



Economic Development, Technological Change, and Growth

Green Transformational Leadership and Environmental Outcomes: Empirical Evidence from Food and Beverages Manufacturing Firms in Kwara State, Nigeria

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Abstract: Sustainable environmental practices have constituted one of the numerous challenges bedeviling the process of sustainable development in the twenty first century. This tragedy makes it becomes highly pertinent to raise awareness as a mechanism for combatting environmental menace in a bid to mitigate dysfunctional consequences and one of the potent factors to assist in this regard is having the right leadership in place to steer the ship of instilling eco-friendly attitude and behaviour at work. The study was hinged on the transformational leadership theory and Resource-Based View (RBV) theory respectively. A sample size of one hundred and fifty respondents were selected using the convenience sampling technique and information were obtained through the survey method. The outcome of the study reflected that green-shared vision significantly affected employees' eco-affable behaviour and green self-efficacy has significant linkage with environmental attitude of the employees. The study concluded that leadership with green philosophies are positive forces for driving the developmental process of sustainable development. Thus, managements should foster an avenue for green oriented leaders to develop employees' competencies by instilling into them pro-environmental attitude and behaviours necessary for advancing sustainable development.

Keywords: Green Employee Behaviour; Green self-efficacy; Green Shared vision; Green Transformational Leadership; Voluntary Green Workplace Behaviour

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1. Introduction

Environmental consciousness in the manufacturing sector has increased dramatically because it significantly assist organisations in achieving sustainability (Oderinde, Olanipekun & Ukutegbe, 2024). Recent literature has highlighted the importance of people's sustainable behavior, since environmental outcome is influenced by their interactions with the environment (Rustam, Wang & Zameer, 2020; Shafiei & Maleksaeidi, 2020; Chen, et. al, 2021; Kong, et. al, 2021). A growing number of industries, governments, and academic institutions are concerned about sustainable development from the dimensions of environmental outcomes and this stems from the reality that the processes of production affect to a significant extent the quality of the environment and as a result, an urgent need for a new model of leadership hinged on leading organisations towards changing their environmental perceptions, awakening their consciousness through shared vision and reforming managerial models in such a manner way that will facilitate the implementation of pro-environmental behaviour using green HR practices.

Green transformational leadership is expedient based on the notion that manufacturing organisations pollute the environment more than other industries. This exposes why there is a need to establish a framework that enhances green self-efficacy for the promotion of environmental attitude within and among the workforce. Increasing environmental pressure and natural deterioration has emerged as formidable obstacles for humanity (Rehman, Kraus, Shah, Khanin & Mahto, 2021). The usage of green procedures is an important strategic method for contemporary organisations to reach their sustainability goals. Consequently, achieving this requires that young professionals with adept technical knowledge and who possess high degree of environmental consciousness must be selected, employed, retained, and developed towards holding the mantle of leadership in steering the ship of a positive change in the revitalization of the environment (Singh, Del-Giudice, Chierici & Graziano, 2020).

When referring to policies and practices predicated on people management, the term "green" refers to the interests of those policies and practices in relations to the more general corporate environmental standards (Ullah, 2017). GHRM practices stimulate environmental consciousness among employees, fostering environmentally friendly behaviour within the workplace through shred behaviour for engendering pro-environmental attitude and behaviour, which on the long-run can culminate into high level of green self-efficacy of the workforce. Thus, achieving environmental goals requires motivated employees who are sustainability oriented. Even though scholars have posited that elements of GHRM, such as green motivational strategies such as pay, incentives, and staff involvement, greatly improve environmental outcomes, a

lacuna still exist from the dimension of how green transformational leaders can fit into this picture and drive positive environmental outcomes, especially within the food and beverage industry.

Green transformational leaders may gently reshape employees' minds to progressively understand and absorb the ideals of environmental protection through their pro-environmental actions at work. As accentuated by Cheema, Afsar and Javed (2020), green transformational leadership represents a fragment of the green human resource management involve in capacity building to aid the attainment of sustainable practices by producing, inspiring and ensuring green conduct in employees through shared vision to drive pro-affable attitude and behaviour that can translate into green self-efficacy of employees to develop the ability to practically protect the environment (Dumont, Shen & Deng, 2017). The above statement infer that green transformational leadership especially from the Nigerian manufacturing firms requires leaders who are environmentally conscious as this could lead to wide coverage of communication of firms' environmental vision to employees and serve as a model for inculcating corporate environmental values as well as implementing appropriate measures towards addressing environmental concerns.

