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Organisational Climate and Green Manufacturing Performance in Lagos State, Nigeria

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Abstract

The study examined the effect of organisational climate on the green manufacturing performance company in Lagos State, Nigeria. The study employed a survey research design and a study population of 688 Super Engineering Company Limited, Odounyan- Ikorodu, in Lagos State, Nigeria. Simple random sampling was adopted for the study; the sample size was determined using Taro Yamane Formula sample size, and 253 samples were selected. The study adopted a regression statistical technique analysis to test hypotheses using SPSS. The findings revealed that supportive leadership has a significant influence on green manufacturing performance; organisational structure has a significant influence on green manufacturing performance. Hence, the study revealed that green manufacturing company needs to be more concerned about improving supportive leadership, organisational structure and employees' trust to fulfil its facultative.

Keywords: Organisational Climate, Supportive Leadership, Organisational Structure, Employees Trust, Green Performance

1. Introduction

Since the Industrial Revolution, manufacturing has been a vital sector of the global economy, contributing significantly to job creation, consumer comforts, and national economies. Given the world's constantly expanding population, this tendency is probably here to stay (Malik *et al.*, 2024). However, improvements in the industrial sector have also had negative impacts on our planet, including resource depletion, local garbage disposal, global warming, and associated disasters. Monitoring the detrimental effects of manufacturing has gained attention as a result of increased awareness of the dangers posed by the degradation of the environment (Shukla *et al.,* 2023). Organisations around the world have been forced to reevaluate their business practices due to a variety of

environmental pressures, business difficulties, technological advancements, globalization, climate change, and changing customer preferences (Oyakhire & Aganoke, 2024).

Manufacturing companies in today's business environment, including those in developing and less developed nations, struggle to strike a balance between sustainable consumption and environmental preservation (Al-Swidi *et al.*, 2023). Nigeria is no exception. Furthermore, only a small number of industries have embraced the idea of green manufacturing, and the majority are still late adopters. The constraints that restrict the adoption of green manufacturing are the cause of the lesser number (Sharna *et al.*, 2024). GM's main goal is to reduce the negative effects on the environment at every stage of a product's life cycle, including design, packaging, transportation, use, and disposal at the end of its useful life. Many businesses, nevertheless, are reluctant to adopt GM practices. The main problem is that GM needs to spend a lot of money to solve its technological problems and resource allocation issues. Because there is still a trade-off between the costs and benefits of GM, businesses are hesitant to use it to make well-informed decisions (Liu *et al.,* 2023).

However, the complexity of creating and implementing an environmentally friendly management system presents a significant obstacle for executives in this industry (Rashid *et al.,* 2023). Consumers and business partnerships are moving farther away from producers who do not meet eco-friendly standards. Environmental problems are largely caused by manufacturing companies that are under pressure to implement green practices (Nazir *et al.*, 2024). Thus, achieving productivity and efficiency and maintaining performance targets has emerged as a major challenge for these firms. Additionally, Liu et al. (2023) corroborate other data indicating that green practices raise operating expenses, decrease resource efficiency, lower labour productivity, and lower profitability. Few studies have been conducted on the efficiency benefits (or losses) of green manufacturing, and the results are frequently conflicting.

Psarommatis et al. (2024), incorporating product quality checks into a manufacturing setup may give considerable benefits in terms of lowering production time, tardiness, and costs. However, putting this strategy in place comes with its difficulties in advanced manufacturing. These difficulties are an unhealthy environment, machine coordination, part size, delivery systems, equipment characteristics, operator training, and cost-benefit analysis to determine if it will be recouped. Manufacturing firms face intense competition, causing economic, environmental, and social consequences (Al-Swidi *et al.*, 2023). To survive, one must become proficient with new tools and technology (Oyeyemi *et al.,* 2024). Nonetheless, ineffective employee training, inadequate data quality, and a lack of governance contribute to the complexity of contemporary technology, resulting in less-than-ideal business choices and production inefficiencies that put a company at a competitive disadvantage (Rana *et al.*, 2022).

