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# Empowering Structures and Thriving Minds: A Model of Organizational Performance through Agility and Self-Evaluations

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## ABSTRACT

**Objective:** this study highlights the importance of employee well-being for both managers and staff in the banking sector. It emphasizes creating simpler work processes, involving employees in decision-making, and valuing their input to improve overall organizational performance. **Methods:** data were collected from employees in Pakistan's banking sector. PLS-SEM was used for hypothesis testing. **Results:** the results of this study indicate that thriving and organic structures are positively and significantly related to organizational performance. Agility and core self-evaluations were found to play mediating roles in the relationships between thriving, organic structure, and organizational performance. Employee voice plays a moderating role in the linkages among agility, core self-evaluations, and the performance of banking sector employees. **Conclusions:** this study contributes to the literature as one of the initial research efforts to examine the combined impact of employee voice (contextual variable), agility, core self-evaluations, thriving (individual variables), and organic structure (structural variable) on organizational performance. It also provides actionable insights for managers seeking to balance communication, empowerment, and compliance. There are important implications for organizational design, human resource management practices, and leadership.

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## INTRODUCTION

In today's business environment, the needs of companies are constantly changing and increasing, and the importance of the workforce is also growing with the passage of time. The need, therefore, is for companies to provide a stimulating environment for the well-being of their workforce and to maintain competitive advantages. Thriving at work encompasses both learning and vitality (Spreitzer et al., 2012) and is receiving growing attention in the organizational behavior literature. Prior research efforts have extensively focused on employee-level outcomes, i.e., creativity, job satisfaction, and well-being (Paterson et al., 2014; Walumbwa et al., 2018). However, this leaves a considerable gap in understanding how thriving at work translates into performance-related outcomes. In addition, with increasing digital disruption and market volatility, modern organizations are demanding agile behaviors not just in management but across all employee roles (Sherehiy & Karwowski, 2014). Employee agility is defined as the capacity to adapt, learn, and respond to change in a rapid manner, and has been shown to drive innovation and responsiveness (Muduli, 2017).

Few research efforts have integrated thriving with agility, particularly within performance frameworks, and the mediating role of employee agility in this association has not been rigorously investigated. As agility reflects the dynamic capabilities of employees (Teece, 2007), it may serve as a critical pathway through which thriving individuals enhance agility, which in turn leads to organizational performance at a superior level. Hence, there is an evident requirement for empirical examinations that explore how thriving at work fosters agility and, subsequently, how agility contributes to organizational performance. Addressing this theoretical gap will not only enrich theoretical models that link employee experience to overall organizational effectiveness but also offer practical insights for human resource strategies in uncertain and volatile business environments.

Simultaneously, core self-evaluations, including emotional stability, self-esteem, generalized self-efficacy, and locus of control (Judge et al., 2003), have been found to shape how employees pursue goals, perceive challenges, and respond to stress. Employees with high core self-evaluations are more likely to persist through adversity and exhibit proactive behaviors (Chang et al., 2012). Despite this, the mediating role of core self-evaluations in the association between positive psychological states, i.e., thriving, and organizational performance has not been sufficiently explored. Emerging theoretical perspectives suggest that thriving workers may develop strong core self-evaluations, which in turn increase behavioral consistency, motivation, and goal alignment — factors that cumulatively drive organizational effectiveness (Luthans et al., 2015). Therefore, this research effort aims to fill this gap by examining how thriving at work fosters positive self-appraisals, i.e., core self-evaluations, which subsequently enhance organizational performance. By addressing this under-researched linkage, the research contributes to a deeper understanding of how individual psychological states can indirectly influence organizational outcomes through internal cognitive mechanisms.

Organizational structure has been recognized as a key determinant of organizational performance, influencing work coordination, decision-making, and the allocation of resources (Burns & Stalker, 1994). Specifically, organic structures, characterized by decentralization and low formalization, have been associated with responsiveness and innovation in dynamic working environments (Donaldson, 2001). While several research efforts have linked organic structures to favorable organizational outcomes, i.e., flexibility and innovation, the mechanisms through which organic structures enhance overall organizational performance remain underexplored, particularly in the context of changing work environments. One key area that remains insufficiently investigated is the role of employee agility as a mediating mechanism in this association. Agile employees are more likely to engage in adaptive behaviors, take initiative, and embrace change, which are crucial in organically structured organizations (Muduli, 2017; Sherehiy & Karwowski, 2014).

Furthermore, individuals with core self-evaluations having fundamental assessments of their own worth and capabilities (Judge et al., 2003; Katou, 2022) are increasingly recognized as internal psychological resources that influence proactive behavior, motivation, and resilience (Chang et al., 2012). Organic structures, by offering autonomy and empowerment, may foster stronger core self-evaluations, which in turn enhance commitment and job performance (Luthans et al., 2015). Yet, the mediating role of core self-evaluations in the relationship between organizational structure and performance has not received adequate scholarly attention. To date, no integrated model has empirically examined how employee agility and core self-evaluations jointly mediate the relationship between organic organizational structure and organizational performance. Investigating these dual mediators will provide a deeper understanding of the behavioral and psychological processes that drive performance in flexible organizational contexts. This research addresses this crit-

ical gap and contributes to a more nuanced model of organizational effectiveness.

Organizational performance is increasingly recognized as a function not only of structural and strategic factors but also of individual-level psychological and behavioral capacities. Two such capacities, i.e., employee agility and core self-evaluations, have shown promise in enhancing innovation and productivity in dynamic business environments (Judge et al., 2003; Muduli, 2017). However, despite growing interest in these constructs, their combined influence on organizational performance has not been extensively investigated, particularly within an integrated framework that accounts for contextual moderators. While both employee agility and core self-evaluations have independently been linked to positive work outcomes, there is a lack of empirical research examining their simultaneous effects on organizational performance, especially in settings that demand employee proactiveness and continuous innovation.

Moreover, research has underemphasized the boundary conditions that may influence the strength of these relationships. One such critical contextual factor at the individual level is employee voice, defined as the discretionary communication of suggestions, ideas, or concerns intended to enhance organizational functioning (Huang et al., 2023; Knoll & Redman, 2016; Morrison, 2011). The presence of a strong voice climate may amplify the positive effects of employee agility and core self-evaluations by providing avenues for involvement, expression, and influence (Liang et al., 2012). However, few studies have examined employee voice as a moderating factor in the relationship between individual capabilities and organizational performance, creating an important research gap. To date, no comprehensive model has empirically tested how employee agility and core self-evaluations jointly influence organizational performance, nor how these effects may be strengthened or weakened by employee voice. Filling this gap will contribute to a deeper understanding of how communication behaviors and psychological resources interact to shape organizational success, offering both practical and theoretical insights for management and human resource strategies.

## Literature review and hypotheses development

### Association between thriving at work and organizational performance

Thriving at work is a psychological state in which employees experience both learning and vitality (Spreitzer et al., 2005). Thriving employees are not only energetic but also continuously growing (Spreitzer et al., 2012). This state enables them to remain productive, engaged, and innovative over time (Wu et al., 2023). Importantly, these individual qualities contribute to organizational effectiveness, particularly in rapidly changing and knowledge-intensive business environments (Porath et al., 2012). Research indicates that employees who thrive tend to exhibit high levels of discretionary effort and proactive behavior (Paterson et al., 2014). Such behaviors are instrumental in enhancing team-level collaboration, innovation, and service delivery, all of which are directly linked to overall organizational performance (Niessen et al., 2012). Organizational performance encompasses not only financial metrics but also employee engagement and a strong learning culture.

According to social exchange theory, when individuals feel supported and experience vitality and growth at work, they perceive a positive exchange and reciprocate through enhanced performance and commitment (Blau, 1964). Hence, thriving at work behaves like a catalyst for performance-related outcomes, i.e., quality improvements, customer satisfaction, and employee retention (Walumbwa et al., 2018). Spreitzer et al. (2005) argue that thriving is shaped by contextual features such as decision-making discretion, broad information sharing, and a climate of trust and respect. These factors not only stimulate individual thriving but also reinforce collective performance (Mao et al., 2024). A meta-analysis by Kleine et al. (2019) confirmed a significant positive relationship between thriving at work and key indicators of organizational performance, including innovation capacity and employee productivity. These investigations focus largely on employee-level outcomes, i.e., well-being and job satisfaction, thereby overlooking the broader organizational implications of thriving (Porath et al., 2012; Walumbwa et al., 2018).