Since every employee's green performance is essential towards guaranteeing the compliance of their organisations with the rules and guidelines of sustainable development, the implementing green practices by food and beverages manufacturing firms can aid the attainment of sustainable development by minimising their long-term costs of energy consumption, such as electricity and water. This process can also foster green organisational innovation since employees' green creativity, which is demonstrated through their attitudes, and behaviour is central to the achievement of positive environmental outcomes and provide competitive edge (Ooi, Amran, Goh & Nejati, 2017).

According to Cop, Olorunsola and Alola, (2021) having green transformational leaders can assist firms in adjusting to a shifting economic landscape while preserving a strong drive for green innovation output. Therefore, a key component of employee green innovation and transformational leadership is individual environmental knowledge. For manufacturing firms, employee engagement and happiness, compliance, perception, involvement, creativity, and corporate image all depend on individual environmental consciousness and how impactful the management is in serving as a panacea for sustainable work practices (Opatha & Arulrajah, 2019). Based on the foregoing, this study investigated green transformational leadership and environmental outcomes with empirical evidence from food and beverages manufacturing firms in Kwara State, Nigeria.

1.1. Statement of the Problem

Developing nations like Nigeria have continued to grapple with several severe and negative environmental consequences (Oyedokun, 2019). Events from the past few decades have put the ecosystem in jeopardy and the inability to salvage the situation have further worsened the quality and texture of the environment and thus plunging it into absolute disaster (Yan & Zhang, 2021). Due to these abnormalities, it becomes necessarily pertinent to establish awareness towards mitigating environment concerns. Even though the Nigerian food and beverage, industry have witnessed tremendous growth; these developments have unanswered questions about the degree of awareness of both management and employees' on environmental outcomes (Oderinde, Olanipekun & Ukutegbe, 2024). Furthermore, the mechanisms behind the connection between green workplace policies in the aspect of green transformation style of leadership and employees' environmentally conscious behaviour remain largely (Olateju, 2020).

From the Nigerian paradigm, while the practices of GHRM and environmental performance have been studied in a variety of industries, the nexus between the activities of green transformational leadership and its intricacies on environmental outcomes from the domain of green-shared vision pro-environmental behaviour, green self-efficacy and environmental attitude in the food and beverages manufacturing organisations in Kwara State, Nigeria. The examination of these constructs as underpinning variables for this study become expedient based on the fact that some of the notable challenges connected with the environment due to the activities of these firms ranges from pollution, global warming, acidification the ocean, public health challenges, biodiversity loss, continuous depletion of the ozone layer, deforestation, and so forth.

According to Owino and Kwasira (2016), Sun, Duru, Razzaq and Dinca (2021) all of the above challenges presupposes that now, environmental concerns represents the most prominent challenges to be addressed. Thus, in shaping employees' ecological awareness warrants an in-depth exploration of several factors among which green transformational leadership style takes the center stage. For this purpose, this study examined green transformational leadership and environmental outcomes: empirical evidence from food and beverages manufacturing firms in Kwara State, Nigeria.

1.2. Study Objectives

The overarching objective of this study was to examine green transformational leadership and environmental outcomes: empirical evidence from food and beverages manufacturing organisations in Kwara State, Nigeria. In specific terms, the study aimed at:

- i. investigating the effect of green shared vision on employee green behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria; and
- ii. examining the relationship between green self-efficacy and voluntary green workplace behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

1.3. Hypotheses of the Study

H0₁: Green shared vision has no significant effect on employee green behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

H0₂: No relationship exists between green self-efficacy and voluntary green workplace behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

2. Literature Review

This section of the study housed components such as conceptual review, theoretical stance and empirical analysis of prior studies and works for the purpose of findings gaps.

