Original Article

Workplace Well-Being in Manufacturing Organizations in Nigeria: Do Employee Green Behavior, Core Self-Evaluations and Empowering Leadership Matter?

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ABSTRACT

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Introduction: Workplace well-being has become a key issue in organizational behavior literature because of the impact it has on various outcomes in the organization. A plethora of studies have explored well-being among employees across various work settings. However, little is known about the predictors of workplace well-being in manufacturing organizations. Thus, this study examined employee green behavior, core self-evaluation, and empowering leadership as predictors of workplace well-being.

Methods: A cross-sectional study was carried out in the Apapa area of Lagos State, Nigeria. Data were collected from 201 employees working in manufacturing organizations using a systematic random sampling technique. Approval was obtained from the institutional ethical committee. Four standardized and psychometrically sound instruments (on a five-point Likert format) were used for collecting data while regression analysis was used in testing the hypotheses via the IBM-SPSS version 25.

Results: The participants comprised 124(61.7%) males and 77(38.3%) females with a mean age of 31.43 years and a standard deviation of 5.87. The individual regression values indicated that the predictive relationship between employee green behavior and workplace well-being (R= .43, p < .01), core self-evaluations and workplace well-being (R= .14, p < .05), and empowering leadership and workplace well-being (R= .19, p < .01) were positive and statistically significant. Based on the dimensions of employee green behavior; green learning (B= .15, p < .01), individual practice, (B = .21, p < .01), and influencing others (B= .12, p < .01) significantly predicted workplace well-being.

Conclusion: This study provides valuable contributions to occupational health literature by bringing to light new evidence linking employee green behavior, core self-evaluations, and empowering leadership to the experience of well-being at work. Hence, manufacturing organizations should encourage policies that offer rewards for green behavior, personal development, and managerial empowerment.

Keywords: Core self-evaluations, employee green behavior, empowering leadership, manufacturing organizations; workplace well-being.

Introduction

Organizations worldwide have increasingly felt the need to contribute to the well-being of employees and contribute to the sustainability of the environment. Organizational and employee practices related to the environment have a consequence for varieties of workplace outcomes. Well-being in and outside the workplace is a common pursuit for individuals and organizations all around the world.[1] Well-being among employees promotes various workplace behaviors leading to an increase in performance both on the part of the individuals and the organization.[2] Therefore, it becomes pertinent to carry out research that will help in understanding the complexities of well-being and other factors that can promote well-being in manufacturing organizations.

Researchers have given considerable attention to mental well-being both within and outside the work environment. Workplace well-being is a vital construct for employees in manufacturing organizations. Literature indicates that the well-being of employees in the workplace is very important to the work process, hence, unhealthy

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workers can create a significant cost burden on the organization.[2]

The absence of well-being among employees in manufacturing organizations could be detrimental to organizational processes because reduced well-being has been associated with low productivity, errors in the production process, conflicts among colleagues, grievances and disciplinary incidents, low morale, and a negative work atmosphere.[2,3] Individuals spend a huge amount of time either in the workplace or being involved in work-related activities, therefore, it is not surprising that the quantity of time spent in the workplace and the workplace activities influence the overall health of an employee.[4]

Workplace well-being is pivotal to understanding employees' general health and workplace behaviors.[5] Based on this, employee well-being in the workplace influences other areas of their lives, hence, organizations need to ensure that workers' well-being in the workplace is prioritized. Researchers have explored the impact of various individual and organizational variables that are likely to affect employee well-being. For example, Anwarsyah and Salendu studied job demand and workplace well-being in manufacturing companies while Hussain et al studied abusive supervision and the psychological well-being of employees in service organizations. [6,7] Hence, it is important to study employees' discretionary behavior toward the environment, their core self-evaluations, and their leaders' empowering behaviors and how it impacts their well-being at work.

