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THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK-LIFE BALANCE ON ORGANIZATIONAL COMMITMENT (A STUDY ON E-FISHERY EMPLOYEES)

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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 among eFishery 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 research 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.

JEL Classifiaction : M12; M51

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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, which was first detected in Q4 of 2024 and 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 a 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). OCB refers to employees' discretionary efforts that go beyond their formal job descriptions, often aimed at supporting coworkers and the organization (Rahmayanti & Johan, 2024). 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. 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. This study is entitled The Influence of Organizational Citizenship Behavior and Work-Life Balance on Organizational Commitment (A Study on e-Fishery Employees).

Literature Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined by Organ et al. (2006) as discretionary contributions that go beyond the strict description and that do not lay claim to contractual recompense from the formal reward system. OCB refers to proactive employee behaviors that enhance organizational performance without expecting formal rewards (Muhdar, 2015). These behaviors are voluntary yet valuable in maintaining a productive work environment. The five dimensions of OCB according to Organ et al. (2006) include:

1. Altruism: Voluntarily helping coworkers with work-related tasks.
2. Sportsmanship: Maintaining a positive attitude even under pressure.
3. Courtesy: Demonstrating politeness and consideration to avoid conflicts.
4. Civic Virtue: Actively participating in organizational governance and expressing concern for the organization's future.
5. Conscientiousness: Performing tasks diligently to avoid mistakes and inefficiencies.

Work-Life Balance

Work-life Balance (WLB) is a psychological construct reflecting how well individuals manage their professional and personal responsibilities. McDonald et al. (2005) define Work-life Balance as the extent to which an individual is equally involved and satisfied with their multiple roles in work and non-work life. Wolor et al. (2020) argue that Work-life Balance is achieved when employees experience happiness and well-being in their lives. Conversely, conflict between work and family roles indicates poor Work-life Balance. McDonald et al. (2005) categorize Work-life Balance into three dimensions:

1. Time Balance: Equitable distribution of time between work and personal life.
2. Involvement Balance: Equally engaging in both domains.
3. Satisfaction Balance: Experiencing similar levels of satisfaction in work and life outside work.

Organizational Commitment

Organizational Commitment is defined by Allen and Meyer (1990) as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization. Mowday et al. (1979) expand this by describing it as

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the internalization of organizational values into personal identity, leading to a strong desire to help the organization achieve its goals. Allen and Meyer (1990) break down commitment into three dimensions:

1. Affective Commitment: Emotional attachment to and involvement in the organization.
2. Continuance Commitment: Commitment based on the perceived costs of leaving the organization.
3. Normative Commitment: A sense of obligation to remain with the organization due to personal values and loyalty.

Hypothesis Development

The Effect of Organizational Citizenship Behavior on Organizational Commitment

Wibowo et al. (2020) argue that in the ideal context of a start-up—where collaborative culture is essential—Organizational Citizenship Behavior serves as a key predictor of employees' organizational commitment. Voluntary extra-role behavior not only enhances daily operational stability but also strengthens emotional attachment to the company. Similarly, Atrizka, et al. (2020) emphasize that OCB fosters loyalty, increases commitment, and reduces turnover. According to Social Exchange Theory (Blau, 1964), a collaborative work environment encourages mutual support, forming a culture of reciprocity. As employees help each other and go beyond their formal duties, they are more likely to feel committed to the organization.
H1: Organizational Citizenship Behavior significantly affects Organizational Commitment

The Effect of Work-Life Balance on Organizational Commitment

Hutagalung et al. (2020) investigated employees in Thailand and reported that work-life balance, particularly the appropriate allocation of time between professional and personal life, exerted a significant positive influence on organizational commitment. This finding reinforces the notion that HR practices supporting employee work-life balance can enhance their moral and emotional attachment to the organization. Similarly, Inegbedion (2024) demonstrated a comparable relationship: a cross-cultural study concluded that work-life balance policies and services significantly affect employee commitment, mediated by job satisfaction. In conclusion, the well-being fostered through work-life balance increases employee affect and loyalty, aligning with the reciprocal mechanisms of social exchange theory, wherein company-initiated work-life balance policies are implemented. Therefore, the second research hypothesis is proposed as follows:
H2: Work-life Balance Significantly Affects Organizational Commitment