2.1. Green Transformational Leadership

Green transformational leadership is a crucial source of information for providing employees with the necessary details towards understanding the significance of environmental protection and its inherent goals. Green transformational leadership is a definite and perfect tool for interactively influencing employees to be passionate about understanding the nuances of the “green mantra” (Robertson, 2018). According to Tian and Jiang (2021), green transformational leadership can aid employees’ passion towards green beliefs and employees under a transformational leader will constantly have the environmental goals and practices of the organisation communicated to them. This helps the employees to perceive their organisation(s) to have high intensity of interest in positively shaping their environment of operations; and as stated by Liu and Li (2020), employees can exhibit high degree of green behaviours.

2.1.1. Dimensions of Green Transformational Leadership

For this study, the dimension for green transformational leadership were green-shared vision and green self-efficacy.

2.1.1.1. Green Shared Vision

From the outlook of green human resources management, this concept “Green Shared Vision” denotes a common vision developed within an organisation, which is directed towards environmental and ecological development (Chen, Chang & Lin, 2014). According to Wang, Liu and Pérez, (2023) the existence of shared vision is felt within the organisation when supervisors and managers communicate the aims and objectives of the organisation to their subordinates in order to accomplish such objectives. From the viewpoint of the “green mantra” green shared vision demonstrates a strategic direction which is clear and common for the realization of the organisation’s shared purposes alongside the quest to achieve the internal aspirations of the employees in the organisation (Chang, 2020). Concisely, green shared vision assist in the provision of absolute guidelines to the employees of an organisation to overcome obstacles and challenges and displaying optimal performance. Employees of any organisation are inclined usually towards forming unflinching green vision enlightenment since they interact, communicate and work within the same environment (Abdullah, Ibrahim & Jali, 2017). Twenty first century organisations now engage themselves in ecological practices by sharing a mutual vision with their employees to achieve sustainable work practices.

2.1.1.2. Green Self-Efficacy

This is a concept used in describing the belief in the capabilities of individuals’ in the aspect of organizing and executing courses of actions that are required in achieving environmental objectives (Tashiro, 2021). It reflects the psychological procedure that links green organisational policies and green entrepreneurial behaviour and moral reflection towards sustainability (Thekkat & Anandkumar, 2021). Previous studies have suggested that green self-efficacy is a personal belief, which encompasses the involvement in the conservation of the ecosystem as well as displaying the capacity for maintaining adequate record of environmental stewardship hinged on ecological restoration (Tashiro, 2021). Employees’ green self-efficacy regarding the environment represents an integral aspect of “ecological psychology”. Consequently, green self-efficacy inspires employees and management to take personal responsibilities for environmental revitalisation. Sultan, Tarafder, Pearson and Henryks, (2020) accented that green self-efficacy is employed in persuading individuals to tactfully adopt responsible behavioural patterns and attitude that are compliant with managing the environment (Guo, Xu, Liu, Wang & Du, 2019).

2.2. Environmental Sustainability

This indicates the practice of protecting global ecosystems as well as the conservation of natural resources in order to support the health and well-being of

both the current and future generations. It comprises the art of responsibly managing natural resources as a means for balancing ecological, economic and social objectives by ensuring reduction in carbon emissions, promotion of renewable energy and guaranteeing equitable access to resources (Zeng, Maxwell, Runting, Venter, Watson & Carrasco, 2020). Environmental sustainability denotes a forward-thinking concept, which does not compromise future generations' abilities to meeting their own needs (Ziaul & Shuwei, 2022). As posited by Opoku, Dogah, Dogah and Aluko, (2022), environmental sustainability is premised on the objective of lowering human environmental impacts and promoting the conservation of natural habitats. Thus, the integration of environmental sustainability becomes a prerequisite for sustainable development, as it serves as a mechanism for reducing the potential adverse environmental externalities, which are associated with climate change (Opoku, et. al, 2022). From what environmental sustainability represents, there is a clear distinction between this concept and socio-economic development particularly when perceived from the purview of sustainable development (Weber & Weber, 2020).

2.2.1. Dimensions of Environmental Sustainability

Dimensions employed in this study to measure environmental sustainability are employee green behaviour and voluntary green behaviour.