Particularly in manufacturing sectors, an organisation's operational climate can have a substantial impact on employee dedication and performance, production efficiency, competitive advantage and product quality (Nwafor & Okoye, 2024). Manufacturing companies are under more and more pressure to find creative ways to address environmental threats. Supportive leadership that adopts a normative and stewardship approach for an environmentally sustainable system is necessary to address such difficulties; the absence of such leaders exacerbates the situation (Xiao *et al.*, 2024). Depending on its green commitment, particularly from its leadership, an organisation may pursue green manufacturing activities to varied degrees (D'Angelo *et al.*, 2023). Leaders

who use fear-based strategies risk creating a culture of distrust, depressing team morale, and stifling innovation and creativity. They might also deter employees from being creative and candid with one another (Majka, 2024). According to Sulaeman et al. (2024), this results in a toxic workplace culture that is marked by negative behaviours such as bullying, a lack of trust, poor communication, and unethical acts. These behaviours cause employees to feel anxious, stressed, and unsatisfied, which has an adverse effect on their reputation and productivity. Leadership trust is another aspect affecting performance. A company's total quality is impacted by its executives, therefore trust is essential (Ramli, 2024). Employees who lack trust are less able to rely on the organisation to address big, complicated issues like inequality or organisational climate change, which may call for more staff and close cooperation between the organisation and its employees (Keefer & Vlaicu, 2024).

Additionally, Jain (2024) emphasizes the importance of organisational structure in facilitating shared activities and effective administration among members. It is essential to choose the right structure for the intended manufacturing output, predictability, and stability because improper structures might result in non-coordination and conflicts (Trzebuniak, 2023). According to Straková et al. (2021), a shift to a (green) organisational structure with improper structures affect the entire system, including suppliers, rivals, customers, and the architecture of the business as a whole.

A growing industrial movement that tackles environmental concerns and has a sustainable, realistic, and long-term future is green manufacturing. However, prior research on the characteristics necessary for improving the green manufacturing performance is sparse (Bui *et al.,* 2024), particularly with regard to organisational climate (OC). By investigating the impact of OC on the green manufacturing performance in Odoguyan, Ikorodu, Lagos State, this study aims to close these disparities.

2. Literature Review

2.1 Conceptual Review

In the natural sense, climate refers to the average course or state of the weather in a specific location throughout time, as shown by precipitation, wind speed, and temperature. However, opinions about the expected, accepted, and rewarded rules, procedures, and practices of a company's human resources in connection to the workplace are reflected in the atmosphere of the organisation (Oyakhire & Aganoke, 2024). The working environment is known as the organisational climate. It is linked to the emotions and actions of the organisation's members and refers to the contextual circumstances at a particular moment (Lintanga & Rathakrishnan, 2024).