Literature on the antecedents of workplace well-being in the Nigerian manufacturing sector is dearth as most studies have been focused on exploring antecedents of psychological well-being such as management safety practices and workplace spirituality.[8,9] Little is known about how individual discretional behaviors, self-evaluations, and leaders' behavior influence employees' experience of well-being at work. Consequently, employee green behavior, core self-evaluations, and empowering leadership were used in this study as possible antecedents of workplace well-being. The core self-evaluations theory which proposed that the multidimensional core self-evaluations construct consisting of self-esteem, generalized self-efficacy, locus of control, and emotional stability influences various workplace outcomes informed the choice of core self-evaluations as a predictor variable.[10] The utilization of empowering leadership as a possible prediction variable was put forward by Weiss and Cropanzano's affective event theory.[11] The affective event theory is the notion that events and individual experiences in the organization cause emotional reactions which have consequences for workplace attitudes and behaviors. In application to this study, empowering leadership can steer positive emotions which could in turn positively influence employee behaviors and their well-being. Thus, to fill these research gaps, the main objectives of the study are: (1) to examine the direct relationship between employee green behavior and workplace well-being, (2) to examine the relationship between core self-evaluations and workplace well-being, and (3) to explore the relationship between empowering leadership and workplace Well-being.

Employee Green Behavior and Workplace Well-Being

Well-being is one of the salient factors in all areas of life and well-being in the work environment is not an exception. Well-being is defined as the combination of cognitive and emotional aspects experienced by individuals based on subjective evaluations of their lives. The individual's subjective evaluations include cognitive judgments about life, satisfaction, and affective reactions to life events.[12] Well-being is a state that is characterized by stable, good, and satisfactory conditions in all areas of a person's life. Workplace Well-being simply refers to an employee's positive feelings regarding all areas of work life. Zheng et al. described workplace Well-being as an employee's positive assessment of work and job-related experiences.[13] The literature supports the claim that workplace well-being promotes behaviors that are beneficial to the organization. For example, workplace well-being has been found to increase organizational performance.[14]

On the other hand, employee green behaviors are environmentally sustainable behaviors carried out by employees in an organization.[15] Kim et al defined employee green behavior as voluntary behaviors carried out by employees to protect the work environment through the reduction of the negative impact of the activities of employees.[16] Employee green behavior is a series of behavior carried out by an employee in the organization to reduce negative environmental impact and contribute to the sustainability of the environment, such as completing tasks in an environmentally friendly way, reducing and utilizing waste, and promoting environmentally conscious behavior among colleagues.[1,17] Employee green behavior is regarded as a positive organizational behavior aimed at solving environmental and sustainable development issues at the micro-level.[1] The four-dimensional measurement framework of employee green behavior developed by Zhang et al. is adopted in this study.[1] Four dimensions are

identified: green learning, individual practices, influencing others, and organizational voices. Hence, employee green behavior is conceptualized in this study as the act of learning, practicing, encouraging others and ensuring that environmentally safe practices are implemented by colleagues in the workplace, and suggesting safer environmental practices to the organization.

Employee green behavior is a relatively new construct in the management literature and there is a lack of research concerning how it influences other workplace variables. Therefore, the literature review is based on related empirical studies that offer support for the current study. Empirical studies indicate that the experiences and feelings of individuals influence employee well-being. For example, helping behavior, and organizational citizenship behavior towards the environment have been positively linked with employee psychological well-being.[18,19]

Employee green behavior- a positive and deliberate workplace behavior towards the sustainability of the work environment and the organization in general- has implications for employee well-being. This is supported by the empirical literature which indicates that employee green behavior is beneficial to the implementers. For example, Su and Swanson found that supportive green behavior has a positive and significant impact on employee well-being.[20] While Zhang et al. proposed that employee green behavior enables employees to actively cope with work-related pressures and challenges, which in turn helps the employee achieve well-being.[1] Based on the above empirical literature, it is hypothesized that:

Hypothesis one (H₁): Employee green behavior has a significant and positive relationship with workplace well-being.