2.2.1.1. Employee Green Behaviour

This imply series of behavioural pattern that are implemented from employees' viewpoint at work and which are aimed and directed at protecting and promoting the environment as a quest for contributing towards sustainable development source. This manifest through conserving resources, utilization of wastes, acquiring knowledge for the purpose of environment protection, management and sustaining the process of work (Kim, Kim, Han, Jackson & Ployhart, 2017). Zacher, Rudolph and Katz, (2023) expressed that environmental performance in an organisation can be promoted by allowing employees possess greater sense protecting the environment. As such, employees green behaviour encompasses the process of complying with the standards of an organisation, modification of work practices through the incorporation of selecting responsible alternatives through the development of environmentally responsible and affable products using sustainable procedures. According to Norton, Parker, Zacher and Ashkanasy, (2015), studies premised on employee green behaviour espoused that the concept reflects the degree of shared vision of employees on the green ideology of their organisation.

2.2.1.2. Voluntary Green Workplace Behaviour

This denotes actions hinged on fostering a conducive environment of work to aid task performance. As accentuated by Chaudhary, (2020), green behaviour can be initiated through the establishment of green positions and responsibilities at work.

This is because voluntary green behaviour remains an indispensable tool for forward thinking businesses who aims to improve their green performance. In terms of employees' behavioural pattern towards their environment of work, they have the options to transcend beyond the requirements of their organisation and this reflects in the kind of behaviour they exhibit on the texture of their work environment. It was on this note that Katz, Rauvola, Rudolph and Zacher, (2022) explained voluntary green workplace behaviour as a closely linked concept which aligns with the contextual strand of performance and represents an extension of corporate organisational citizenship behaviour. In a simple term, voluntary green behaviour indicate actions aimed at influencing social and psychological scope of an environment of operation.

2.3. Theoretical Anchorage

This study was anchored on the transformational leadership theory and the Resource-Based View (RBV) theory respectively.

2.3.1. Transformational Leadership Theory

The framework of this theory defines transformational leadership as the ability of separating followers from their insignificant concentration and uniting them around a common purpose of accomplishing what was never though could be achieved. Transformational leadership predicts a leader that possess the capability to detach and disconnect followers from their engrossment and absorption by rallying round them to attain a common objective. Thus, transformational leaders are identified through their capacity for proficiency, foresight and ability in communicating to inspire followers in accomplishing their goals (Bakker, Hetland, Olsen & Espevik, 2023). They provide followers with the encouragement and guidance to inspire them to creative think and carve out methods for fostering a culture that places premium working together to enhance their work environment by providing them with the inspiration, motivation, individualized care and intellectual stimulation for environmental management and protection (Nohe & Hertel, 2017). From the purview of environmental management, protection and performance, transformational leaders provide individualised counseling and support to followers by inducing them to take ownership of their work as well as developing a sense of responsibility towards their colleagues and taking the initiatives to proactively participate in team activities aimed at environmental renewal and revitalization (Casu, Mariani, Chiesa, Guglielmi & Gremigni, 2021).

2.3.2. Resource-Based View (RBV)

The principle of this theory explains that the performance of an organisation from the environmental viewpoint is hinged on its strategic resources; and these resources are difficult to replicate by competitors due to their scarcity and inherent values. In

furtherance, superior results can be obtained by an organisation when competitive advantage is established by leveraging on the distinctive resources at its disposal. Therefore, these strategic resources remain exceptional and lie beyond the reach of the firm's rivals, which makes it for rival firms to duplicate and substitute with alternative sources that are capable to perform same functions (Bass, 2000). From the viewpoint of this theory, green transformational leadership represents a resource from an organisation, which allows employees to have shared perceptions and visions towards developing green self-efficacy. Transformational leadership through shared visions and green self-efficacy explains the relationship between employees and their degree of commitment towards exhibiting pro-environmental behaviours at work (Sheehan, Garavan & Morley, 2020). Consequently, green transformation leadership with shared visions and green self-efficacy as its components can be acknowledged as pivotal resources of an organisation that are potent for the attainment of employee green behaviour towards aiding positive environmental outcomes on a voluntary basis (Guest & Teplitzky, 2010). From the foregoing, it can be inferred that when green transformational leadership is high, it strengthens the nexus between green-shared vision and employee green behaviour by promoting green self-efficacy and enhancing voluntary green behaviour to achieve positive environmental outcomes (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019).