H-1: Thriving at work is expected to enhance organizational performance.

### Association between organic structure and organizational performance

Organizational structures are fundamental determinants of organizations. Organic structures, characterized by decentralization and low formalization, produce superior organizational performance, particularly in complex and dynamic business environments (Donaldson, 2001). Organic structures promote responsiveness, flexibility, and innovation that are critical for long-term performance (Ayu et al., 2023). Organizations with organic structures enable faster decision-making by empowering the workforce at various

levels, thus improving operational agility and reducing bureaucratic delays (Wei et al., 2014). This decentralized approach encourages knowledge sharing, collaboration, and problem solving, which directly contribute to innovation, a key indicator of organizational performance (Daft, 2015). In addition, the reduced hierarchy in organic structures fosters open communication and psychological safety, leading to greater employee creativity and commitment (Lee & Edmondson, 2017).

According to social exchange theory, organic structures enhance organizational performance through trust-based and reciprocal relationships. Employees perceive greater empowerment and support, which they reciprocate with higher performance and engagement (Blau, 1964). Organic structures provide the structural flexibility needed for proactive change, allowing companies to better sense and respond to market shifts (Child, 2015). This flexibility not only boosts performance metrics, i.e., process efficiency and customer satisfaction, but also enhances innovative outcomes. Organizations with organic features tend to foster continuous improvement, a characteristic of high-performance systems (Harouni et al., 2023). Some scholars have cautioned that high decentralization may lead to coordination or role ambiguity issues in highly regulated organizations (Mintzberg, 1979). However, in environments characterized by knowledge intensity, volatility, and complexity, organic structures remain an effective means of sustaining higher organizational performance.

H-2: Organic organizational structure is an important constituent of organizational performance.

## Association between employee agility and organizational performance

In business environments marked by volatility, uncertainty, complexity, and ambiguity, employee agility is a vital capability that considerably sways organizational performance. The ability of employees to rapidly respond, adapt, and learn under dynamic workplace conditions is referred to as employee agility (Sherehiy & Karwowski, 2014). Agile individuals possess proactive thinking, behavioral flexibility, and resilience that are essential for organizations striving to maintain competitive advantages in turbulent environments (Sameer, 2024). Agile employees often exhibit self-directed problem-solving and continuous learning, which enhance productivity and innovation (Braunscheidel & Suresh, 2009). Their ability to adjust to evolving demands, shift roles, and acquire new skills makes them valuable assets for industries undergoing frequent structural and technological transformations (Muduli, 2017).

According to social exchange theory, when organizations provide support, resources, and autonomy, employees respond with adaptive and agile behaviors that enhance organizational performance (Blau, 1964). Additionally, employee agility fosters the sharing of tacit knowledge, collaboration, and open communication, all of which contribute to organizational learning and team performance (Naim et al., 2024). Research suggests that organizations with a high proportion of agile workers tend to exhibit greater organizational effectiveness, stronger strategic alignment, and enhanced speed of decision-making (Alavi et al., 2014). From a psychological perspective, agile employees are less resistant to change, more engaged, and more motivated, leading to reduced burnout and higher retention (Pitafi, 2024). These characteristics support not only individual success but also collective innovation and productivity at the organizational level.

H-3: Employee agility is an underlying driver of organizational performance.

## Association between core self-evaluations and organizational performance

Core self-evaluations refer to individuals' fundamental appraisals of their capabilities and self-worth (Wang et al., 2023). Judge (1997) initially conceptualized four core traits of core self-evaluations, i.e., emotional stability, self-esteem, generalized self-efficacy, and locus of control. These evaluations form the basis of how individuals perceive themselves and their roles within organizations (Bipp et al., 2019). A high level of core self-evaluations in individuals tends to be associated with motivation, confidence, and resilience, which lead to enhanced agility, job performance, and goal commitment (Judge & Bono, 2001). These traits are crucial in dynamic business environments where innovation is a key factor in maintaining a competitive edge. Empirical investigations confirm that employees with high core self-evaluations are more likely to embrace challenges, take initiative, and persist in the face of adversity, behaviors that cumulatively support organizational performance (Hong & Wang, 2024).

At the organizational level, aggregated core self-evaluations contribute to improved psychological capital, employee engagement, and lower turnover intentions, which directly influence organizational innovation and productivity (Luthans et al., 2006). When organizations create environments that support au-

tonomy, self-worth, and competence, individuals with high core self-evaluations perceive this as a positive exchange and respond with greater performance and motivation (Blau, 1964). Employees with high core self-evaluations typically demonstrate learning agility, better decision-making, and interpersonal effectiveness, all of which are essential for performance, particularly in knowledge-intensive industries (Lee & Hwang, 2024). Despite its significance, research linking core self-evaluations directly to organizational performance remains relatively underexplored. Most studies focus on individual- or team-level outcomes, while fewer have investigated how collective self-evaluations influence broader organizational effectiveness (Chang et al., 2012).

H-4: Core self-evaluations are key mechanisms influencing organizational performance.

## Association between thriving at work and employee agility

In current rapidly changing organizational environments, both constructs are regarded as necessary for maintaining employee agility and performance (Yang et al., 2024). Employees who are thriving tend to possess high levels of self-efficacy and intrinsic motivation, making them more likely to take initiative, embrace change, and adapt to new challenges, which are hallmarks of agility (Porath et al., 2012). Thriving mindsets generate a resource-rich psychological environment that facilitates continuous learning, exploration, and problem solving, all of which are essential components of agile behavior (Paterson et al., 2014). Research suggests that thriving employees are not only more resilient but also more receptive to developing new competencies and skills, thereby enhancing their agility in response to dynamic organizational demands (Walumbwa et al., 2018).

When individuals experience learning opportunities and vitality at work, they perceive organizational investment and support in their growth (Blau, 1964). A core element of thriving is learning, which equips employees with the capacity to handle ambiguous and complex tasks, whereas vitality sustains the energy needed for agile engagement across the fluctuating nature of work contexts (Nielsen & Yarker, 2024; Srigouri & Muduli, 2024). Moreover, thriving enhances behavioral agility and cognitive flexibility, both of which are essential for navigating role changes and organizational transformation (Prem et al., 2017). Organizations that foster thriving through supportive leadership, autonomy, and learning-oriented cultures tend to see a rise in agile behaviors at the employee level, leading to improved performance and responsiveness.

H-5: Thriving at work has a valuable impact on employee agility.

## Association between thriving at work and core self-evaluations

According to social exchange theory, when employees experience learning and vitality, they perceive that the organization is investing in their development and well-being (Blau, 1964). In response, they internalize this positive exchange, which enhances core self-evaluations. Employees with high core self-evaluations are more likely to be emotionally balanced, feel competent, and feel in control, enabling them to engage in learning and maintain energy at work (Judge & Bono, 2001). Research indicates that individuals with high core self-evaluations are better equipped to find satisfaction and meaning in their roles, are more proactive in seeking growth opportunities, and are more resilient in the face of setbacks (Chang et al., 2012; Usman et al., 2021).

These characteristics are conducive to favorable conditions for experiencing thriving, particularly in environments that demand self-regulation. Thriving and core self-evaluations share conceptual overlap in terms of proactive engagement, self-regulatory behavior, and positive affectivity (Porath et al., 2012). Core self-evaluations provide internal psychological resources that fuel the motivation to learn and persevere, while thriving at work serves as a reinforcing outcome that further enhances these resources, creating a positive feedback loop (Hong & Wang, 2024; Paterson et al., 2014). Walumbwa et al. (2018) found that employees with high self-efficacy and emotional stability were more likely to thrive under empowering leadership conditions.

H-6: Thriving at work has positive impacts on core self-evaluations in employees.

## Association between organic structure and employee agility

According to social exchange theory, in decentralized and flexible environments, employees receive open communication, autonomy, and trust — signals of organizational investment (Blau, 1964). In return, employees feel obligated to reciprocate by demonstrating agile behaviors. Organic structures encourage knowl-

edge sharing, autonomy, and empowerment, which are essential for developing agile mindsets (Pacheco-Cubillos et al., 2024). Research indicates that participative decision-making and flatter hierarchies inherent in organic systems allow individuals to collaborate across functional boundaries, take initiative, and adapt to changing roles (Volberda, 1996).