The Effect of Organizational Citizenship Behavior and Work-life Balance on Organizational Commitment

The dynamic interplay between Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) among employees fosters a positive cycle. WLB preserves employees' psychological and emotional resources, thereby facilitating the more natural emergence of OCB. Conversely, OCB serves as a concrete expression of reciprocity for the perceived WLB policies. Empirical research in similar organizations has demonstrated that the combination of welfare support and extra-role behaviors yields the highest levels of organizational commitment, encompassing both affective and normative dimensions. Therefore, the interaction of these two independent variables continuously strengthens the organizational commitment of eFishery employees. Consequently, OCB and WLB are not isolated constructs: WLB practices provide the psychological resource foundation that enables OCB to manifest smoothly, while OCB reinforces employee commitment in response to organizational support. This synergy, in turn, collectively and continuously solidifies the organizational commitment of eFishery employees.
H3: Organizational Citizenship Behavior and Work-life Balance Significantly Affects Organizational Commitment.

Conceptual Framework

Drawing upon Social Exchange Theory (SET), as articulated by Blau (1964), the simultaneous presence of Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) forms a positive cycle. WLB functions to preserve employees' psychological and emotional resources, thereby enabling OCB to emerge more naturally. Conversely, OCB serves as a concrete manifestation of reciprocity for the perceived benefits of WLB policies. Therefore, the nature of the relationship between these two independent variables and the study's dependent variable is illustrated in the diagram below:

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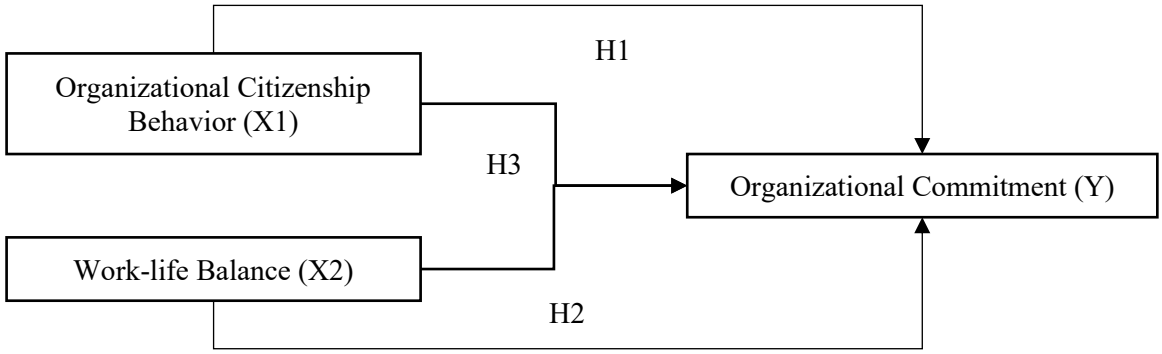


Figure 1. Reseacrh Paradigm
Source: Developed by the researchers,2025

Methodology

This study employed a quantitative associational causality approach, examining Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) as independent variables and Organizational Commitment as the dependent variable. The research was conducted at the start-up company eFishery during the period of December 2024 to January 2025. A sample of 95 respondents was selected using purposive sampling based on the following criteria: (1) Active employee status during December 2024 – January 2025; and (2) Minimum of one year of employment at eFishery. Data collection was carried out using research questionnaires comprising the Organizational Citizenship Behavior Scale, the Work-Life Balance Scale, and the Organizational Commitment Scale. For data analysis, both descriptive and inferential techniques were utilized. Descriptive analysis involved calculating index values for each research scale. Inferential analysis was performed using Multiple Linear Regression Analysis.