2.4. Empirical Review

2.4.1. Green Shared Vision and Employee Green Behaviour

The outcome of an investigation by Ayoko and Chua, (2021) provided that green shared vision encourage employees' self-determination and offer them the freedom and liberty to choose how original and cutting-edge ideas for improving the environment can be developed. The result of a study by Eldor (2020) signposted that green shared vision is a stimulating tool for reinforcing employees' green behavior which reflect their commitment to the environment through their performances. From the viewpoint, it can be inferred that green shared vision can influence employee green behaviour in the aspect of environmental outcomes and sustainability.

2.4.2. Green Self-Efficacy and Voluntary Green Workplace Behaviour

Empirically, previous studies have provided that the behavioural pattern of leaders at work serve as a pertinent close predictor of green self-efficacy. For instance, a study by Pinzone, Guerci, Lettieri and Huisingh, (2019) explained that green self-efficacy particularly through employees receipt of environmental training can enhance their eco-initiative abilities at the workplace. Study by Rivai, Lukito and Morhan, (2020) explained that employee green self-efficacy can positively promote voluntary green workplace behavior as a pivotal point of reference towards the

successful implementation of sustainability through positive environmental outcomes. Another study by Prodanova, San-Martín and Jimenez, (2021), provided that green self-efficacy can enhance voluntary green workplace behaviour by intensifying employees' abilities towards achieving positive expected outcomes using their resources and skills. Another study by Chu, Zhang and Jiang, (2021), exposed that green self-efficacy can aid voluntary green workplace behaviour as it provides an avenue for employees to demonstrate and exude confidence in solving issues relating to environmental degradation.

3. Methodology

For this study, a survey research approach was employed with a descriptive research design. The research philosophy was positivistic in nature with a deductive research approach. The study was descriptive because it entailed the usage of surveys (questionnaire) as the instrument for data gathering.

3.1. Population

The study population encompasses employees of three (3) selected food and beverages firms in the Kwara State Metropolis. These firms were selected on the basis of their public image and reputation. The selected beverages firms are:

Table 1. Population of Food and Beverages Firms Employed in the Study

S/N	Names of Food and Beverages Firms	Population
1.	Beckroy Foods n More	95
2.	Sonica Foods and Beverages International Limited	115
3.	Miki Foods Industries	109
	Total	319

Source: Researchers' Fieldwork, (2024)

3.2. Sample Size Selection

In selecting the sample size of the study, Krejcie and Morgan's (1970) sample determination formula was adopted and a total of one hundred and seventy-five (175) was derived as the sample size. Furthermore, the Bowley's allocation formula was employed in allocating the questionnaires appropriately to the selected firms proportionally. This was computed as follows:

$$nh = \frac{nNh}{N}$$

Where:

nh= Allocation formula

Nh = Number of items in each stratum in the population

n= total sample size

N = Population size

Table 2. Sample Size Determination for the Study

S/N	Names of Food and Beverages Firms	Population (Nh)	Proportion (Nh)	Sample Size (nh)
1.	Beckroy Foods n More	95	$\frac{95 \times 175}{319}$	52
2.	Sonica Foods and Beverages International Limited	115	$\frac{115 \times 175}{319}$	63
3.	Miki Foods Industries	109	$\frac{109 \times 175}{319}$	60
	Total	319 (N)		175 (n)

Source: Researchers' Framework, (2024)

3.3. Sampling Technique

For the study, the sampling technique employed was the non-probabilistic. Under this sampling technique, the purposive sampling procedure was used in selecting three food and beverage firms while the convenience was utilized in obtaining responses from the participants through questionnaire.

3.4. Method of Data Collection

Both primary and secondary data were used for this study, primary data were obtained through questionnaire, which were distributed among participants from the three (3) selected firms employed for the study. Secondary data were obtained from internet, archival materials and academic journals.

