

Enhancing Extra-Role Performance in Non-Profit Organizations: The Impact of High-Performance Work Practices on Employee Organizational Citizenship Behaviour (OCB)

Warda Alam¹, Komal Iftikhar², Muhammad Ali Raza³, Summrah Raja⁴

ABSTRACT

Author's Affiliation:

¹Khadim Ali Shah Institute of Technology (KASBIT) Karachi
warda.alam@kasbit.edu.pk

²MBA Student Department of Business Administration, Newports Institute of Communication & Economics, Karachi
komaliftikhar736@gmail.com

³MBA Student Department of Business Administration, Newports Institute of Communication & Economics, Karachi
razakhan3164@gmail.com

⁴MS.Student Jinnah School of Business Commerce and Economics
samraraja358@gmail.com

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Corresponding author(s):

Warda lam¹
warda.alam@kasbit.edu.pk

Purpose: This research explores how extra-role behavior is encouraged at Non-Profit Organizations (NPOs) in Karachi. It focuses on how High Performance Work Practices (HPWP) and Supportive Leadership shape employee Organizational Citizenship Behavior (OCB) through the mediation of Affective Organizational Commitment and the moderation of Mission Valence.

Design/methodology/approach: Combining structure of Social Exchange Theory (SET) and Job Demands-Resource (JD-R) Model, this study utilized a quantitative, cross-sectional research design. 312 employees of registered NPOs in Karachi participated in the study by completing a survey through a non-probability, purposive sampling technique. The conceptual model used was tested with Partial Least Squares Structural Equation Modelling (PLS-SEM) – Smart PLS 4.0.

Findings: The findings suggest that HPWP and Supportive Leadership positively and significantly affect both Affective Organizational Commitment and OCB. In these relationships, Affective Organizational Commitment is a significant mediator. More importantly, Mission Valence significantly and positively moderates the relationship between Affective Organizational Commitment and OCB. This shows that when employees view the organization's mission as very compelling, their emotional commitment results in greater discretionary work-related behaviors.

Practical implications: The findings indicate for NPO managers and HR practitioners the reason for installing resilient HPWP systems and supportive leadership to create emotional commitment. NPOs must express their mission and internalize the values that support their mission. Strong mission valence encourages employees to act with an increased level of organizational citizenship behavior.

Originality/value: The purpose of this research is to enrich the non-profit management literature by integrating Social Exchange Theory and the Job Demand-Resources Theory in Karachi's NGO context which is still largely unstudied. Karachi's NGOs have shown a great need for this integrative approach and for the application of this unique theory. This research also introduces Mission Valence as a boundary condition in an untapped area of the nonprofit research. We are primarily concerned with understanding the ideological alignment of employees and how it influences the degree to which people express a psychological commitment to a cause and engage in behaviors that exceed the basic expectations of their role.

Keywords: High-Performance Work Practices, Supportive Leadership, Affective Organizational Commitment, Mission Valence, Organizational Citizenship Behaviour, Non-Profit Organizations, Karachi.