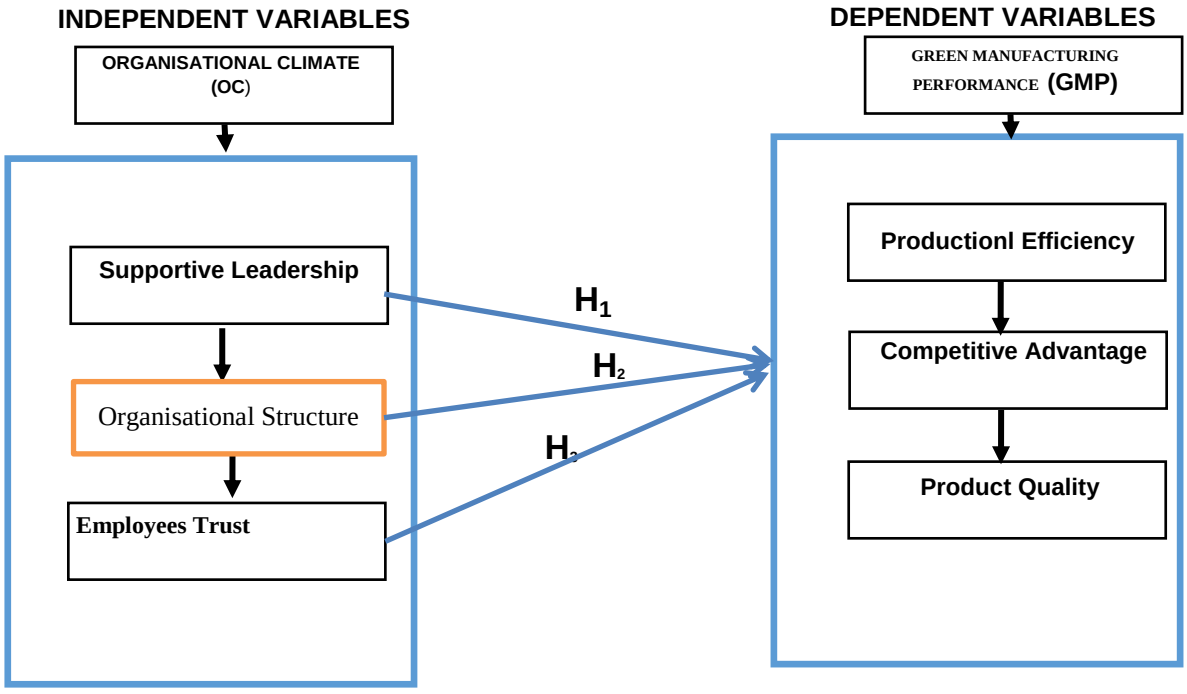
Employee behaviour and attitude toward work are influenced by the group to some degree. The OC is defined as the shared meaning that members of the organisation attach to the events, policies, practices, and procedures they encounter, as well as the behaviour they observe being rewarded, supported, and expected. The OC shapes employees' behaviour, including that pertaining to change; it must be viewed favourably (Gil et al.,2024). OC is a feature that sets an organisation apart from others and is comparatively persistent. It represents how members collectively view their organisation in relation to aspects like autonomy, trust, unity, support, acknowledgment, creativity, and equity: reflects the prevailing norms, values, and attitudes of the organisation's culture; is generated by member interaction; provides a foundation for scenario interpretation; and works as a source of influence for behavior molding (Victor, 2024).

The functioning of employees and their relationships within the organisational environment are further definitions of OC. It is defined as the internal environment's climate, depending on how members view actions intended to accomplish corporate objectives. In contrast, OC is seen as a summary of workers' experiences within a company (Lintanga & Rathakrishnan, 2024). In a similar manner, Ideh and Ofune (2024) define OC as the consistent quality of an organisation's internal environment, or the collection of traits that employees perceive and that also affect their behaviour. An organisation's overall functioning is seen by its employees, is referred to as its climate. The relationship observed in specific events and the conduct of individuals inside the organisation is the point of view with respect to OC. In addition to a set of quantifiable work environment characteristics that are either directly or indirectly perceived by employees working in an organisational setting, OC refers to an individual's perception of a collection of descriptive characteristics that set an organisation apart and impact its innovative behaviour (Mumuni *et al.*, 2024).

Organisational success is greatly influenced by OC in promoting excellent staff morale and productivity. Unpleasant communication, a lack of support, and managerial ineptitude are characteristics of non-positive climates that impair performance and increase turnover rates (Oladimeji, 2024). According to Adinew (2024), OC refers to the common beliefs and attitudes that exist within an organisation and have a big impact on employee motivation, behaviour, and overall success. It shapes relationships and engagement levels by serving as a lens through which workers perceive their workplace (Al'Ararah *et al.*, 2024). While a bad OC can result in disengagement and inefficiency, a positive one promotes trust, cooperation, and creativity (Oladimeji, 2024). Therefore, it is noted that OC is the relationship felt, particular experiences, and the behaviour of people, employees, and other stakeholders in the organisation.

2.2. Hypotheses Formulation

This research investigates organisation climate's effect on green manufacturing performance, green competitive advantages, green production efficiency, and green product quality in performance measurements. OC is measured by employees' trust, organisational structure, and supportive leadership, highlighting the importance of considering all.