These structural features reduce fear of failure, promote psychological safety, and create a space for rapid learning and experimentation, which are core elements of agility (Lee & Edmondson, 2017). In addition, organic structures support the development of individual-level dynamic capabilities by allowing employees to realign their skills and responsibilities in line with organizational needs (Teece, 2007). The exchange of feedback and decentralized control on an ongoing basis improves information flow, thus enhancing employees' ability to detect change early and act accordingly (Pacheco-Cubillos et al., 2024). Despite this, empirical studies that directly link organic structure and employee agility remain relatively limited (Alavi et al., 2014).

H-7: Organic organizational structure has positive impacts on employee agility.

## Association between organic structure and core self-evaluations

Organic structures provide employees with trust, autonomy, and empowerment, enabling them to take initiative and make decisions that reinforce beliefs in their capabilities (self-efficacy) and enhance their sense of control (locus of control) (Ayu et al., 2023; Volberda, 1996). Social exchange theory posits that in flexible and decentralized business environments, employees perceive high levels of autonomy and trust as signals of organizational investment in their well-being (Blau, 1964). In response, employees develop stronger locus of control, self-efficacy, and self-worth. When individuals are allowed to operate with flexibility and entrusted with responsibility, their confidence and self-worth are more likely to flourish, strengthening the positive self-appraisals inherent in core self-evaluations (Xiong Chen & Aryee, 2007).

Organic systems foster intrinsic motivation and psychological safety, which are linked to emotional regulation and elevated self-esteem (Ryan & Deci, 2000). Such environments allow employees to take risks, express themselves, and recover from failure, reinforcing emotional stability, one of the core facets of core self-evaluations (Krishna et al., 2023). Moreover, the social learning perspective suggests that when employees observe role models within an adaptive and collaborative structure, they are more likely to internalize positive self-evaluations through vicarious learning (Bandura, 1997). This suggests that the nature of the work environment, particularly its structure, is instrumental in shaping and enhancing dispositional traits such as core self-evaluations.

H-8: Organic organizational structure has a positive impact on core self-evaluations in employees.

## Employee agility's mediating role in the relationship between thriving at work and organizational performance

Thriving individuals are more likely to develop agile characteristics because they engage in learning and exhibit high levels of vitality, both of which are crucial for adaptive and flexible behaviors (Porath et al., 2012). Thriving can therefore serve as an antecedent to agility, enabling the workforce to respond efficiently to change, innovation, and the maintenance of high-level performance. Agile employees contribute to organizational performance by fostering innovation, enhancing responsiveness, and improving problem solving (Muduli, 2017). They align their behaviors with shifting goals, collaborate efficiently, and leverage their skills across tasks, thereby translating employee agility into collective success (Alavi et al., 2014).

Although studies have examined the direct association between thriving and performance (Paterson et al., 2014), few have investigated how thriving promotes employee agility, which in turn enhances performance (Chong & Zainal, 2024). This mediation pathway remains underexplored yet practically and theoretically significant. Understanding this mechanism can help organizations design work environments that not only foster thriving but also channel it into agile, performance-enhancing behaviors.

H-9: Employee agility mediates the association between thriving at work and organizational performance.

## Employee agility's mediating role in the relationship between organic structure and organizational performance

In an increasingly competitive and volatile environment, organizations are required to maintain employee agility and innovation (Tripathia & Kalia, 2024). Organic organizational structures, characterized by decen-

tralization and low formalization, are considered more conducive to agility than mechanistic structures (Burns & Stalker, 1994; Donaldson, 2001). Such structures empower employees, encourage autonomy, and promote knowledge sharing, all of which are essential conditions for fostering employee agility. Employee agility refers to the capacity of employees to sense change, adapt quickly, and respond proactively to evolving organizational demands (Sherehiy & Karwowski, 2014). Organic structures enable agility by removing rigid hierarchies, reducing red tape, and enhancing decision-making latitude (Volberda, 1996). These work environments not only support agile behaviors but also help employees develop behavioral and psychological flexibility, which is a core component of agility (Muduli, 2017).

Through enhanced agility, the workforce can make better contributions to organizational performance through innovation, collaboration across functions, and swiftly adapting to shifting priorities (Salmen & Festing, 2022). Agile individuals act as catalysts for performance by aligning their efforts with strategic objectives and continuously updating their valuable skills (Alavi et al., 2014). Hence, agility becomes a behavioral mechanism through which flexible organizational structures translate into improved outcomes. The dynamic capabilities framework (Teece et al., 1997) supports this argument, suggesting that organizational resources, such as structure, must be transformed through human capabilities like agility to impact performance (Sameer, 2024). While prior studies confirm that organic structures are directly related to firm performance (Child, 1972), the process through which this occurs remains underexplored. Introducing employee agility as a mediator offers a more nuanced understanding of this relationship.

H-10: Employee agility mediates the association between organic structure and organizational performance.

## Core self-evaluation's mediating role in the relationship between thriving at work and organizational performance

Thriving at work plays a crucial role in enhancing employee functioning as well as long-term organizational outcomes (Nielsen & Yarker, 2024; Spreitzer et al., 2005). A thriving workforce exhibits active engagement in the workplace and a high level of energy and drive for self-improvement (Sun et al., 2024). However, the mechanism by which thriving leads to improved organizational performance has not been extensively investigated. One promising psychological mediator is core self-evaluations, which is a higher-order construct reflecting employees' subconscious, elemental assessments of themselves (Judge, 1997).

Core self-evaluations encompass emotional stability, self-esteem, generalized self-efficacy, and locus of control. These traits affect how the workforce approaches challenges, persists in goal pursuit, and responds to stressors in significant ways (Cross et al., 2023). When employees are thriving, internal psychological resources expand, which in turn strengthens core self-evaluations. Higher levels of core self-evaluations enable employees to navigate workplace complexities more efficiently, demonstrate persistence, and take initiative, all of which contribute positively to both organizational and individual performance (Judge & Bono, 2001; Krishna et al., 2023).

Employees with high levels of core self-evaluations are more likely to perform well, particularly under pressure, set challenging goals, and persist in the face of adversity (Chang et al., 2012). These attributes bridge the gap between personal thriving and observable organizational contributions. Hence, core self-evaluations function as a psychological pathway through which the emotional and cognitive components of thriving influence tangible performance outcomes (Kong et al., 2014). Although some researchers have independently identified relationships between thriving and organizational performance, few empirical studies have examined how core self-evaluations mediate this association.

H-11: Core self-evaluations mediate the association between thriving at work and organizational performance.

## Core self-evaluation's mediating role in the relationship between organic structure and organizational performance

The internal psychological mechanisms linking organic structure and organizational performance remain less explored; one such mechanism is core self-evaluations, which represent employees' fundamental assessments of their own control, capabilities, and worth (Judge, 1997; Wang & Ding, 2024). Employees working in organic structures experience greater psychological empowerment, job autonomy, and responsibility, which can positively influence their emotional stability, self-esteem, self-efficacy, and locus of control (Spreitzer et al., 2012). Consequently, an organic environment may serve as a contextual enabler that strengthens employees' core self-evaluations by affirming their capacity and value for influence (Hong & Wang, 2024). High levels of core

self-evaluations are closely linked to resilience, greater work engagement, inventiveness, and performance (Chang et al., 2012; Judge & Bono, 2001).

Employees with strengthened core self-evaluations are more likely to set challenging goals, persist in achieving them, and adapt constructively to organizational demands (Judge et al., 2003). These behaviors are critical drivers of organizational performance, particularly in innovation-driven and dynamic environments facilitated by organic structures (Imran et al., 2021). This theoretical perspective supports the role of core self-evaluations as a psychological pathway through which organic features translate into higher performance (Judge et al., 2005). Thus, empirical research examining this mediating role remains scarce, indicating a significant gap in the literature.

H-12: Core self-evaluations mediate the association between organic structure and organizational performance.

### Moderator role of employee voice in the relationship between employee agility and organizational performance

In participative organizational cultures, employee voice is a key element that supports the translation of employee agility into broader organizational outcomes (Morrison, 2014). When agile employees operate in low-voice climates, their adaptive capabilities and insights may remain underutilized (Kim & Kiura, 2023). In contrast, in high-voice environments, agile workers are more likely to contribute meaningfully, speak up, and influence decisions that lead to better performance outcomes (Liang et al., 2012). Research suggests that voice behavior amplifies the impact of proactive traits and actions by enhancing communication channels and trust between employees and management (Detert & Burris, 2007).