Core Self-Evaluation and Workplace Well-Being
According to Judge et al. core self-evaluation is defined as an individual's subconscious and fundamental traits of self-evaluations and belief in one's ability and control.[10] The construct of core self-evaluation consists of an individual's self-esteem, general self-efficacy, locus of control, and emotional stability.[21] Core self-evaluations have an impact on how individuals perceive what happens around them including job-related events. Individuals who have positive core self-evaluations can cope in various situations and adapt to the situation around them better than those who have negative core self-evaluations.[22]

Core self-evaluations is an individual's fundamental appraisal regarding their self-worth and capabilities. It has been empirically linked to various well-being indicators in the workplace. As proposed by the core self-evaluations theory, the construct is multidimensional and has been found to influence individual and organizational outcomes. Sudha and Shahnawaz conducted a study on the relationship between core self-evaluations and subjective well-being among special educators.[23] The indicators of subjective well-being used in the study include life satisfaction, positive affect, and negative affect. Core self-evaluations correlate positively with life satisfaction and positive affect and correlate negatively with negative affect. Also, Gibson and Hicks found that core self-evaluations have a positive impact on psychological well-being which is in support of the view that a positive perception of the self influences satisfaction with life and other indicators of well-being at work.[24] Some aspects of the multidimensional construct have also been linked to employee well-being. These include self-efficacy and Self-esteem.[25,26] These were all identified as predictors of work-related well-being. Based on the above review, it is hypothesized that:

Hypothesis Two (H₂): Core self-evaluations have a significant and positive relationship with workplace well-being.

Empowering Leadership and Workplace Well-Being
Leadership is an essential factor in the organization because, through leadership, tasks in the organization are organized, and employees are directed and motivated to achieve optimum performance. This brings us to the fact that the leadership style implemented in an organization is vital and has certain implications for workplace behavior. One such leadership behavior that could influence employee behavior in the organization is empowering leadership. Srivastava et al. defined empowering leadership as a leadership type that is centered on a commitment to performance implementation, giving subordinates the chance to participate in the decision-making process, and holding work orientation to achieve increased work performance.[27] In empowering Leadership, power is shared with team members which in turn raises their performance and levels of motivation.[27]

Empirical findings indicated that empowering leadership positively influences voice behavior, taking charge, creativity, and job performance.[28] In a meta-analysis conducted by Kim et al. empowering leadership was found to positively influence a range of positive employee outcomes such as psychological empowerment, self-efficacy, organizational-based self-esteem, job satisfaction, goal orientation, job effort, role clarity, employee motivation and resources, and positive attitude and

emotions in the workplace.[29] This is an indication that empowering leaders brings out the best in employees and empower them toward their goal attainment while also promoting a positive work environment that is salient to workplace well-being. Conger and Kanungo asserted that when employees experience empowerment in their jobs, it can directly influence their psychological state.[30]

A positive psychological state is necessary for workplace well-being. A study carried out by Premchandran and Priyadarshi positively linked empowering leadership to psychological, and subjective well-being among information technology sector employees in India.[31] The proposed relationship is further supported by the affective event theory which suggests that events occurring in the organization i.e. employee experiences in the workplace influence various workplace outcomes.[11] It has been reported that empowering leadership has a positive effect on individual well-being and relevant behavioral outcome in the organization (e.g., life satisfaction and meaningful work) while it has an adverse effect on negative affectivity and emotional exhaustion in the workplace.[32] As indicated in the literature, through empowering leadership, positive affectivity is promoted in the organization. Therefore, employees' emotional reaction to workplace events when they are working under an empowering leader is likely to be positive thereby increasing workplace well-being. Based on the empirical and theoretical evidence, it is hypothesized that:

Hypothesis Three (H₃): *Empowering leadership has a significant and positive relationship with workplace well-being.*
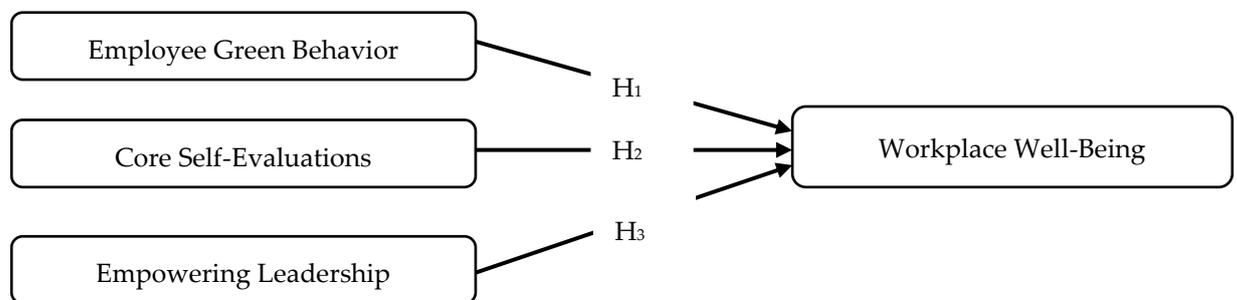
Figure 1: Conceptual framework showing the proposed relationships

Methods

A cross-sectional study was carried out among employees in two manufacturing organizations in the Apapa area of Lagos State, Nigeria. A cross-sectional study was adopted. The cross-sectional study was considered necessary because of the sample size, inadequate resources, and time constraints. It was also deemed necessary because it can adequately address multiple research questions and hypotheses. Based on the report gotten from the human resources departments, an estimated 450 employees were currently working in both organizations. Sloven's formula was used for estimating the required sample size for this study. The sloven's formula is given below:

$n = N/ (1 + N\ e^2)$,

Where n is the desired sample size

N= represents the total population (450)

e = level of error tolerance (0.05)

Based on the aforementioned formula, the appropriate sample size was 211.76. This was evenly distributed across both organizations. The researchers could only utilize 201 participants after the questionnaire sorting process. Some questionnaires were not properly filled out. This could either be a result of the participant's unwillingness or lack of motivation to continue participating after consenting to the study. Consequent to this, 201 questionnaires were used for the statistical analysis. The questionnaire for the collection of data contained four established instruments and items eliciting socio-demographic information such as gender, age, marital status, organizational tenure, and educational qualification. The mean scores for each participant were utilized for the final analysis.

Ethical clearance was obtained from the institutional ethical committee of the researchers' institution (Nnamdi Azikiwe University, Awka, Nigeria) before the commencement of the study. Also, confidentiality was strictly adhered to throughout the process of data collection. The researchers sought the permission of the participating manufacturing organizations

(through the letter of introduction stating the purpose of the research) before the administration of the questionnaires. The employees consented to participate in the study. This was achieved through verbal confirmation. The selection was done using a type of probability sampling. The participants were selected through a systematic random sampling technique using an *nth* case of one (1). In line with this, every second individual using a count of 1 was selected for the study. Participants were selected from the technical, operations, production, quality control, and human resources departments. The researchers ensured that the manufacturing organizations have these departments for the sake of homogeneity and replication of the study. Two hundred and twenty-five (225) questionnaires were distributed to employees in the participating organizations. Two hundred and eleven (211) questionnaires were retrieved; consisting of a return rate of 93.78%. However, after sorting out the questionnaire, 201 were used for the analysis of data.

Four standardized instruments were utilized in the data collection process while a 5-point Likert format (1 = strongly disagree to 5 = strongly agree) was utilized for all the measures. Workplace well-being was measured using the 6-item subscale.[13] Sample items from the workplace well-being scale include: "work is a meaningful experience for me" and "I feel satisfied with my work achievements in my current job." Higher scores on the scale indicate higher employee workplace well-being. A Cronbach's alpha of .92 was reported for the scale.