Analytical Framework Model of Organisational Climate

2.2.1 Supportive Leadership

In many nations around the world, including Nigeria, leadership is a fundamental concern for all organisations. To assure proper realization of organisational goals, several organisations in various nations have been trying to define and emphasize the significance of effective leadership behaviour in their daily operations, programs, and performance. According to Nwafor and Okoye (2024), leadership is an operational instrument that is used to persuade people to work voluntarily and enthusiastically toward the accomplishment of the organisation's goals. Diverse viewpoints on managing people and teams within an organisation are included in leadership. A key component of effective leadership is using strategic direction to persuade followers to accomplish preset objectives. This approach acknowledges leadership as a dynamic process that necessitates adaptability to support growth and success, and it is crucial to match leadership style to follower maturity (Mumuni *et al.,* 2024).

According to this perspective, leadership entails motivating and assisting both individual and group efforts to accomplish common goals. Relationship-oriented, which offers support, encouragement, and acknowledgement, is more likely to reflect person-organisation fit and individual results than task-oriented, which plans short-term activities and monitors performance (Uman *et al.*, 2024). Supportive leadership is a crucial quality of successful leaders. According to Kim et al. (2021), supportive leadership is characterized by a leader's actions intended to satisfy the demands and preferences of subordinates. Supportive leadership emphasises teamwork, communication, and mutual respect. It is a leadership approach that emphasizes fostering open communication, establishing trust, and giving employees feedback and acknowledgement. Supportive leadership fosters an environment where workers are motivated to take responsibility for their work, grow professionally, and learn from their mistakes (Sharer, 2023).

Hypothesis (H_o1): Supportive leadership does not influence green manufacturing performance.

Organisational Structure

Every organisation has a structure that enables its members to complete a shared task. An organisation's structure is the logical arrangement of the functions that each individual plays inside it. It displays a level of power, accountability, relationship-building activities, and routes of communication (Job, 2022). An organisation's structure indicates a long-term allocation of responsibilities and activities. To put it another way, organisational structure is a collection of methods for breaking down a company into distinct roles and then striking a balance between them. It entails a structured framework of tasks and reporting lines that oversees, guides, and inspires employees to collaborate in order to accomplish an organisation's objective (Ezejiofor & Ezekwesili, 2021).

The relationship between activities, components or roles, and people who represent the position, duties, authorities, and responsibilities that differ across an organisation, with the goal of promoting effectiveness rather than relying on efficiency-based principles, defines organisational structure, according to Nugroho and Azam (2021). It is a coherent

organisational framework identified in the practice of organizing and managing organisations for evolving and occurring management strategies, procedures, and behavioural patterns (Men et al., 2025). organisational structure is essential to the ongoing existence of any organisation because it places people in strategic positions of authority and responsibility with the goal of accomplishing organisational objectives. Nosike, Okoye, and Afodigbueokwu (2021) opine that in order to achieve their goals, businesses must direct employee efforts in a single direction and implement established methods for distributing resources, duties, and control under arrangements known as organisational structure.

Hypothesis (H_o2): Organisational structure does not influence green manufacturing performance.

Employees Trust

Since it aids in resolving important problems and difficulties that emerge in collaborative partnerships, the perspective of trust is essential for long-term communication, cooperation, and problem-solving (Alshurideh *et al.*, 2022). According to Agbejule et al. (2021), trust is the willingness of an employee to be susceptible to the behaviour and activities of the organisation, over which he or she has no influence. According to Karimi and Ahmadi (2023), trust is predicated on employees' faith in the organisation's worth and good intentions and is described as a belief in the honesty, equity, and dependability of people or organisations, especially in large enterprises. Employee trust, according to Putra and Pramusiwi (2023), is the desire for open communication and cooperation in relationships, as well as the assumption that others won't act opportunistically. Employee trust promotes cooperation and problem-solving without hidden agendas by establishing a sense of self-commitment without fear or uncertainty.

According to Agbejule et al. (2021), trust is likewise vast and includes a variety of methodologies, the most frequent of which concentrate on psychological phenomena. Furthermore, trust is not a straightforward "either/or" issue, nor is it "strong" or "weak," "conditional" or "unconditional." Understanding how to foster productive collaboration inside businesses and how trust facilitates cooperation that is cognitive and predicated on prior experiences and expectations makes it significant. According to Sulaeman et al. (2024), interpersonal trust, which includes both cognitive and affective components, is the fundamental component of trust. The affective component deals with emotional intimacy, whereas the cognitive component deals with decisions to trust based on competence, dependability, and accountability.