Organizations that encourage voice enable agile employees to communicate adaptive strategies, identify inefficiencies, and co-create solutions, directly enhancing organizational learning and innovation, which are key drivers of performance (Zhou & George, 2001). According to social exchange theory (Blau, 1964), employees are more likely to reciprocate a supportive voice climate by going beyond their formal roles, thereby maximizing the impact of their agility on performance. This makes employee voice a critical moderator that can either hinder or facilitate the effectiveness of agility. Encouraging employee voice not only supports agile behaviors but also creates a feedback-rich environment conducive to sustainable performance.

H-13: Employee voice moderates the association between employee agility and organizational performance.

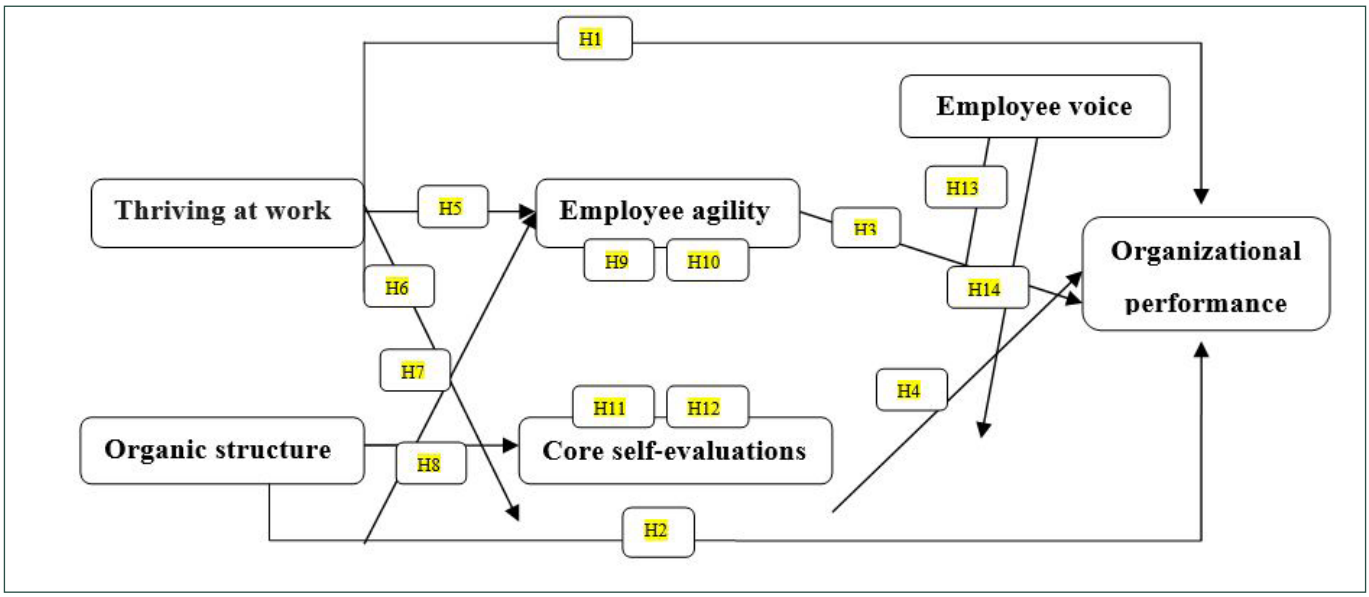
### Moderator role of employee voice in the relationship between core self-evaluations and organizational performance

In organizational contexts, employees with high core self-evaluations tend to be more committed, resilient, and goal-oriented in achieving excellence, which contributes directly to organizational performance (Chang et al., 2012). However, the association between core self-evaluations and performance is not automatic; it is often influenced by contextual variables, such as the work environment and the extent to which employee input is welcomed (Ullah & Ribeiro, 2024). Employee voice, defined as the discretionary expression of concerns, ideas, or suggestions aimed at improving organizational outcomes, emerges as a key moderating factor (Kim & Leach, 2020; Morrison, 2011).

Individuals having high core self-evaluations are more likely to engage in constructive change behaviors, speak up, and share innovative ideas, which can boost organizational performance in supportive voice climates (Detert & Burris, 2007). Voice enables these confident employees to translate their internal attributes into external contributions, thereby reinforcing the association between core self-evaluations and organizational performance (Frazier & Fainshmidt, 2012). In low-voice environments, even employees with high core self-evaluations may withhold their opinions or become disengaged, thereby suppressing their potential impact on organizational outcomes.

According to social exchange theory (Blau, 1964), the perception of being valued and heard encourages reciprocal behaviors among employees, i.e., increased commitment and effort — effects that are magnified when individuals possess strengthened internal beliefs about their capabilities. Despite these theoretical insights, limited empirical attention has been paid to voice behavior as a boundary condition in the association between core self-evaluations and organizational performance. Understanding employee voice as a moderator provides a nuanced viewpoint of how psychological resources interact with organizational systems to drive performance.

H-14: Employee voice moderates the association between core self-evaluations and organizational performance.




Source: Developed by the author.

**Figure 1.** Conceptual framework research hypotheses.

## METHODOLOGY

This research work is based on a quantitative research method and a survey research design. Participants were selected from the banking sector of three municipal cities of Pakistan. According to the State Bank of Pakistan, there are 2,563 branches of 32 commercial banks operating in these three cities. All white-collar staff were selected as target respondents. Upon distribution of 769 questionnaires, the researcher received 447 properly completed responses. Of the respondents, 23.7% were managers, 61% had 16 years of education, and 48% had eight or more years of experience in the banking field.

### Convenience sampling and its methodological limitations

As bank employees are busy with the nature of their jobs, the convenience sampling technique was utilized. A methodological limitation of this research is the use of convenience sampling within the banking sector, which, while practical for data collection, may constrain the external validity of the findings. As participants were selected based on ease of access rather than random sampling, the sample may not fully represent the broader population of banking professionals across different operational models, regions, or organizational sizes. In particular, this limitation raises concerns regarding the generalizability of the results to other financial institutions or industries with differing cultural or structural dynamics. The conclusions drawn should therefore be interpreted with caution when applied to broader banking or non-banking contexts. Moreover, the possibility of self-selection bias exists; employees who were more willing or available to participate may exhibit distinct characteristics compared to those who were not included. Future research efforts should aim to incorporate stratified random or probability-based sampling methods to enhance representativeness and strengthen the validity of cross-sector comparisons.

### Instruments

The 10-item scale developed by Porath et al. (2012) was selected to measure 'thriving at work'; a sample item is "I see myself continually improving." Eight items were selected from the scale developed by Cruz and Camps (2003) to measure 'organic structure'; a sample item is "The jobs in the organization are described in writing in great detail." 'Employee agility' was measured using the scale developed by Alavi et al. (2014), which consists of 15 items; a sample item is "In my work, I can accept critical feedback." Judge et al. (2003) developed the 'core self-evaluations' scale, and its 12 items were used; a sample item is "I am confident I get the success I deserve in life." A 10-item measurement scale developed by Liang et al. (2012) was used to measure 'employee voice'; a sample item is "I raise suggestions to improve the unit's working procedure." The scale developed by Lee and Choi (2003) was utilized, and it has five items; a sample item is "Compared with key competitors, our company is more successful." A five-point Likert scale (strongly disagree to strongly agree) was utilized.

### Common method bias (CMB)

Procedurally, the study design ensured respondent anonymity, reduced evaluation apprehension, used randomized question ordering, and applied simple and clear language across items to minimize ambiguity. To assess the potential for common method bias, Harman's single-factor test was conducted, as recommended by Podsakoff et al. (2003). All items from the key constructs were entered into an exploratory factor analysis using principal component analysis without rotation. The results revealed that the first unrotated factor accounted for 31.58% of the total variance, which is well below the commonly accepted threshold of 50%. This indicates that common method variance is not a serious threat to the validity of the findings. A marker variable was not available in the data. This limitation is acknowledged, and future research is encouraged to incorporate marker variables to further enhance methodological rigor.

### Measurement and validity

Confirmatory factor analysis showed factor loadings above 0.7, AVE values above 0.57, and both composite reliability and Cronbach's alpha exceeding 0.90, meeting established thresholds (Fornell & Larcker, 1981; Hair et al., 2019). Measurement model results are reported in Table 1.