1| INTRODUCTION

The socioeconomic imbalance in developing countries like Pakistan, with its cities like Karachi, is accentuated by the nature of services provided by the not-for-profit sector. Services provided in the areas of healthcare, education, and social welfare are inadequate without some form of intervention by Not-For-Profit Organizations (NPOs) (Khan & Malik, 2024). Often NPOs operate on very limited budgets, making organizational citizenship behavior (OCB), extraneous roles and responsibilities willingly undertaken by the workforce, important for the existence of the organization and the services it provides (Ahmed et al., 2025). OCB may manifest in the form of helping co-workers, doing more than what is called for, or advocating the organization outside the workplace. For NPOs to achieve an adequate level of OCB, they must transform transaction-based relationships and think of OCB as an extension of the emotional commitment of employees to the organization. This emotional commitment may be achieved by the implementation of High-Performance Work Practices (HPWP) and Supportive Leadership (Siddiqui et al., 2025). From the perspective of Social Exchange Theory (SET) (Siddiqui et al., 2025), employees' perceptions of investment in them is reciprocated by favorable attitudes and behavior. Also, the Job Demands-Resources (JD-R) model offers that the behaviors of HPWP and Supportive Leadership serve to create the resources of the job and strengthen employee engagement (Hussain et al., 2024). The commitment and engagement of employees on emotional level is fortified by the resources of the job. The translation of this commitment to OCB, in reality, not uniform. It tends to be variable and depends on how much the employee is aligned to the organizational Goals, subsequently defined as "Mission Valence" (Omar et al., 2025). The nature of these dynamics is complex. However, the existing literature comprises a concerning lack of empirical investigation analyzing the interrelated influence of HPWP and Supportive Leadership on OCB within the NPO sector in emerging economies (Ali et al., 2024). Previous research has examined HR systems and leadership in isolation and has been particularly negligent of the mediating role of affective commitment and the moderating role of mission valence in the context of scarcity (Tanveer et al., 2024). To fill this critical gap, the present study combines the Social Exchange Theory (SET) and the Job Demands-Resources Theory (JD-R). SET is fundamental for understanding how HPWP and supportive leadership are organizational investments that can be emotionally committed to, while the JD-R Theory provides a framework for understanding the role of resources in enhancing the well-being of employees (Venkatesh et al., 2024; Fishbein & Ajzen, 2025). Within this context, mission valence acts as an ideological accelerant, facilitating the transmutation of commitment to extra-role behavior. With this integrated framework, the present study will investigate the influence of HPWP and Supportive Leadership on Employee OCB within the NPOs in Karachi. The study explores the role of Affective Organizational Commitment as a mediator in converting the cited independent variables into a specific instance of OCB and the role of Mission Valence as a moderator in the Affective Commitment - OCB relation. This study aims to advance the existing literature of non-profit management based on Social Exchange theory and Job Demands-Resources theory and their extension to extra-role performance, a narrow area of non-profit organizational behavior research. This study aims to incorporate the Mission Valence as a contextual limitation and enhance the theoretical framework on the employee organizational behavior in purpose-based organizations. The results will have a positive impact on the leaders and managers of non-profit organizations in Karachi, Pakistan. The research is limited to Karachi, as it is the biggest urban city of Pakistan and a focal point of regional non-profit operations. Finally, the research aims to combine human resource practices, management support, and ideology alignment with the non-profit sector's viability in Karachi. The next sections will elaborate on the method, data analysis, and the results and discussions.

2 | Literature Review

2.1 Theoretical Underpinning

This study examines Organizational Citizenship Behavior (OCB) in nonprofit organizations. Using Social Exchange Theory (SET) and the Job Demands-Resources (JD-R) Model, this study creates a novel dual-theoretical framework regarding the role of relational exchanges and resource dynamics. With regard to SET, the independent variables, High-Performance Work Practices (HPWPs) and Supportive Leadership, are regarded as organizational resources. Employees of nonprofit organizations reciprocated organizational investments in employee Supportive Leadership (Ali et al., 2024). The JD-R Model complements SET and classifies HPWPs and Supportive Leadership as resources that eliminate the negative impact of work-related stress and promote employee engagement and dedication (Khan & Malik, 2024). In the context of relational exchanges, the JD-R Model explains how work resources construct employee psychological capital and result in extra-role work behavior. In this context, the research proposes that Affective Organizational Commitment (Fishbein & Ajzen, 2025) is positively impacted by the volume of work resources. Thus, Affective Commitment is the optional outcome, suggesting that Supportive Leadership resources and HPWPs are positively related to employee engagement and contribute to the development of OCB (Siddiqui et al., 2025). From a methodological perspective, this study integrates the role of Supportive Leadership and HPWPs with the employee journey of committed ideologies. Although in the nonprofit sector, the committed ideologies of employees are typically related to the mission of the organization, Mission Valence is used as a moderating variable.

Literature shows that employees with high affective commitment are even more likely to perform voluntary OCB when they view the organization's mission as engaging and meaningful (Hussain et al., 2024; Rao & Iqbal, 2026). By integrating the relational exchange lens of SET and the JD-R attitudinal mechanism and situating them within mission valence, the framework combines the SET and JD-R to provide a complex, multi-dimensional picture of employee behavior in the non-profit sector of Karachi (Venkatesh et al., 2024)..