Employee green behavior was measured with a 13-item scale.[1] The scale which has four dimensions is aimed at measuring employees' behaviors toward protecting the work environment and ensuring environmental sustainability in the organization. Four dimensions used in the scale are; green learning (measured using three items e.g., I actively participate in environmental protection-related training provided by my organization), individual practice (measured by four items e.g., I complete the task assigned by my organization in an environmentally friendly way), influencing others (measured by three items e.g., I encourage my colleagues to adopt more environmentally conscious behavior), and organizational voices (also measured by three items e.g., I try to draw management's attention to potentially environmentally unfriendly activities). The composite score when each dimension is added together represents an employee's green behavior. Higher scores indicate higher green behavior in the organization. The Cronbach's alphas as reported by the developers were .84, .84, .93, and .87 respectively for each of the subscales while a Cronbach's alpha of .90 was found for the overall scale.

Core self-evaluations were measured with a 12-item scale.[33] Sample items include: "I determine what happens in my life" and "I am capable of coping with most of my problems". A Cronbach's alpha ranging from .81 to .87 was found across four samples.[33] Empowering leadership was measured with a 12-item scale.[34] Sample items for the scale include: "my manager helps me understand how my objectives and goals relate to that of the company" and "my manager solicits my opinion on decisions that may affect me". The developers reported a Cronbach's alpha of .89 for the scale.

The three hypotheses were tested with the simple regression analysis while multiple regression was used to assess the influence of the four dimensions of employee green behavior on workplace well-being. Preliminary analyses such as the normality test, Cronbach's alpha, correlation coefficient, and common method variance (CMV) tests were carried out. Since regression was adopted, it became necessary to adhere strictly to the assumption surrounding the use of parametric tests. Hence, the assumptions surrounding the use of parametric tests were well observed in the study. For example, the data used were normally distributed, and the scatter plot produced by the IBM-SPSS showed a linear relationship between the variables. The data were analyzed with version 25 of the IBM-SPSS Statistics.

Results

The demographic profiles of the participants are given in table 1. The sample consisted of 124(61.7%) males and 77(38.3%) females; 109(54.2%) unmarried, 86(42.8%) married, and 6(3%) separated. The age range of the respondents was between 20-60 with a mean of 31.43 years (SD, 5.87; Age range, 40). All the participants had a formal education with a minimum of O' Level certification comprising 83(41.3%) of the participants. The majority of the respondents, 115(57.2%) had a first-degree certification. Also, 75.6% of the participants have spent between 1 to 7 years while 18.9% have spent between 8 to 13 years in their respective organizations. Table 1 indicates that most of the research participants were male. Also, participants between 20 to 30 years of age, and those who have spent less than 7 years in their various organizations made up a large proportion of the sample.

Table 1: Demographic profiles of the research participants

	N	Frequency	Percent
Gender	201		
Male		124	61.7
Female		77	38.3
Age	201		
20-30years		100	49.8
31-40years		83	41.2
41-50years		16	8.0
51-60years		2	1.0
Marital Status	201		
Married		86	42.8
Unmarried		109	54.2
Separated/Divorced		6	3.0
Organizational Tenure	201		
1-7 years		152	75.6
8-13 years		38	18.9
14-19 years		6	3.0
20-25 years		5	2.5
Educational Qualification	201		
Less than a Bachelor's degree		83	41.3
Bachelor's degree/equivalent certificate		115	57.2
Postgraduate		3	1.5

The Cronbach's alphas, mean, standard deviation, and correlation results are shown in Table 2. The internal consistency of the scales as measured by Cronbach's alpha ranged from .72 to .90. Specifically, Cronbach's alpha values for employee green behavior, workplace well-being, core self-evaluations, and empowering leadership were .85, .78, .89, and .80 respectively. The Cronbach's alpha values for the dimensions of employee green behavior were appropriate. Table 2 also indicates that the mean and standard deviation values were modest for all the variables. Also, the table showed that all the main relationships tested in this study are significant, employee green behavior ($r = .43$, $p < .01$), core self-evaluations ($r = .17$, $p < .05$), and empowering leadership ($r = .14$, $p < .05$) were all positively correlated with workplace well-being. Also, green learning was positively associated with core self-evaluations ($r = .20$, $p < .01$), and workplace well-being ($r = .24$, $p < .05$), while organizational voices dimension of employee green behavior positively correlates with workplace well-being ($r = .17$, $p < .05$), core self-evaluations ($r = .16$, $p < .05$), and empowering leadership ($r = .16$, $p < .05$).