**Table 1.** Estimates of measurement model.

| Variable names | Items | Factor loadings | Reliability | Composite reliability (rho_c) | Average variance extracted |
|---|---|---|---|---|---|
| Thriving at work | TaW-1 | 0.783 | 0.931 | 0.941 | 0.617 |
| | TaW-2 | 0.799 | | | |
| | TaW-3 | 0.855 | | | |
| | TaW-4 | 0.777 | | | |
| | TaW-5 | 0.835 | | | |
| | TaW-6 | 0.744 | | | |
| | TaW-7 | 0.757 | | | |
| | TaW-8 | 0.783 | | | |
| | TaW-9 | 0.769 | | | |
| | TaW-10 | 0.743 | | | |
| Organic structure | O.Str-1 | 0.871 | 0.926 | 0.938 | 0.653 |
| | O.Str-2 | 0.777 | | | |
| | O.Str-3 | 0.835 | | | |
| | O.Str-4 | 0.803 | | | |
| | O.Str-5 | 0.772 | | | |
| | O.Str-6 | 0.788 | | | |
| | O.Str-7 | 0.869 | | | |
| | O.Str-8 | 0.742 | | | |
| Employee agility | E.Agi-1 | 0.77 | 0.948 | 0.953 | 0.577 |
| | E.Agi-2 | 0.84 | | | |
| | E.Agi-3 | 0.74 | | | |
| | E.Agi-4 | 0.757 | | | |
| | E.Agi-5 | 0.742 | | | |
| | E.Agi-6 | 0.787 | | | |
| | E.Agi-7 | 0.729 | | | |
| | E.Agi-8 | 0.725 | | | |
| | E.Agi-9 | 0.79 | | | |
| | E.Agi-10 | 0.786 | | | |
| | E.Agi-11 | 0.724 | | | |
| | E.Agi-12 | 0.78 | | | |
| | E.Agi-13 | 0.733 | | | |
| | E.Agi-14 | 0.731 | | | |
| | E.Agi-15 | 0.753 | | | |

(continue)

**Table 1.** Estimates of measurement model (continued).

| Variable names | Items | Factor loadings | Reliability | Composite reliability (rho_c) | Average variance extracted |
|---|---|---|---|---|---|
| Core self-evaluations | C.S.Ev-1 | 0.802 | 0.944 | 0.951 | 0.62 |
| | C.S.Ev-2 | 0.82 | | | |
| | C.S.Ev-3 | 0.794 | | | |
| | C.S.Ev-4 | 0.739 | | | |
| | C.S.Ev-5 | 0.744 | | | |
| | C.S.Ev-6 | 0.819 | | | |
| | C.S.Ev-7 | 0.759 | | | |
| | C.S.Ev-8 | 0.754 | | | |
| | C.S.Ev-9 | 0.856 | | | |
| | C.S.Ev-10 | 0.74 | | | |
| | C.S.Ev-11 | 0.818 | | | |
| | C.S.Ev-12 | 0.794 | | | |
| Employee voice | E.Voi-1 | 0.751 | 0.934 | 0.943 | 0.625 |
| | E.Voi-2 | 0.727 | | | |
| | E.Voi-3 | 0.867 | | | |
| | E.Voi-4 | 0.789 | | | |
| | E.Voi-5 | 0.773 | | | |
| | E.Voi-6 | 0.769 | | | |
| | E.Voi-7 | 0.791 | | | |
| | E.Voi-8 | 0.844 | | | |
| | E.Voi-9 | 0.759 | | | |
| | E.Voi-10 | 0.827 | | | |
| Organizational performance | O.Per-1 | 0.843 | 0.902 | 0.927 | 0.719 |
| | O.Per-2 | 0.786 | | | |
| | O.Per-3 | 0.913 | | | |
| | O.Per-4 | 0.822 | | | |
| | O.Per-5 | 0.871 | | | |

Note. Factor loadings, reliability and average variance extracted are meeting established thresholds.

## Discriminant validity

Following Henseler et al. (2015), an HTMT threshold of 0.85 was applied, as recommended for conceptually distinct constructs to minimize potential inflation of correlations. Table 2 demonstrates that HTMT values fall below the predetermined threshold of 0.85, and their confidence intervals do not include 1.0, providing evidence of adequate discriminant validity across all constructs. HTMT values were calculated along with bootstrapped 95% confidence intervals to ensure robust evaluation of discriminant validity.

**Table 2.** Heterotrait–monotrait ratio (HTMT).

| | Core self-evaluations | Employee agility | Employee voice | Organizational performance | Organic structure | Thriving at work |
|---|---|---|---|---|---|---|
| Core self-evaluations | | | | | | |
| Employee agility | 0.504 | | | | | |
| Employee voice | 0.261 | 0.754 | | | | |
| Organizational performance | 0.522 | 0.247 | 0.351 | | | |
| Organic structure | 0.607 | 0.479 | 0.434 | 0.281 | | |
| Thriving at work | 0.290 | 0.530 | 0.173 | 0.585 | 0.256 | |

Note. HTMT values fall below the predetermined threshold of 0.85.

Table 3 demonstrates that the discriminant validity of the research variables, as assessed by the Fornell and Larcker criterion, is supported by the results, as all diagonal values exceed the corresponding non-diagonal values.

**Table 3.** Discriminant validity criterion introduced by Fornell and Larcker.

| | Core self-evaluations | Employee agility | Employee voice | Organizational performance | Organic structure | Thriving at work |
|---|---|---|---|---|---|---|
| Core self-evaluations | 0.788 | | | | | |
| Employee agility | 0.485 | 0.760 | | | | |
| Employee voice | 0.178 | 0.690 | 0.791 | | | |
| Organizational performance | 0.498 | 0.234 | -0.349 | 0.848 | | |
| Organic structure | 0.599 | 0.517 | 0.416 | 0.269 | 0.808 | |
| Thriving at work | 0.276 | 0.518 | 0.037 | 0.549 | 0.175 | 0.785 |

**Note**. All diagonal values exceed the corresponding non-diagonal values

## Direct effects

Table 4 presents the direct effects and f-square ($f^2$) effect sizes. The f-square ($f^2$) values assess the effect size of each predictor construct on the dependent variable(s), indicating how much a specific exogenous construct contributes to the $R^2$ value of an endogenous construct. The results highlight the central mediating roles of employee agility and core self-evaluations, while identifying employee voice as a strong moderator of performance. They also emphasize the importance of indirect pathways (e.g., organic structure → core self-evaluations/employee agility → organizational performance) over direct effects.

**Table 4.** Direct effects.

| Hypotheses | Relationship among variables | Estimates β-value | Mean values | Standard deviation | t-value | Significance level (p-value) | F-square ($f^2$) effect sizes |
|---|---|---|---|---|---|---|---|
| H-1 | T.W → O.P | 0.169 | 0.169 | 0.039 | 04.364 | 0.000 | 0.045 |
| H-2 | O.S → O.P | 0.103 | 0.101 | 0.041 | 02.538 | 0.011 | 0.009 |
| H-3 | E.A → O.P | 0.582 | 0.577 | 0.054 | 10.852 | 0.000 | 0.146 |
| H-4 | C.S-E → O.P | 0.308 | 0.308 | 0.031 | 09.811 | 0.000 | 0.163 |
| H-5 | T.W → E.A | 0.442 | 0.444 | 0.042 | 10.558 | 0.000 | 0.348 |
| H-6 | T.W →C.S-E | 0.176 | 0.178 | 0.035 | 05.054 | 0.000 | 0.049 |
| H-7 | O.S → E.A | 0.440 | 0.441 | 0.042 | 10.461 | 0.000 | 0.344 |
| H-8 | O.S → C.S-E | 0.568 | 0.569 | 0.027 | 21.348 | 0.000 | 0.511 |

**Note.** All the relationships are positive and significant

## Mediation effects

Following the recommendations of Preacher and Hayes (2008) and Taylor et al. (2008). Confirm please, mediation effects were tested using a bootstrapping method with 5,000 samples. This non-parametric resampling technique allows for the estimation of indirect effects without assuming a normal distribution. Mediation was considered significant if the 95% bias-corrected confidence interval (CI) for the indirect effect did not contain zero. All analyses were conducted using SmartPLS 4, and the results are presented in Table 5.