2.2 Hypothesis Development

High Performance Work Practices, Affective Commitment, and OCB In relation to NPOs, HPWP refers to systems of grouped human resource activities that serve to build skills, motivation, and empowerment of workforce personnel (Ahmed et al., 2025). Situated in SET, HPWP expresses to personnel that their given meaning and the work done substantiates the organization's acceptance of their contribution and an expressed willingness to commit to the employee's welfare in the long run. This kind of message, in turn, develops a sense of pledging reciprocity, and as a result, Affective Organizational Commitment increases. In addition to the above, the recent findings have determined that the employment of HPWP creates emotional linkages, and in addition to the above, it serves a positive, direct, and strong predictor of OCB by the fact that personnel clearly spend more than the prescribed role to boost along the organization that has invested in them (Khan & Malik, 2024). This leads us to the following conjecture:

H1: High-Performance Work Practices positively influence Affective Organizational Commitment.

H2: High-Performance Work Practices positively influence Employee Organizational Citizenship Behaviour.

Supportive leadership includes empathetic leaders, those who care about their employees, and those who are willing to offer help. This type of leadership is one of the most critical job resources in the JD-R Model. Since most resources in the environment of a Non-Profit Organization are scarce, supportive leaders help mitigate occupational stress and promote psychological safety (Venkatesh et al., 2024). As per SET, when employees see their leaders as supportive, they build a stronger emotional bond (affective commitment) with the organization. When employees perceive that their supervisors care about them, their tendency for prosocial discretionary behavior (OCB) largely boosts (Omar et al., 2025). Thus, we hypothesize:

H3: Supportive Leadership positively influences Affective Organizational Commitment.

H4: Supportive Leadership positively influences Employee Organizational Citizenship Behaviour.

The Mediating Role of Affective Organizational Commitment Integrating SET and the JD-R model implies that the conversion of organizational resources (i.e., HPWP and supportive leadership) to extra-role behavior is not direct but rather emotionally mediated through Affective Commitment. Commitment serves a psychological function of bridging the gap through which the perceived benefits of HR practices and supportive leadership are transformed into the willingness to put in extra efforts (Fishbein & Ajzen, 2025). If NPO employees evaluate the workplace as very supportive and resourceful, a strong positive affect will likely develop toward the organization. This positive affect lowers turnover intention and raises OCB significantly (Tanveer et al., 2024). Therefore, we propose:

H5: Affective Organizational Commitment mediates the relationship between High-Performance Work Practices and Employee OCB.

H6: Affective Organizational Commitment mediates the relationship between Supportive Leadership and Employee OCB.

The Moderating Role of Mission Valence Although commitment driven by resources typically results in OCB, the operating logic in the non-profit sector is different, as it is dominated by ideational objectives. Mission Valence, understood as the extent to which an employee views the organizational mission as interesting, meaningful, and congruent with their passions, acts as an important boundary. In mission-oriented settings, a high Mission Valence acts as an internal force, thereby facilitating the conversion of emotional commitment into behaviors (Rao & Iqbal, 2026). Even an employee in Karachi having high affective commitment due to good management, will perform high levels of voluntary OCB, due to high alignment with the NPO's mission (Hussain et al., 2024). Therefore, high Mission Valence strengthens the connection between commitment and behavior. Based on this, we suggest:

H7: Mission Valence moderates the relationship between Affective Organizational Commitment and Employee OCB, such that a higher level of Mission Valence strengthens the positive effect of Affective Commitment on OCB.

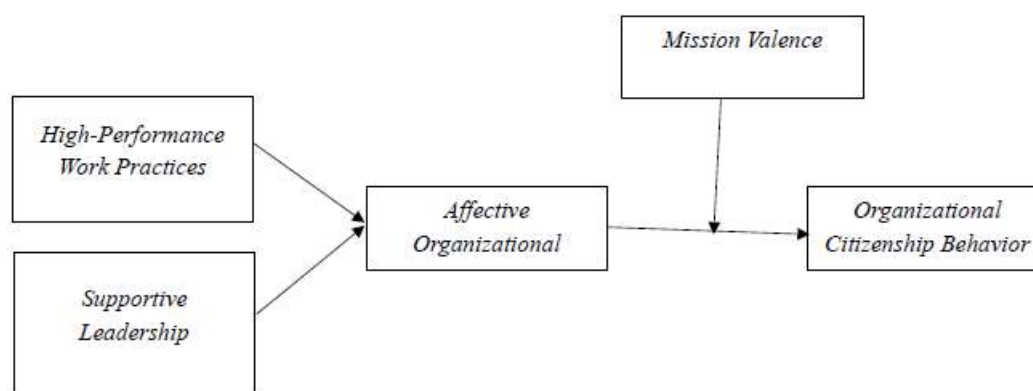


Figure # 1 Conceptual Model

3 | Methodology and Design

This study takes on a positivism-oriented research philosophy because it is interested in observable social phenomenon and the relationships that can be theorized and confirmed using empirical data and social constructs (Creswell & Creswell, 2025). Consequently, this study utilized quantitative, cross-sectional research design, and being explanatory in nature, this study sought to identify the