Table 2: Descriptive statistics, correlation coefficient, and Cronbach's alpha of the variables

	Mean	*SD*	EGB	GL	IP	IO	OV	WWB	CSE	EL
EGB	3.48	.44	[.85]							
GL	3.93	.71	.49**	[.77]						
IP	3.46	.70	.61**	.09	[.75]					
IO	3.34	.74	.62**	.06	.27**	[.72]				
OV	3.18	.75	.56**	08	.15**	.40**	[.83]			
WWB	3.73	.54	.43**	.24**	.35**	.28**	.17*	[.78]		
CSE	3.58	.72	.17*	.20**	-.02	.11	.16*	.14*	[.89]	
EL	3.59	.50	.14*	.11	-.03	.15*	.16*	.20**	15*	[.80]

Note: **$p < 0.01$; *$p < 0.05$; SD = standard deviation; EGB= employee green behavior; GL = green learning; IP = individual practice; IO = influencing others; OV = organizational voices; WWB = workplace well-being; CSE = core self-evaluations; EL = empowering leadership; Cronbach's alphas are given in parenthesis.

Table 3: Simple regression analysis of workplace well-being predicted from employee green behavior, core self-evaluations, and empowering leadership

	R	R²	Adjusted R²	B	SE	F
Employee green behavior	.43**	.19	.18	.53	.07	46.60
Core self-evaluations	.14*	.02	.01	.10	.05	3.96
Empowering leadership	.19**	.04	.03	.21	.08	7.33

Note: **p < 0.01; *p < 0.05

The hypotheses were tested with regression analysis. Table 3 shows the simple linear regression performed for the three hypotheses. As indicated by the individual regression values, the relationship between employee green behavior and workplace well-being (R = .43, $P < .01$), core self-evaluations and workplace well-being (R = .14, $P < .05$), and empowering leadership and workplace well-being (R = .19, $P < .01$) were positive and statistically significant. The analysis of variance (ANOVA) test for employee green behavior was F (1; 200) = 46.60, $P < .01$; core self-evaluations, F (1; 200) = 3.96, $P < .05$; and empowering leadership, F (1; 200) = 7.33, $P < .01$ were all statistically significant. The R² indicated that employee green behavior accounted for 19%, variance, core self-evaluations accounted for 2% variance, and empowering leadership accounted for a 4% variance in workplace well-being.

The contributions of each dimension of employee green behavior (green learning, individual practice, influencing others, and organizational voices) to workplace well-being were tested with multiple regression analyses. Table 4 shows the multiple regression analysis of workplace well-being predicted from the dimensions of employee green behavior. The results indicated that green learning, $B(201) = .15$ $p < .01$, individual practice, $B(201) = .21$ $p < .01$, and influencing others, $B(201) = .12$ $p < .01$ significantly predicted workplace well-being while organizational voices, $B(201) = .03$ $p > .05$ did not. As revealed by the B-values, workplace well-being increases by 15%, 21%, 12%, and 3% for every one-unit increase in green learning, individual practice, influencing others, and organizational voices. β values show that workplace well-being was largely influenced by individual practice, accounting for a 28% variance.