**Table 5.** Mediation effects (hypotheses 9 to 12 are accepted).

| Hypotheses | Mediation path | β | SE | t-value | 95% CI (lower, upper)* | p-value | Sig |
|---|---|---|---|---|---|---|---|
| H-9 | T.W → E.A → O.P | 0.257 | 0.039 | 6.517 | [approx. 0.180, 0.334] | 0 | *** |
| H-10 | O.S → E.A → O.P | 0.254 | 0.031 | 8.284 | [approx. 0.192, 0.316] | 0 | *** |
| H-11 | T.W → C.S-E → OP | 0.055 | 0.013 | 4.310 | [approx. 0.030, 0.080] | 0 | *** |
| H-12 | O.S → C.S-E → O.P | 0.175 | 0.019 | 9.235 | [approx. 0.137, 0.213] | 0 | *** |

**Note.** T.W = Thriving at work; O.C = Organic structure; E.A = Employee agility; C.S-E = Core self-evaluations; O.P = Organizational performance.

The significant indirect effects observed through both 'employee agility' and 'core self-evaluations' as mediators, confirmed via bootstrapping, support the mediation hypotheses and align with the theoretical framework. The use of the bootstrapping method provides robust estimates of indirect effects and confirms the mediating role of employee-level variables in the relationship between organizational factors and performance outcomes.

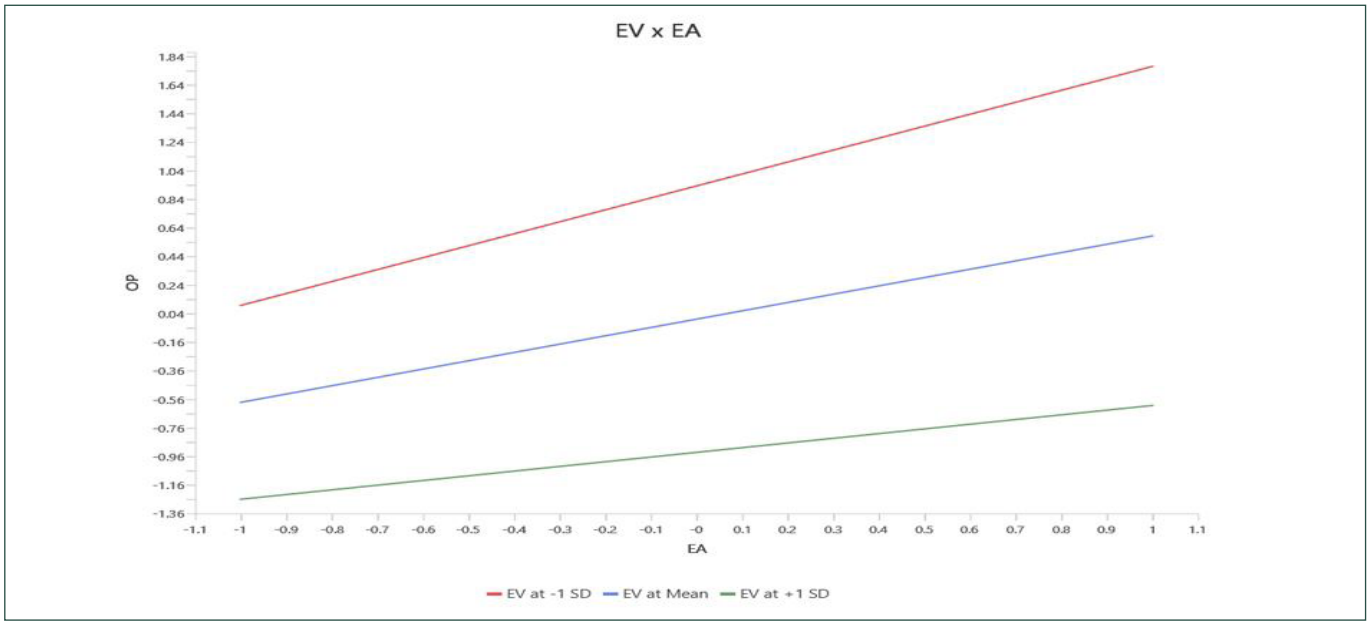
**Table 6.** Moderation effects (hypotheses 13 and 14 are accepted).

| Hypotheses | Relationship among variables | Estimates β value | Mean values | Standard deviation | t-value | Significance level (p-value) |
|---|---|---|---|---|---|---|
| H-3 | E.V x E.A →O.P | -0.254 | -0.253 | 0.038 | 6.605 | 0.000 |
| H-14 | E.V x C.S-E → O.P | 0.135 | 0.134 | 0.023 | 5.825 | 0.000 |

**Note.** E.A = Employee agility; C.S-E = Core self-evaluations; E.V = Employee voice; O.P = Organizational performance.

### Moderation effect of employee voice in the relationship between employee agility and organizational performance

Table 6 shows a negative but significant moderating effect of employee voice on the association between employee agility and organizational performance. All three lines in the graph (Figure 2) indicate a positive association between employee agility and organizational performance; however, the strength of this association varies depending on the level of employee voice. The steepest slope occurs when employee voice is low (red line), suggesting that agility contributes more strongly to organizational performance when employee voice is limited. In contrast, at high levels of employee voice (green line), the slope is flatter, indicating a dampening effect. This implies that excessive employee voice may reduce the positive impact of agility on organizational performance, reflecting a negative moderation effect.

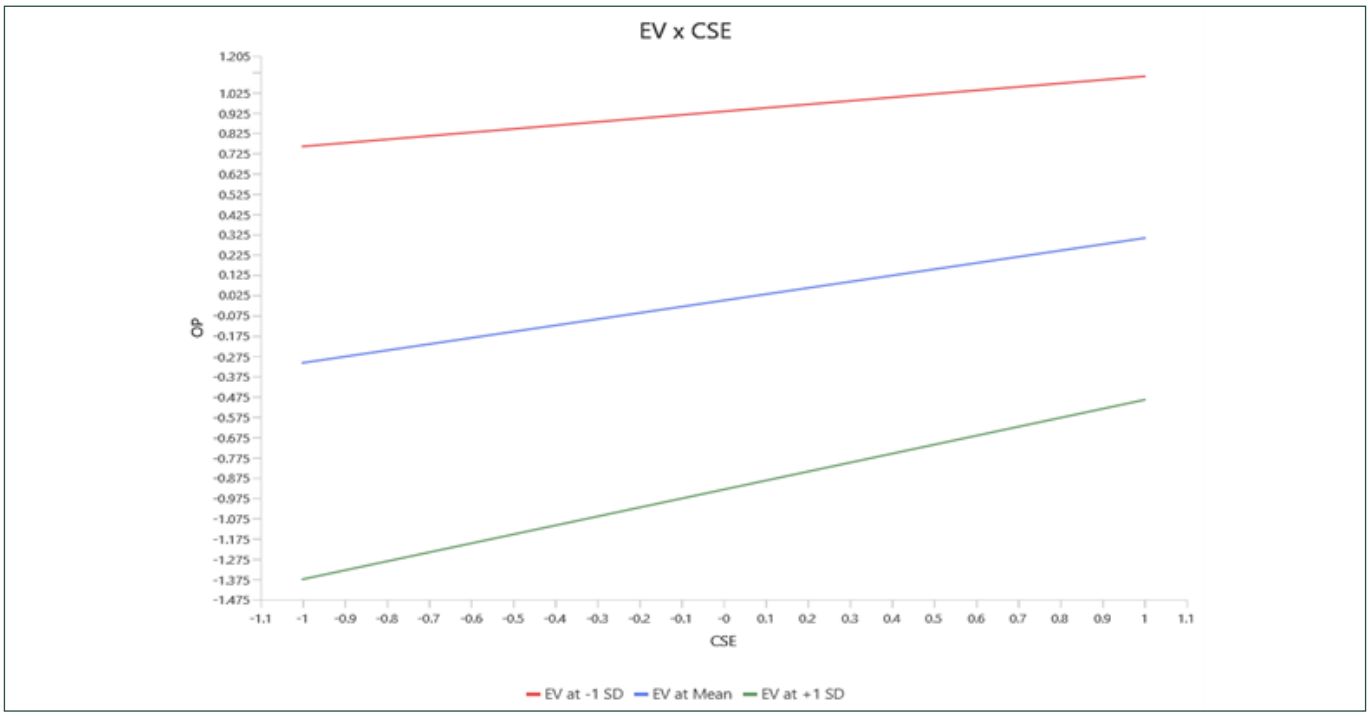



Source: Developed by the author.