3.5. Data Sources and Scale of Measurements for Variables

For this study, **Green shared vision** was measured using 4-item scale developed by Chen, et. al. (2015), sample items include, “There is commonality of environmental goals in my organisation.” and “There is total agreement on the organisation’s strategic environmental direction; on a five point Likert scale and Cronbach’s alpha results ($\alpha = 0.92$) showed the high reliability of the scale. In addition, **Green self-efficacy** was measured using 6-item scale developed by Chen, et. al. (2001) with sample items such as “I feel I can succeed in accomplishing environmental ideas.” and “I feel competent to effectively deal with environmental tasks; on a five point Likert scale and Cronbach’s alpha results ($\alpha = 0.80$) showed the high reliability of the scale. **Voluntary green workplace behaviour** was measured using six items scale developed by Kim, Kim, Han, Jackson and Ployhart, (2017) with sample items such as “Avoidance of unnecessary printing save papers”. This scale has a Cronbach Alpha of 0.907. **Employee green behaviour** was measured using the scale by Robertson and Barling, (2013) with a reliability coefficient of 0.858.

3.6. Validity of Research Instrument

For this study, validity test was carried out by the researchers to achieve the face, content, construct and criterion-related validity of the study’s instrument.

3.7. Reliability of the Research Instrument

The researchers selected a pilot group of 58 employees from six (6) selected Painting Firms in Lagos State to test the reliability of the research instrument. Internal and external reliability tests were carried out; while internal reliability assessed the consistency of results across items within a test, the external reliability assessed the extent to which a measure varies from one use to another. The Test-retest reliability was used in determining the authenticity of the results from the pilot study. More so, Cronbach alpha test measuring the credibility and consistency of the standard measures and scale used in the quantitative aspect of the study was done. It was ensured that the reliability test result did not yield below 0.70 co-efficient threshold.

Table 3. Cronbach Alphas of the study Variables

S/N	Variables	Authors	Number of Items	Initial Cronbach Alpha	Cronbach Alpha after the pilot Study
Green Transformational Leadership					
1.	1. Green shared vision	Chen, Yu-Shsan; Chang, Ching-Hsun; Yeh, Shu-Ling; Cheng, Hsin-I (2015).	4	0.920	0.71s4
2.	Green self-efficacy	Chen, Gully and Eden, (2001)	6	0.800	0.751
Environmental Outcomes					
1.	Voluntary green workplace behaviour	Kim, Kim, Han, Jackson and Ployhart, (2017)	6	0.907	0.813
2.	Employee green behaviour	Robertson and Barling, (2013)	6	0.858	0.720

Source: Authors' Computation, (2024)

3.8. Technique for Data Analysis

For this study, SPSS version 26.0 was employed in analysing the primary data obtained and the study's hypotheses were tested using regression analysis and bi-correlation analysis respectively.

4. Analysis and Results

Under this section, the researchers present the analyses of data obtained from the participants of the study. One hundred and fifty (150) questionnaires were administered to three selected Pension Fund Administrators. These responses were analysed and formed the basis in which conclusion was made in the study.

Table 4. Result on Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	175	163	12	150

Source: Field Survey, (2024)

The above table reflected that 175 copies of questionnaire were administered, 163 were retrieved and 150 were found usable; this showed a response rate of **86.0%**.

Table 5. Respondents Biographic Information

S/N	Variables	Category	Frequency	Percentage (%)
1.	Sex	Male	63	42.0%
		Female	87	58.0%
			150	100%
2.	Age	Below 20 years	15	10.7%
		20-30 years	42	28.0%
		31-40 years	63	42.0%
		41-50 years	22	14.7%
		51 years and above	8	5.3%
		150	100%	
3.	Marital Status	Single	63	42.0%
		Married	79	52.7%
		Divorced/ Separated	3	2.0%
		Widowed	5	3.3%
			150	100%
4.	Educational Qualification	NCE/OND	3	2.0%
		HND/BS.C	7	4.7%
		PGD/Masters Degree	101	67.3%
		PhDs	14	9.4%
		Other Professional Qualifications	25	16.7%
			150	100%
5.	Cadre of staff	Junior Level	73	48.7%
		Middle level	48	32.0%
		Senior Level	29	19.3%
			150	100%
6.	How long have you worked in the organisation?	Less than 2 years	21	14.0%
		3-5 years	75	50.0%
		6-10 years	31	20.7%
		11 years and above	23	15.3%
			150	100%

Source: Field Survey, (2024)