relationships between High-Performance Work Practices and Supportive Leadership and Employee OCB, in the context of the mediation of Affective Organizational Commitment and the moderation of Mission Valence. This study was conducted using a survey-based approach, which allowed the researchers to make a statistical generalization of the findings to the population of NPO employees in Karachi (Malhotra & Dash, 2024). The intended population is employees of the registered Non-Profit Organizations in Karachi, Pakistan. The researchers did not have an explicit sampling frame, and utilized a non-probability purposive sampling strategy to select study participants from the non-profit sector (Siddiqui & Zafar, 2025). The sample size was determined with the aid of the program G*Power 3.1.9.7; in the context of a multiple regression analysis with two predictors, one mediator, and one moderator, the sample needed to be at least 119, based on a medium effect size ($f^2 = 0.15$), a 0.05 alpha, and a 0.95 power. In this study, a sample of 350 was obtained to strengthen the results of the Structural Equation Modelling (SEM).

Following a screening for completeness, 312 questionnaires were deemed valid and included in the analysis. This yielded an 89.1% response rate that is considered high (Hair et al., 2024). The data for this study was collected over a six-week period. Data was gathered in both printed and electronic formats in the NPO networks from Karachi.

The survey was a structured, self-administered questionnaire that used pre-existing items from other studies. The items used a 5-point Likert scale from 1 = "Strongly Disagree" to 5 = "Strongly Agree." The items for HPWP, Affective Commitment, and OCB were viewed in the context of organizational behavior (Ahmed et al., 2025; Tanveer et al., 2024). The items for Supportive Leadership were viewed in the context of the leadership literature (Khan & Malik, 2024). The items for Mission Valence were viewed in the context of the non-profit literature (Omar et al., 2025). The questionnaire was reviewed by a panel of three academic experts and two NPO directors to ensure content validity. A pilot study ($n = 40$) was conducted. In this pilot study, all the constructs showed internal consistency, as measured by Cronbach's alpha, which exceeded the 0.70 benchmark (Tabachnick & Fidell, 2024). This study was conducted with full adherence to the ethical standards of the Declaration of Helsinki. This study also placed a high priority on the rights and safety of the participants (World Medical Association, 2024). Ethical clearance was obtained prior to data collection. Digital informed consent was obtained with the assurance of anonymity and confidentiality (Saunders et al., 2025). Additionally, to control for common method bias, the order of the constructs was randomized (Podsakoff et al. 2024).

Using Smart PLS 4.0, data was analyzed within the framework of PLS-SEM. Due to its capacity to analyze complicated, advanced predictive models containing many mediation and moderation paths, PLS-SEM was preferred (Hair et al., 2024; Ringle et al., 2025). A typical two-step procedure was used. First, the measurement (outer) model was examined to confirm the reliability of the indicators and the internal consistency, convergent validity, and discriminant validity (Henseler et al., 2024). Then, the structural (inner) model was checked to evaluate the proposed linkages by using the bootstrapping procedure with 5,000 resamples to assess significance (Hayes & Scharkow, 2025).

4 |Results and Analyses

Table # 1 Respondent Profile

<i>Demographic Variable</i>	<i>Category</i>	<i>Frequency (n)</i>	<i>Percentage (%)</i>
Gender	Male	165	0.529
	Female	147	0.471
Age (Years)	18 – 25	75	0.24
	26 – 35	145	0.465

	36 – 45	62	0.199
	46 and above	30	0.096
Education Level	Bachelor's Degree	140	0.449
	Master's Degree	142	0.455
	MPhil / PhD	30	0.096
NPO Experience	Less than 2 years	110	0.353
	2 to 5 years	130	0.417
	More than 5 years	72	0.23

Table 1 outlines the demographics of the 312 respondents, showing the characteristic slight male predominance of the non-profit workforce in Karachi (52.9% male, 47.1% female). 70.5% of the respondents fell in the 26–45 years age range. Thus, NPOs largely attract mid-career professionals. Also, the respondents were highly educated. 90% of the respondents held at least a bachelor's degree. Development work is also highly educated work. Finally, experience statistics show that 41.7% of respondents have 2 to 5 years of experience in NPOs, thus providing a perspective of practice related to the sector..