Table 4: Multiple regression analysis of workplace well-being predicted from the dimensions of employee green behavior

	B	β	T	Part correlation	95% CI	VIF
Green learning	.15	.19**	3.06	.19	[.05, .24]	1.01
Individual practice	.21	.28**	4.26	.27	[.11, .32]	1.08
Influencing others	.12	.17**	2.38	.15	[.02, .23]	1.25
organizational voices	.03	.04	.53	.03	[-.07, .12]	1.19
F = 12.35, R = .45**, R^2 = .29, Adj. R^2 = .18 (DW, 1.56)						

Note: **p < 0.01; DW = Durbin-Watson; VIF = Variance Inflation Factor

The statistics at the base of Table 4 present the combined contribution of the four dimensions of employee green behavior on workplace well-being, R = .45, R^2 = .29, $p < .01$. The R^2 value indicates that employee green behavior as a composite explained a 29% variance in workplace well-being.

Discussion

This study examined employee green behavior, core self-evaluations, and empowering leadership as predictors of workplace well-being among employees in manufacturing organizations. It is apparent from the literature that employee green behavior, core self-evaluations, and empowering leadership have not been well explored in the Nigerian work setting, especially in manufacturing organizations. It is important to understand well-being in manufacturing organizations, as this will

help inform managerial practice. Hence, this study is timely and highly necessary. Three hypotheses were developed and tested in this study. The descriptive statistical output revealed a moderate level of employee green behavior, workplace well-being, core self-evaluation, and empowering leaders for the employees who participated in the study.

The Cronbach's alphas were satisfactory as they were above 0.70.[35] Regarding the validity of the scales, the content validity was achieved through the adoption of scales that have been consistently adopted across various management-related studies. The correlation values were within the acceptable range (0.2 to 0.5), while the inter-item correlation values showed evidence of convergent validity.[36] Since a parametric test was adopted to

test the research hypotheses, it was necessary to check if the data are normally distributed. The normality test (using skewness and Kurtosis) showed that the indicators were within the acceptable values that indicate normality. The statistical analysis showed that the values for the skewness and Kurtosis were below 2; this is an indication that the data are normal.[37] The observed correlation values were below .80 indicating that multicollinearity and common method variance were not an issue in the study.[38]

Based on Cohen's d criterion,[39] from the linear regression conducted to test the hypotheses, the R^2 of .19 indicates a large effect size while R^2 of .02, and .04 indicate small effect sizes. The small difference in the effect sizes indicates good cross-validation, meaning that the model can be adopted for other samples in a similar population. Also, the *B*-indicates that, a unit increase in employee green behavior, core self-evaluations, and empowering leadership will lead to an increase in workplace well-being by .53, .10, and .21 respectively. The Durbin-Watson values were within the acceptable range. The three hypotheses developed for the study were supported.

The first hypothesis which stated that employee green behavior will positively and significantly predict workplace well-being was supported. Employee green behavior was found to positively and significantly predict workplace well-being. This implies that engaging in green behavior fosters well-being in the workplace. Therefore, as employee green behavior increases, workplace well-being also increases. This finding is in line with previous studies that have explored environmental factors and employee general well-being. For example, the literature indicates that organizational citizenship behavior towards the environment positively influences the psychological well-being of employees, while supportive green behavior is positively linked to employee well-being.[19,20] Thus, through employee green behavior, employees can easily cope with pressures and challenges related to their work environment, helping them find more meaningful experiences, and in the process increasing their well-being at work.[1]

The second hypothesis which states that core self-evaluations will positively and significantly predict workplace well-being was supported. The findings indicated that the core self-evaluations of an employee predicted well-being at work. This implies that as employees' core self-evaluations increase by one unit, their well-being at work also increases by one unit. This finding is in congruence with the extant literature.[23,24,25,26] For example,