**Figure 2.** Moderation graph.

### Moderation effect of employee voice in the relationship between core self-evaluations and organizational performance

Table 6 indicates a positive and significant moderating effect of employee voice on the association between core self-evaluations and organizational performance. The three lines in the graph (Figure 3) represent the interaction at different levels of employee voice: low (red), mean (blue), and high (green). As core self-evaluations increase, organizational performance also increases across all levels of employee voice; however, the slope is steepest when employee voice is high. This suggests that core self-evaluations contribute more strongly to organizational performance when employee voice is encouraged, whereas the relationship is comparatively weaker when employee voice is suppressed.




Source: Developed by the author.

**Figure 3.** Moderation graph.

## Q²_Predict

Table 7 evaluates the out-of-sample predictive power of the PLS path model using the Q²_predict procedure, which compares the root mean square error (RMSE) of predictions from the PLS-SEM model against a linear regression (LM) benchmark. The PLS-SEM model demonstrates strong predictive power across all constructs — core self-evaluations, employee agility, and organizational performance. The consistently lower RMSE values compared to the linear benchmark confirm the superior predictive performance of the structural model. This supports the reliability and external validity of the research model in predicting key organizational outcomes.

Out-of-sample predictive relevance was evaluated using the Q²_predict procedure in PLS predict (Shmueli et al., 2016). Although some RMSE values were relatively high due to the original measurement scales, the PLS-SEM model consistently outperformed the linear benchmark model (negative RMSE differences), indicating robust predictive accuracy. The large RMSE values reflect the scale of the constructs rather than poor model performance.

**Table 7.** Q²_Predict.

| Items | Q²_predict | PLS RMSE (a) | LM RMSE (b) | Difference (a-b) |
|---|---|---|---|---|
| C.S-E-1 | 0.249 | 0.985 | 1.358 | -0.373 |
| C.S-E-2 | 0.231 | 0.984 | 1.575 | -0.591 |
| C.S-E-3 | 0.344 | 0.921 | 4.683 | -3.762 |
| C.S-E-4 | 0.302 | 1.127 | 1.593 | -0.466 |
| C.S-E-5 | 0.272 | 1.151 | 2.301 | -1.150 |
| C.S-E-6 | 0.113 | 1.195 | 3.983 | -2.788 |
| C.S-E-7 | 0.224 | 0.846 | 3.070 | -2.224 |
| C.S-E-8 | 0.216 | 0.934 | 1.128 | -0.194 |
| C.S-E-9 | 0.249 | 0.896 | 2.078 | -1.182 |
| C.S-E-10 | 0.211 | 0.932 | 4.698 | -3.766 |
| C.S-E-11 | 0.244 | 1.042 | 6.235 | -5.193 |
| C.S-E-12 | 0.139 | 1.121 | 3.070 | -1.949 |
| E.A-1 | 0.236 | 0.953 | 1.797 | -0.844 |
| E.A-2 | 0.200 | 1.106 | 1.278 | -0.172 |
| E.A-3 | 0.159 | 1.017 | 0.883 | 0.134 |
| E.A-4 | 0.414 | 0.979 | 2.721 | -1.742 |
| E.A-5 | 0.219 | 0.918 | 2.482 | -1.564 |

(continue)

**Table 7.** $Q^2$_Predict. (continued).

| Items | $Q^2$_predict | PLS RMSE (a) | LM RMSE (b) | Difference (a-b) |
|---|---|---|---|---|
| E.A-6 | 0.309 | 0.696 | 2.709 | -2.013 |
| E.A-7 | 0.271 | 0.806 | 1.640 | -0.834 |
| E.A-8 | 0.246 | 1.065 | 2.715 | -1.650 |
| E.A-9 | 0.182 | 0.817 | 2.912 | -2.095 |
| E.A-10 | 0.324 | 0.715 | 5.114 | -4.399 |
| E.A-11 | 0.281 | 0.780 | 3.420 | -2.640 |
| E.A-12 | 0.280 | 0.782 | 3.781 | -2.999 |
| E.A-13 | 0.204 | 0.797 | 5.331 | -4.534 |
| E.A-14 | 0.185 | 0.822 | 4.150 | -3.328 |
| E.A-15 | 0.201 | 0.925 | 7.134 | -6.209 |
| O.P-1 | 0.287 | 1.289 | 9.788 | -8.499 |
| O.P-2 | 0.237 | 1.239 | 11.263 | -10.024 |
| O.P-3 | 0.310 | 1.144 | 7.542 | -6.398 |
| O.P-4 | 0.397 | 1.127 | 11.376 | -10.249 |
| O.P-5 | 0.350 | 1.128 | 7.626 | -6.498 |

**Note.** C.S-E = Core self-evaluations; E.A = Employee agility; O.P = Organizational performance.

## DISCUSSION

Thriving at work positively influences organizational performance, consistent with the studies of Porath et al. (2012) and Merkuž et al. (2024). This outcome strengthens the view that when employees continuously develop and feel energized, they contribute more efficiently to organizational goals (Yang et al., 2020). In contrast, Harter et al. (2002) emphasized general engagement, whereas thriving offers a more growth-oriented and dynamic framework. Unlike traditional models of performance, which focus on extrinsic outcomes, thriving at work integrates agility and intrinsic motivation. Social exchange theory supports the view that employees with high levels of thriving are more likely to drive organizational performance through trust-based exchanges and mutual benefit.

The findings confirm that an organic structure enhances organizational performance, supporting earlier findings (Asbari, 2024; Burns & Stalker, 1994). The outcome of this research is also aligned with Volberda (1996), who emphasized that organic forms promote innovation and agility, particularly in turbulent environments. In contrast, mechanistic kinds of structures often hinder creativity and responsiveness (Donaldson, 2001). This contrast highlights the strategic advantages of organic designs for dynamic business sectors. Social exchange theory emphasizes that supportive kinds of structures promote performance through the norm of reciprocity. This nature of mutual exchange fosters a positive organizational climate where agility and innovation thrive. As a result, employees are more committed to the achievement of organizational goals.

The findings from the present study indicate that organic structures enhance both agility and thriving in employees, contributing to organizational performance in positive ways. However, it is important to note that the banking sector is compliance-driven and highly regulated. While organic structures generally support thriving and agility, regulatory and compliance constraints may moderate the extent to which such structures can be implemented, potentially limiting the flexibility and decision-making autonomy typically associated with organic designs.

The findings support that employee agility (the capacity to adapt proactively) enhances organizational performance and are in line with the studies of Sherehiy and Karwowski (2014), Alavi et al. (2014), and Srigouri and Muduli (2024). Agile individuals respond efficiently to change, boosting efficiency and innovation. Whereas, traditional models focused on role clarity and stability (Mintzberg, 1979), this research affirms that agility better equips organizations for dynamic environments. According to social exchange theory, agile employees perceive supportive conditions such as social investment and reciprocate through responsiveness to change, flexibility, and proactive problem solving.

Core self-evaluations are crucial elements in enhancing organizational performance and employee effectiveness (Judge & Bono, 2001). This aligns with Chang et al. (2012), who emphasized that employees with high levels of core self-evaluations are more goal-oriented, resilient, and motivated. In contrast, earlier views focused solely on external-level motivators, such as supervision and rewards (Herzberg 1966). The findings suggest that internal psychological resources

like core self-evaluations are vital in driving sustainable organizational performance. Social exchange theory emphasizes that supportive organizational contexts activate the potential of high core self-evaluations in individuals to drive performance-related outcomes.
Thriving at work enhances employees' ability to respond and adapt to dynamic environments, validating findings by Porath et al. (2012). Thriving promotes proactive behavior and cognitive flexibility, which are critical for employee agility (Sherehiy & Karwowski, 2014). While prior research often emphasized environmental or structural factors in agility development, this outcome highlights the psychological foundations of agility. This underscores the value of fostering thriving conditions to cultivate a highly agile workforce. According to social exchange theory, thriving nurtures agility through trust-based, reciprocal exchanges between the organization and its employees.

