suherdi and Ahmad (2023), and Seraj et al. (2025), which yielded similar results regarding the significant impact of OCB on OC, albeit within different scopes.

The dynamic of influence explored in this study is quite interesting. In many previous studies, the tested relationship was often in the reverse direction—from Organizational Commitment (OC)

to Organizational Citizenship Behavior (OCB)—based on the assumption that highly committed employees would be more inclined to exhibit extra-role behaviors (Allen & Meyer, 1990). However, in a crisis context—like eFishery experienced when facing existential uncertainty and fraud issues, particularly from December 2024 to January 2025—OCB can emerge as an adaptive response (Goo et al., 2022). For instance, employees voluntarily assisting cross-functional colleagues or stabilizing daily operations without being asked, signals their efforts to sustain the organization amidst turmoil. This behavior, in turn, fosters a deeper sense of attachment and responsibility (reciprocity) towards the company (Blau, 1964). Thus, the empirical evidence that OCB triggers OC at eFishery aligns with organizational crisis literature, which emphasizes the need for extra-role initiatives as a foundation for commitment formation when an organization is in a precarious situation (Bundy et al., 2017).

Impact of Work-life Balance on Organizational Commitment

There's a positive and significant influence of Work-Life Balance (WLB) on Organizational Commitment (OC) among eFishery employees. This finding confirms and aligns with several previous studies, including those by Eriyanti and Noekent (2021), Marseno and Muafi (2021), Oyewobi et al. (2022), Liu et al. (2021), Ade et al. (2024), and Hadi et al. (2022), despite differences in scope. However, the results of this study do not align or differ from previous research, such as those by Yang and Islam (2021), Rene and Wahyuni (2018), and Ramadhan and Marinda (2019). These discrepancies might stem from various factors. For example, differences in scope could be a trigger; Ramadhan and Marinda's (2019) study found no influence of WLB on OC because its scope was early childhood education teachers, which differs from this study's focus on startup employees.

Haar et al. (2014) emphasize that in the technology industry, Work-Life Balance acts as a primary predictor of affective commitment, as employees feel that the well-being provided reflects the organization's care. Based on the index values, eFishery employees show a high level of Work-Life Balance, which is cultivated within the company. The researcher highlights three items with the lowest index values related to: difficulty balancing personal and work time; work making employees inflexible in managing personal time and feeling burdened; and a lack of harmony between time in the work and personal domains. Practical implementations could include integrated well-being programs like stress management workshops, counseling services, and quarterly workload evaluations. These initiatives aim to boost the existing high Work-Life Balance, which in turn will enhance the level of OC at eFishery.

Simultaneous Impact of Organizational Citizenship Behavior and Work-life Balance on Organizational Commitment

Based on the empirical results of this study, there is a simultaneous significant influence of Organizational Citizenship Behavior and Work-Life Balance on Organizational Commitment among eFishery employees. This is an intriguing finding because, in many research journals, the model explores the influence of Organizational Commitment on Organizational Citizenship

Behavior. However, the empirical results here demonstrate a significant influence when the direction is reversed, with OCB impacting OC.

Referring to Social Exchange Theory (SET) as explained by Alshaabani et al. (2021), it outlines: (1) Initiation Stage: Employees exert effort and time to fulfill their work obligations and engage in extra-role behaviors or organizational citizenship behavior as a form of capital contributed to the company; (2) Reciprocity Stage: The company provides reciprocation in the form of salary, facilities, career clarity, and so forth. Employees then calculate whether what they've given aligns with what they've received; and (3) Reinforcement Stage: The company's failure to meet employee expectations leads to low organizational commitment, while its success in meeting expectations leads to the emergence of employee commitment to the organization..

CONCLUSION

The study found that among eFishery employees, Organizational Commitment (78.62) and Work-Life Balance (73.13) are both at high levels, while Organizational Citizenship Behavior (54.69) is at a moderate level. Analysis revealed that OCB and WLB each have a positive and significant effect on OC, and together they exert a significant combined influence. These results suggest that fostering discretionary employee behaviors alongside supporting work-life balance can strengthen commitment, even in crisis conditions. Future research could explore whether similar patterns are held in different types of organizations or industries, especially in those experiencing prolonged instability, to assess the generalizability and resilience of these relationships.

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