Analysis on sex reflected that 63 (42.0%) of the respondents were male while 87 (58.0%) were female, the study further revealed that majority of the respondents were male with 87 (58.0%). Analysis according to age reveal that 15 (10.7%) of the respondents were below the age of 20 years, 42 (28.0%) of the respondents were between the ages of 20-30 years, 63 (42.0%) of the respondents were between the ages of 31-40 years, 22 (14.7%) of the respondents were between the ages of 41-50 years, 8 (5.3%) of the respondents were above 51 years of age. Findings reveal that majority of the respondents were between the ages of 41-50 with 63 (42.0%). Information on Marital status reflects that 63 (42.0%) of the respondents were single,

79 (52.7%) of the respondents were married, 3 (2.0%) of the respondents were divorcees and 32 (3.3%) of the respondents were widows. Findings reveal that most of the respondents were married with 79 (52.7%). Analysis on Academic Qualification reflects that 3 (2.0%) of the respondents were holders of NCE/OND Certificate, 7 (4.7%) were HND/BSc Certificate holders 101 (67.3%) of the respondents were PGD/Masters Degree Certificate holders, 14 (9.3%) of the respondents were holders of PhD certificates and 25 (16.7%) of the respondents were holders of certificate in other professional qualifications. Findings revealed that most of the respondents were holders of PGD/Masters Degree with 101 (67.3%). Analysis on cadre of staff shows that 73 (48.7%) of the respondents were junior level officers, 48 (32.0%) of the respondents were middle level officers and 29 (19.3%) were senior level officers). Findings reveal that majority of the respondents were junior level officers with 73 (48.7%). Analysis for length of service reflects that 21 (14.0%) of the respondents have spent less than 2 years on the in the organisation, 75 (50.0%) of the respondents have spent between 3-5 years in the organisation, 31 (20.7%) of the respondents have spent 6-10 years in the organisation and 23 (15.3%) of the respondents have spent more than 11 years in the organisation. Findings revealed that majority of the respondents have spent between 3-5 years in the organisation 75 (50.0%).

4.1. Hypotheses Testing

Hypothesis One

H0₁: Green shared vision has no significant effect on employee green behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

Table 6. Regression Analysis on the Effect of Green-Shared Vision on Employee Green Behaviour in the Food and Beverages Manufacturing Organisations in Kwara State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.858	.536
a. Predictors: (Constant), Green shared vision				

From the above analysis displayed in the above table, results indicated that green shared vision significantly affect employee green behaviour with R=92.7; this explains that R square of = .859 which signposted that green shared vision accounts for 85.9% of variations in employee green behaviour. This indicated that green shared vision significantly affect employee green behaviour.

Table 7. ANOVA of Regression Analysis on the Effect of Green-Shared Vision On Employee Green Behaviour

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	259.260	1	259.260	902.139	.000 ^b
	Residual	42.533	148	.287		
	Total	301.793	149			
a. Dependent Variable: Employee Green Behaviour						
b. Predictors: (Constant), Green Shared Vision						

The above Table provided that the F-value is the Mean Square Regression (259.260) divided by the Mean Square Residual (42.533), yielding F=902.139. The model in this table indicated that the independent variable which is green shared vision is statistically significant at (Sig =.000) and positively affect employee green behaviour.

Table 8. Coefficients of Regression Analysis on the Effect of Green-Shared Vision on Employee Green Behaviour

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.144	.117		2.231	.001
	Guilt	.960	.032	.927	30.03	.000
	Tripping				6	
a. Dependent Variable: Employee Green Behaviour						

The above tables provided results on the regression analysis used in testing the hypothesis, which stated that green-shared vision has no effect on employee green behaviour. The table revealed that there is high level of fitness at R-value of 0.927a, R² of 0.859, and an F-value of 902.139. The R² of 0.858 indicated that about 85.9% of variation on green-shared vision affect employee green behaviour while 14.1% remained unexplained by the regression model. In addition, the R-value of 0.927a in the table indicated the existence of a positive and significant correlation between green-shared vision and employee green behaviour. This also helped in authenticating the correlation results of this stated hypothesis. Therefore, since the F-sig. (p-value) of .000 was found to be less than "0.5", it signposted that green-shared vision positively affect employee green behaviour. Therefore, the stated null hypothesis was rejected; as the result indicated that green-shared vision positively has an effect on employee green behaviour.