Thriving at work enhances employees' core self-evaluations; a view consistent with the findings of Porath et al. (2012). Individuals experiencing thriving are more likely to feel in control, emotionally stable, and competent, strengthening their internal self-view (Spreitzer et al., 2005). While Judge (1997) emphasized the dispositional basis of core self-evaluations, our outcomes suggest that thriving can actively elevate and shape these evaluations. According to social exchange theory, thriving environments contribute to elevated core self-evaluations through mutual exchange and perceived organizational support.

Organic structures enhance employee agility through quick decision-making (Alavi et al., 2014; Burns & Stalker, 1994). The findings are aligned with Volberda (1996) and Harouni et al. (2023), who emphasized structural flexibility as a foundation for individual-level responsiveness, particularly in turbulent environments. This highlights that structural design is a tactical enabler of agile individual behavior in dynamic work environments. Social exchange theory reinforces that organic structures cultivate agility by encouraging trust-based reciprocal contributions from employees.

The organic structures enhance employees' core self-evaluations (Spreitzer et al., 2012). This supports the view that empowering structures positively shape motivation and individual self-perception (Judge & Bono, 2001). Therefore, organizational design plays a crucial role in shaping the self-concept and psychological well-being of employees. Social exchange theory suggests that organic structures foster positive self-evaluations through trust-based mutual exchanges between the organization and its employees.

Employee agility serves as a valuable mechanism through which thriving enhances organizational performance, aligning with empirical work by Sherehiy and Karwowski (2014) and Pratama and Almansur (2024). Thriving fosters proactive behaviors and resilience, which are core components of agility and directly drive performance. While prior studies focused on direct impacts (Franco & Landini, 2022; Spreitzer et al., 2005), the findings highlight agility as a central behavioral pathway connecting psychological states to outcomes.

Employee agility is a critical behavioral mechanism through which organic structures enhance organizational performance, in line with findings by Alavi et al. (2014) and Varshney and Varshney (2020). Organic structures promote communication, flexibility, and autonomy, which foster agile behaviors essential for innovation and responsiveness. While earlier studies focused on the direct benefits of structure (Burns & Stalker, 1994), this research emphasizes that agility operationalizes structural advantages. Therefore, agility serves as the mechanism that transforms organizational design into competitive performance outcomes.

Core self-evaluations serve as vital psychological mechanisms through which thriving at work leads to improved organizational performance, echoing the study of Porath et al. (2012). Thriving fosters growth and vitality, which strengthen employees' self-beliefs, which are key elements of core self-evaluations that, in turn, drive goal achievement and motivation. While previous research often viewed core self-evaluations as stable traits (Judge, 1997), the findings support their development through positive work experiences. This positions thriving as a catalyst for cultivating internal resources and contributing to overall organizational performance.

Core self-evaluations act as a psychological conduit through which organic structures enhance organizational performance, consistent with the empowerment perspective of Spreitzer et al. (2012). Confirm please. Organic structures, through open communication and autonomy, foster employees' control, self-worth, and efficacy; these are core components of core self-evaluations, which in turn fuel higher productivity and commitment (Judge et al., 2005), while earlier views emphasized environmental or structural factors only (Burns & Stalker, 1994). This research highlights how internal psychological states mediate structural-level influences. It strengthens the view that organic organizational structure indirectly drives performance by shaping employees' self-perceptions.

Employee voice, contrary to conventional expectations, may weaken the positive impact of employee agility on organizational performance, possibly due to overcommunication, misalignment, or conflict with strategic goals (Detert & Burris, 2007). However, previous studies have highlighted voice as a facilitator of performance through innovation and openness (Amponsah-Tawiah et al., 2020; Morrison, 2011). This outcome aligns with research cautioning that misdirected or excessive voice can reduce efficiency and produce ambiguity (Liang et al., 2012).

Employee voice strengthens the positive influence of core self-evaluations on organizational performance, supporting previous research studies (Detert & Burris, 2007; Morrison, 2011; Semedo et al, 2018). Employees with high core self-evaluations are more likely to speak up, particularly when a supportive voice climate exists, translating their self-efficacy and confidence into organizational contributions. Whereas Judge et al. (2003) viewed core self-evaluations as internally driven traits, these findings emphasize that external enablers, i.e., voice, amplify their performance outcomes. Hence, voice-supportive environments act as catalysts, allowing confident employees to impact performance more efficiently.

## THEORETICAL CONTRIBUTIONS

This research makes considerable theoretical contributions to the field of human resource management and organizational behavior. Initially, it extends the job demands–resources model by integrating thriving at work as an important psychological resource that enhances both organizational outcomes and individual capabilities. It also deepens the understanding of organizational design by validating the influence of organic structures on organizational performance, emphasizing the role of flexible systems, especially in dynamic environments. This research introduces employee agility as a novel mediator, capturing behavioral adaptability as a mechanism through which organic structure and thriving translate into performance gains.

The study advances positive organizational scholarship by demonstrating that core self-evaluations, traditionally viewed as stable traits, can be shaped by workplace context, particularly thriving and structural empowerment. This research contributes to contingency perspectives by revealing that the effects of agility and core self-evaluations on performance are moderated by employee voice, suggesting that voice may not always be uniformly beneficial. It challenges assumptions about voice being intrinsically positive, providing nuanced insights into how and when voice may weaken performance associations.

This research integrates micro-level psychological constructs (core self-evaluations, agility) with macro-level organizational variables (organizational structure, performance), offering a multilevel lens for future studies. Finally, by empirically testing a comprehensive moderated mediation model, this research provides a robust theoretical framework that can guide future inquiries into performance management, employee behavior, and organizational design.

### Managerial implications

This research offers several practical insights for human resource professionals and organizational leaders. Managers should actively cultivate environments that promote thriving at work by encouraging employee vitality, learning, and growth opportunities. Adopting a more organic organizational structure characterized by low formalization and decentralization can significantly enhance performance by fostering employee empowerment. Organizations should invest in building employee agility through cross-functional training, role autonomy, and responsiveness to change, especially in dynamic business environments.

Core self-evaluations can be strengthened by offering recognition programs, developmental feedback, and leadership practices that support confidence and psychological safety. Although employee voice is an important consideration, this research reveals that it can sometimes dilute the benefits of confidence and agility. Therefore, managers must channel voice constructively through clear boundary conditions and structured feedback systems. Human resource policies should focus on aligning organizational systems with individual psychological strengths to optimize both performance and well-being.

Leadership training programs should be designed to enhance both agility-driven and people-centric practices, balancing flexibility and structure. Performance management systems should recognize not only outputs but also initiative-taking behavior and flexibility. Finally, this research emphasizes the strategic value of designing workplaces that are both structurally enabling and psychologically enriching, thereby allowing individuals to thrive while also driving organizational success.

### Limitations and recommendations for future research

Despite its important contributions, this research has several limitations that provide avenues for future research. First, the data were cross-sectional and self-reported, limiting causal inference and precluding advanced common method bias procedures; however, procedural remedies and Harman's single-factor test were applied. Second, organizational performance was measured via perceptual ratings without branch-level identifiers or objective indicators, making aggregation and multilevel modeling infeasible. Third, moderation analyses relied on latent variable interactions in PLS-SEM, preventing conventional simple-slope plots or Johnson–Neyman analyses. Fourth, non-probability sampling among white-collar staff in three cities may limit generalizability. Fifth, while social exchange theory provides a coherent overarching framework, alternative theories, such as dynamic capabilities theory, could offer additional insights for constructs like agility. Finally, although organic structures positively influence agility and thriving, the regulatory and compliance constraints of the banking sector may moderate their implementation. Future studies should adopt longitudinal, multi-source, and multilevel designs, incorporate objective performance measures, and explore sector-specific and construct-specific theoretical perspectives to strengthen causal inference, boundary testing, and generalizability.

## CONCLUSION

The findings underscore that both psychological and structural enablers are vital in building a high-performing organization. The results indicate that thriving at work and organic structure are noteworthy drivers of organizational performance, whereas employee agility and core self-evaluations play mediating roles in the relationships among thriving at work, organic structure, and organizational performance. The findings further confirm that employee voice plays a negative and significant moderating role in the relationship between employee agility and organizational performance, whereas, in the association between core self-evaluations and organizational performance, employee voice exerts a positive and significant moderating role. Overall, the research provides a multidimensional framework linking performance outcomes, individual behavior, and organizational design.

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