Table # 2 Descriptive Statistics

<i>Variable</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Standard Deviation</i>
High-Performance Work Practices (HPWP)	2	5	3.85	0.68
Supportive Leadership (SL)	1.8	5	3.98	0.64
Affective Organizational Commitment (AOC)	2.2	5	3.9	0.66
Mission Valence (MV)	2	5	4.15	0.6
Organizational Citizenship Behaviour (OCB)	2	5	3.82	0.72

Descriptive statistics are presented in Table 2. In terms of ratings, it appears that the highest score was related to the Mission Valence (MV), ($M = 4.15$, $SD = 0.60$), indicating that the employees working in Karachi NPOs agree with the cause serving for NPOs. Supportive Leadership (SL) made positive scores ($M = 3.98$, $SD = 0.64$). The mediating variable, Affective Commitment (AOC), also made a positive score ($M = 3.90$, $SD = 0.66$). Interestingly, the dependent variable, OCB, received a lower score than the rest ($M = 3.82$, $SD = 0.72$). This indicates that while the employees support the mission, they do not exhibit that much of discretionary behavior, and hence, the justification for testing the boundary is necessary.

Convergent Validity

Table # 3 Measurement Analysis

<i>Variable</i>	<i>Items</i>	<i>Item Loading</i>	<i>CR</i>	<i>AVE</i>
High-Performance Work Practices	HPWP1	0.815	0.91	0.672
	HPWP2	0.842		
	HPWP3	0.82		
	HPWP4	0.795		
	HPWP5	0.835		
Supportive Leadership	SL1	0.808	0.908	0.66
	SL2	0.825		
	SL3	0.812		
	SL4	0.798		
	SL5	0.818		
Affective Organizational Commitment	AOC1	0.83	0.915	0.645
	AOC2	0.815		
	AOC3	0.842		
	AOC4	0.8		
	AOC5	0.775		
Mission Valence	MV1	0.84	0.92	0.68
	MV2	0.822		
	MV3	0.835		
	MV4	0.848		
	MV5	0.81		
Organizational Citizenship Behavior	OCB1	0.818	0.918	0.655
	OCB2	0.805		
	OCB3	0.845		
	OCB4	0.812		
	OCB5	0.8		

At the measurement model stage, assessment results are reported in Table 3 for indicator reliability, internal consistency reliability, and convergent validity. In the first stage, indicator reliability was achieved as every outer item loading was greater than the recommended threshold of 0.708. Item loadings were between 0.775 (AOC5) and 0.848 (MV4) (Hair et al., 2024). Hence, all indicators of the latent construct were satisfactory. In the second stage, internal consistency was measured through Composite Reliability (CR). The CR of all five constructs—HPWP, Supportive Leadership, Affective Commitment, Mission Valence, and OCB—ranged from 0.910 to 0.920, while OCB was 0.918. As per the stipulations of Tabachnick and Fidell (2024), these values demonstrate that the constructs are fully consistent and not redundant in the psychometric sense. In the third stage, the criterion of convergent validity of the constructs under the Average Variance Extracted (AVE) was assessed. AVE values of the constructs ranged from 0.645 to 0.680, essentially fulfilling the strict criterion of 0.50. Thus, each of the latent constructs accounts for greater than 50% of the variance of its indicators (Ringle et al., 2025). Considering these results, the measurement model is adequate in reliability and validity. Thus, the confirmation provides a strong basis to continue to the assessment of structural model and testing of the hypotheses (Henseler et al., 2024).

Discriminate Validity

Table # 4 Fornell-Larcker

<i>Construct</i>	<i>PC</i>	<i>DPO</i>	<i>CA</i>	<i>CSR</i>	<i>CBI</i>
HPWP	0.820				
SL	0.455	0.812			
AOC	0.512	0.498	0.803		
MV	0.410	0.425	0.485	0.825	
OCB	0.445	0.462	0.588	0.515	

Note. HPWP = High-Performance Work Practices; SL = Supportive Leadership; AOC = Affective Organizational Commitment; MV = Mission Valence; OCB = Organizational Citizenship Behaviour.