Result and Discussion

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%
2		Male	62	65.26%
3	Age	≤ 24 years	10	10.53%
4		25 – 29 years	13	13.68%
5		30 – 34 years	32	33.68%
6		35 – 39 years	29	30.53%
7		40 – 44 years	6	6.32%
8		≥ 45 years	5	5.26%
9	Employment Status	Permanent	70	73.68%
10		Contractual/Temporary	25	26.32%
11	Division	Product	16	16.84%
12		Business Unit Fish	16	16.84%
13		Financing	10	10.53%
14		Business Unit Shrimp	8	8.42%
15		Account Receivable	4	4.21%
16		Sourcing	6	6.32%
17		AR Cash Collection	14	14.74%
18		Checker	11	11.58%
19	Job Level	Associate	64	67.37%
20		Senior Associate	20	21.05%
21		Manager	11	11.58%
22	Salary (IDR in million)	3.5 – 4.5 million	0	0.00%
23		4.6 – 5.1 million	1	1.05%
24		5.1 – 7.5 million	41	43.16%
25		7.6 – 10 million	44	46.32%

Sumber: Processed Primary Data, 2025

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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:

a. 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).

b. 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 Organiztional 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

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No	Item	Answer Option					Index Value	Interpretation
		1	2	3	4	5		
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
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
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:

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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:

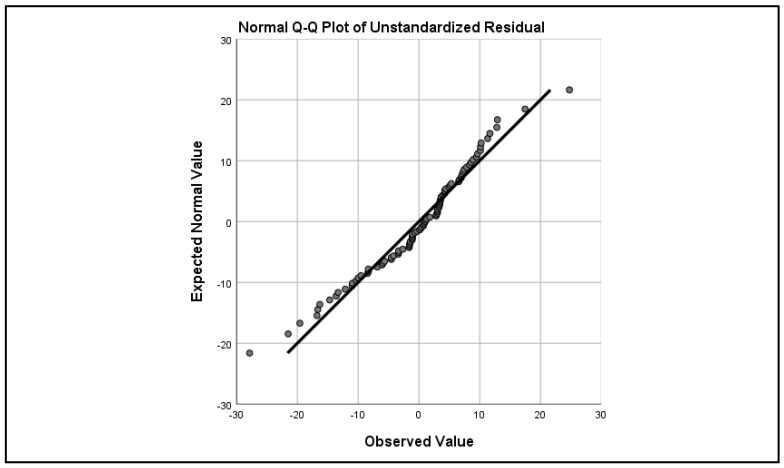


Figure 2. Q–Q Plot's Results From *Unstandardized Residual Value*
Source: SPSS Data Processing, 2025

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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:

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

b. 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:

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

b. 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 (ABS_RES)	←	OCB	0,385	> 0,05	There is No Symptom of Heteroscedasticity
2		←	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:

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

b. 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

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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

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	12,747	3,554		3,586	,001
OCB	,391	,066	,457	5,905	,000
WLB	,422	,073	,448	5,778	,000
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:

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

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:

a. 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.
b. 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

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 Commitmen 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.

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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.

DISSCUSION

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

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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

Based on the research findings and discussion, the researchers conclude four key points. Based on the average index values, the variables, from largest to smallest, are: (1) Organizational Commitment (OC) with an index value of 78.62 (high); (2) Work-Life Balance (WLB) with an index value of 73.13 (high); and (3) Organizational Citizenship Behavior (OCB) with an index value of 54.69 (moderate). There is a positive and significant influence of Organizational Citizenship Behavior (OCB) on Organizational Commitment (OC) among eFishery employees. There is a positive and significant influence of Work-Life Balance (WLB) on Organizational Commitment (OC) among eFishery employees. There is a simultaneous significant influence of Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) on Organizational Commitment (OC) among eFishery employees.

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