Hypothesis Two

H0₂: No relationship exists between green self-efficacy and voluntary green workplace behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

Table 9. Correlations Analysis on the Relationship between Green Self-Efficacy and Voluntary Green Workplace Behaviour

		Green Self-Efficacy	Voluntary Green Workplace Behaviour
Green Self-Efficacy	Pearson Correlation	1	.914**
	Sig. (2-tailed)		.000
	N	150	150
Voluntary Green Workplace Behaviour	Pearson Correlation	.914**	1
	Sig. (2-tailed)	.000	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

The above bi-correlation table presented the test of hypothesis, which investigated the relationship between green self-efficacy and voluntary green workplace behaviour. The table indicated that there was a positive and significant nexus between green self-efficacy and voluntary green workplace behaviour with (0.950: $p=0.000<0.05$), which indicated that green self-efficacy have a significant 91.4% correlation with voluntary green workplace behaviour. This result negates the null hypothesis; thus, it was rejected. The outcome of the study delineated that high degree of relationship exist between green self-efficacy and voluntary green workplace behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria.

4.2. Discussions

The hallmark of this study was to investigate green transformational leadership and environmental outcomes: empirical evidence from food and beverages manufacturing firms in Kwara State, Nigeria.

For the first hypothesis, which stated that green-shared vision has no significant effect on employee green behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria; findings revealed that green-shared vision has no significant effect on employee green behaviour. This finding corresponds with the position of Ayoko & Chua, (2021) green shared vision improves the pleasure and satisfaction associated with the exhibition of employee green behavior as it helps to evoke positive emotions such as enthusiasm and optimism. This assertion also

correlates with the thrust of the transformational leadership theory which signposted that green shared vision provide directions for members of an organisation by allowing them tap into their resource by thinking outside the box in order to questions assumptions and refraining problems (Li, Zhang & Jia, 2023). The outcome of this study also share semblance with the study of Eldor (2020) whose findings signposted that green shared vision is a stimulating factor for reinforcing employees' green behavior.

For the second hypothesis, which stated that no relationship exists between green self-efficacy and voluntary green workplace behaviour in the food and beverages manufacturing organisations in Kwara State, Nigeria; findings, revealed that relationship exists between green self-efficacy and voluntary green workplace and this findings correlates with the study by Pinzone, Guerci, Lettieri and Huisingh, (2019) which stated that green self-efficacy can enhance employees eco-initiative abilities. The study finding further aligns with the position of Rivai, Lukito and Morhan, (2020) whose study outcome claimed that green self-efficacy can positively aid voluntary green workplace behavior and promotes constructive and useful environmental outcomes. The study finding as well align with the position of Prodanova, San-Martín and Jimenez, (2021), whose study outcome signposted that green self-efficacy of employees can enhance their voluntary green workplace behaviour as it helps in intensifying employees' abilities towards achieving positive environmental outcomes through the usage of their resources and skills. The finding of the study also affirm the standpoint of the resource-based view theory where it sated that employees as an instrument can demonstrate and exude confidence in solving issues relating to environmental degradation because employees represents pivotal resources of an organisation that are potent for the attainment of green behaviour that can help organisations act responsibly towards achieving positive environmental outcomes; on a voluntary basis.

5. Conclusion

The study concluded that leadership with green philosophies are positive forces for driving and engendering the developmental process of sustainable development. This is because employees can only develop creative ideas in overcoming environmental challenges when a transformational leader is present who can initiate a shared vision within and among employees by boosting their green self-efficacy in preparation for positive environmental outcomes in an organisation.

6. Recommendations

Based on the outcome of the study, the researchers recommend as follows:

- i. Managements of the food and beverages manufacturing organisations should foster an avenue for green oriented leaders to develop employees' competencies by instilling into them pro-environmental attitude and behaviours necessary for advancing sustainable development;
- ii. Managements of the food and beverages manufacturing organisations should engage in proactive approach selecting green oriented leaders to assist them in strategically maintaining competitive advantage even while protecting their ecosystem (environment); and
- iii. Green transformational leaders should be installed on the basis of their degree of innovation so that they can instill into employees the necessary required qualities to enhance their environmental knowledge, stimulate their interest and aid positive outcomes.

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