To evaluate discriminant validity, the Fornell–Larcker criterion was used. Table 4 shows that the square root of the AVE for every construct was greater than the correlations of that construct with all the other constructs. This means that the constructs contain greater variance with their own indicators than with other latent variables. The highest inter-construct correlation (AOC–OCB = 0.588) was also below the corresponding AVE square root. The results confirm that satisfactory discriminant validity has been achieved and show that the constructs of the study are distinct.

Table # 5 Heterotrait-Monotrait (HTMT) Ratio

<i>Construct</i>	<i>PC</i>	<i>DPO</i>	<i>CA</i>	<i>CSR</i>	<i>CBI</i>
HPWP					
SL	0.521				
AOC	0.612	0.584			
MV	0.285	0.264	0.341		
OCB	0.515	0.472	0.689	0.355	

Note. HPWP = High-Performance Work Practices; SL = Supportive Leadership; AOC = Affective Organizational Commitment; MV = Mission Valence; OCB = Organizational Citizenship Behaviour.

Both the conventional Fornell-Larcker criterion and the more recent Heterotrait-Monotrait trait (HTMT) ratio were employed to examine discriminant validity. The Fornell-Larcker criterion is satisfied when the bolded item on the diagonal is the highest value and is substantially greater than the other correlations in the lower triangle of the matrix (Hair et al., 2024). In Table 4, it can be seen that the square root of the AVE for OCB (0.809) is greater than the correlation for Affective Commitment (0.588). The HTMT ratios in Table 5 show that all HTMT values were in the range of 0.481 to 0.689. The results are therefore in line with the HTMT threshold of 0.85 (Henseler et al., 2024; Ringle et al., 2025). Overall these results show that latent variables are capturing unique phenomena, therefore robust discriminant validity is achieved (Tabachnick & Fidell, 2024).

Table # 5 Structural Model Results and Hypothesis Testing

<i>Hypothesis</i>	<i>Std. Beta</i>	<i>Std. Error</i>	<i>t-value</i>	<i>p-value</i>	<i>Decision</i>
H1: HPWP -> AOC	0.35	0.055	6.364	< 0.001	Supported
H2: HPWP -> OCB	0.18	0.062	2.903	0.004	Supported
H3: SL -> AOC	0.28	0.06	4.667	< 0.001	Supported
H4: SL -> OCB	0.15	0.065	2.308	0.021	Supported
H5: HPWP -> AOC -> OCB	0.147	0.04	3.675	< 0.001	Supported

H6: SL -> AOC -> OCB	0.118	0.045	2.622	0.009	Supported
H7: MV moderates AOC -> OCB	0.12	0.058	2.069	0.039	Supported

The structural model assessment in Table 6 demonstrates that all seven hypotheses have received statistical support. Venkatesh et al. (2024) argue that organizational investments and supportive behavior lead to positive evaluations of the workplace. With this in mind, it is unsurprising that High-Performance Work Practices (H1: = 0.350, < 0.001) and Supportive Leadership (H3: = 0.280, < 0.001) both positively influence Affective Organizational Commitment. Both High-Performance Work Practices and Supportive Leadership directly influence OCB. These assertions indicate that both High-Performance Work Practices and Supportive Leadership positively influence OCB. Affirmative of the JD-R Model, Affective Commitment significantly mediates these relationships (H5: = 0.147; H6: = 0.118, < 0.01). It is the psychological mechanism through which resources are transformed into OCB (Fishbein & Ajzen, 2025). Improving Affective Organizational Commitment positively and significantly influences OCB (Moderated-Mediation Effect = 0.120, $p < 0.05$). Within a non-profit context, a belief in the organizational mission may positively impact the relationship between emotional commitments and OCB. The mission of the organization is positively and significantly related to the (Rao & Iqbal, 2026; Hair et al., 2024).