Gibson and Hicks found a positive significant relationship between core self-evaluations and psychological well-being which gives support to the notion that having a positive perception and evaluation of one's abilities is a salient indicator of well-being in the workplace.[24] This further suggests that when an employee has a positive perception or evaluate themselves positively, this is likely to influence their experience in the workplace, especially with regard to their well-being. The core self-evaluation theory put forward by Judge et al. justifies the observed positive relationship.[10] The theory holds that the four factors in core self-evaluations (self-esteem, self-efficacy, locus of control, and emotional stability) can serve as positive resources that can facilitate the well-being of an individual both within and outside the workplace. Core self-evaluation can help employees deal with the challenges and demands emanating from task-related activities in the workplace. Positive core self-evaluation denotes higher levels of efficacy, control, and stability-all of which are essential to well-being in the workplace.[10, 24]

The third hypothesis which states that empowering leadership will positively and significantly predict workplace well-being was also supported by the results of the study. The findings indicated that empowering leadership was positively linked to the experience of well-being in the workplace. This is an indication that when employees are exposed to leaders who are empowering, they are likely to have a positive experience in the workplace; which in turn influences their well-being. Through the behaviors of empowering leaders (e.g., enhancing work meaningfulness, providing autonomy, and ensuring participation in decision-making), employees can easily adapt to the work environment as a result of these experiences.[34,40] A positive psychological state is a necessity for the experience of well-being at work. An employee in a positive psychological state shows optimism and resilience, which in turn translate to well-being at work. This finding is supported by empirical literature. For example, a study conducted by Premchandran and Priyadarshi found that an increase in empowering leadership leads to an increase in subjective and psychological well-being among employees working in information technology firms in India.[32] Also, Kim and Beehr found a positive relationship between empowering leadership and employee well-being (other indicators such as life satisfaction and meaningful work were also influenced positively by empowering leadership).[33] The result is also in congruence with the affective event theory. The affective event theory was proposed by Weiss and

Cropanzano.[11] The theory offers further justification for the positive relationship between empowering leadership and workplace well-being. The theory is built on the premise that experiences in the workplace elicit positive or negative emotional reactions from employees which have consequences for workplace attitudes and behaviors. Based on this, empowering leadership elicits positive emotional reactions in the workplace, which in turn influence employee well-being at work.

The current study provides valuable insights into the predictor and criterion variables and provides sound implications for managerial practice for employees in manufacturing organizations. The study is not without limitations. These limitations are hinged on the cross-sectional nature of the study. With this in mind, it was difficult to draw any cause-effect relationship. Utilizing self-report measures for the collection of data can introduce bias or possibly confound the data. Future studies should incorporate the rating of other staff such as managers and coworkers to gather all-encompassing data that can represent all the key constructs in the study.

Conclusion

This study has successfully investigated and shown the empirical connection among the variables to provide answers to the hypotheses that were developed and tested. Consequent to the validation of the instrument adopted in this study, data were collected from 201 employees in manufacturing organizations in the Apapa area of Lagos State, Nigeria. Statistical analysis provided support for all the hypotheses, thereby helping in achieving the objectives of the study. More specifically, employee green behavior, core self-evaluations, and empowering leadership were significant predictors of workplace well-being in manufacturing organizations. First, the findings indicated that employee green behavior is necessary for well-being at work. Hence, it becomes necessary for practitioners to ensure that pro-environmental behaviors and practices are encouraged at the individual and organizational levels. The organization can promote this behavior through a supportive culture that encourages the practice of green behavior in the workplace. Second, it was found that core self-evaluations are important factors for employees' experience of well-being. Hence, a positive self-evaluation is necessary for well-being within the work environment. The organization can enhance this attribute by implementing training and programs targeted at personality development. Last, the findings revealed that empowering leadership promotes workplace well-being such that the higher the experience of empowerment from leaders (e.g., managers and supervisors), the higher the experience of well-being in the workplace. On this note, management staff can be trained on how to empower their colleagues and subordinates as this has positive implications for behaviors that enhance organizational productivity and individual well-being at work. In this regard, this study has been able to add new knowledge to the occupational health literature by unraveling the roles employee green behavior, core self-evaluations, and empowering leadership have on workplace well-being among employees in manufacturing organizations.

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