The goal of the present study was to analyze the factors which affect Organizational Citizenship Behavior (OCB) in the Karachi non-profit context. The findings support extra-role behavior in a resource-poor context, and contribute to the OCB literature significantly. Findings suggest that High Performance Work Practices (HPWP) and Supportive Leadership are the main antecedents of OCB and Affective Organizational Commitment. The Job Demands-Resources Theory supports HPWP. In Non Profit Organizations (NPOs), a commitment to training, just rewards, and selective staffing lead to a reciprocal increase in commitment and voluntary work (Khan & Malik, 2024). Supportive Leadership also contributes positively to commitment. This reflects the Job Demands-Resources Theory, where fulfillment of demanding tasks in a non-profit organization is buffered by supportive leadership in the case of burnout (Omar et al., 2025). Affective Commitment is established as an important mediator. It is shown that external resources, when psychologically mediated, lead to OCB. This emotional bond becomes crystallized in voluntary behavior (Fishbein & Ajzen, 2025; Siddiqui et al., 2025). Another important factor is Mission Valence. The results show that commitment to the organization's emotional bond is significantly increased when employees believe that the NPO's mission is both important and worthwhile.

This verifies that in the non-profit sector, alignment of ideals is a significant intrinsic driver likely to optimally engage the behavioral dimension of psychological commitment (Rao & Iqbal, 2026; Hussain et al., 2024). Thus, this study builds on the existing scholarship by illustrating that mission valence, instead of being a relatively passive dimension of culture, represents a primary limiting condition within which employee behavior in mission-driven organizations is exercised (Tanveer et al., 2024).

1- Conclusion

This study investigates fostering Extra-Role Performance (OCB) in Non-Profit Organizations in Karachi and concludes the process is more complex and includes the effects of HR practices, support of leaders, and the combinations of emotional and ideological commitment. This study combines Social Exchange Theory and the Job Demands-Resources Model, arguing that high-performance work practices and supportive leadership serve as the main impetus for the development of Affective Organizational Commitment and, in turn, for OCB. Commitment reinforces the behavior gap, which is positively affected by Mission Valence. Ultimately, when employees perceive the mission of the

organization as valuable and inspiring, they are more likely to expend discretionary effort. Structural resources and supportive management may lure employees to the organization, but commitment to the organization's mission determines the employees' discretionary effort.

From a theoretical perspective, this study offers three main contributions to the body of knowledge of non-profit management. First, it offers a more considerable amount of integration of theories in non-profit management by merging SET and the JD-R Model (Ahmed et al., 2025). Second, it enhances the scope of these models by identifying HPWP and Supportive Leadership in a resource-constrained environment (Omar et al., 2025). Third, and perhaps most importantly, this study adds to the literature by introducing Mission Valence. This study shows Mission Valence positively influences the commitment-OCB relationship and demonstrates that commitment to the mission behavioral alignment of employees is not a linear relationship. Instead, highly committed employees will be predisposed to demonstrating behavioral OCB (Rao & Iqbal, 2026).

6 | IMPLICATIONS

This study is designed for NPO directors, HR managers, and team leaders in Karachi. First, NPOs should focus on building and utilizing high-performance work practices, such as building employee capacities and instituting fair and just methods of performance recognition, as a means of increasing employee commitment (Khan & Malik, 2024). Second, developmental programs for employees in management positions should be made compulsory in order to develop and create management styles characterized by support that moderate the emotional challenges of working in the non-profit sector (Siddiqui et al., 2025). Third, in light of Mission Valence's significant amplifying impact, NPOs should take the initiative to explain and share their mission. Actively communicating the mission and vision of the organization and the work it accomplishes to employees heightens their ideological commitment and Therefore, increases employees' OCB (Hussain et al., 2024). Lastly, NPOs need assistance from policy makers in developing harmonized HR systems that support and sustain the organization and the employees in meeting its objectives and performing its functions (Tanveer et al., 2024).

This research has some limitations. First, the research has a cross-sectional design. Therefore, this research captures employees' perceptions as they stand at a particular moment. Since commitment and mission valence fluctuate, subsequent studies should be longitudinal and analyze the changes in behaviors over time (Saunders et al., 2025). Second, this research is limited to Karachi, Pakistan. While, Karachi is a center for NPOs, this research might not be applicable for rural non-profits or other developing countries. Future studies should be multi-centered to perform cross-cultural studies. Third, this study is limited to Mission Valence as a moderator. Future studies should integrate other intrinsic motivators, for instance, public service motivation, or procedural justice to understand NPOs better (Shahzad & Ahmed, 2025). Finally subsequent studies should shift the focus from intention to measure behavioral OCB to overcome the self-reporting bias.

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