Hypothesis (H_o3): Employees' trust does not influence green manufacturing performance.

2.3 Theoretical Review

Person–Environment (PE) fit Theory is traced to Murray's need-press model from 1938 (Chitboon & Sattayawaksakul, 2024), French, Rodgers, and Cobb from 1974 (Chitboon & Sattayawaksakul, 2024; De Cooman & Vleugels, 2022), and Kurt Lewin's equation from 1951 stating that behavior is a function of a person and the environment, with both entities bringing relevant attributes into the mix outcomes (Ahmed et al.,, 2024; Chitboon & Sattayawaksakul, 2024) are the original originators of the term "person–environment" (PE

fit). The formula B = f (P, E) encapsulates Lewin's theory, according to which the variables P and E in the equation stand for distinct, individual personal and environmental traits (Aldridge et al., 2024; De Cooman & Vleugels, 2022; Keane *et al.*, 2024).

According to PE Fit, a person's behaviour depends on how they interact with their surroundings (Aldridge et al., 2024). It alludes to how well the traits of the organisation and its workers mesh. According to the PE Fit model, working personnel want their personal traits and their work environment to align (Ideh & Ofune, 2024; Kühner et al., 2024). Employee behaviour is frequently explained by the well-developed P-E fit hypothesis found in management literature. The framework offers insight into how well people fit in with their workplace (Chitboon & Sattayawaksakul, 2024; Fatmasaria *et al.*, 2024).

The guiding principles, dimensional aspects of the person, environment, fit, and outcomes are all well defined by this theory (Zhang *et al.*, 2024). Examples of how it separates personal aspects into objective and subjective categories, with subjective consciousness impacting both, include preferences for the organisational climate. There are two types of environmental dimensions: objective and subjective. The organisational climate is divided into these two areas. Subjective view is a person's opinion, but objective criteria include things like type, scale, location, beauty, safety, accessibility, cleanliness, and quietness (Keane *et al.,* 2024). According to this idea, there are two primary types of fit: complementary fit and supplementary fit. Fit is the alignment of an individual with their surroundings. Similar traits are involved in supplemental fit, whereas an individual's strengths counteract the shortcomings of the environment in complementary fit. Needs-supplies fit and demands-abilities fit are two categories of complementary fit (Oleksa-Marewska & Springer, 2024; Wightman & Christensen, 2024). Both positive and negative behavioural and psychological effects, including life satisfaction, job contentment, security, happiness, community awareness, and apathy, can result from interactions with one's surroundings (Zhang *et al.,* 2024).

The value of a leader with supportive leadership is in their capacity to inspire and mentor employees, foster an inclusive workplace, and offer the required assistance. Leaders have the power to foster a favourable work environment, boost output, and strengthen bonds amongst team members. Product quality can be enhanced by leadership (Damayanti *et al.*, 2024). In terms of organisational performance and efficiency, the impact of PE fit on employees' work attitudes is significant. Employee motivation and performance may also be impacted by the extent to which PE fit influences employers' and workers' faith in one another's work attitudes. Employee performance is also positively impacted by trust in the company, management, and coworkers. One could argue that a sense of trust is one of the elements that boosts workers' dedication to their jobs. Positive sentiments about the company are made possible by employees' trust in it (Bayram, 2024).

According to this theory, performance in terms of production efficiency, competitive advantage, and product quality requires that people and their work create and maintain "a good fit." This is because some people are compatible with their organisation, while others find it difficult to fit in because someone who finds it difficult to work in one organisation

may find it easy to get along with tasks and people in other organisations. In other words, because hiring new staff requires a significant investment of resources, it is imperative that manufacturing management make sure the new hires fit in with the environment they are joining after departing from the manufacturing sector's traditional operating philosophy.

2.4 Empirical Review

At the European Court of Auditors, Uman et al. (2024) looked at supportive leadership and work satisfaction. The computerized survey that was given to 900 ECA workers in the fall of 2018 served as the basis for this investigation. The ECA human resources (HR) department conducted the survey, and the information submitted for study was anonymized. A total of 235 respondents provided complete answers. The association between supportive leadership and job satisfaction is mediated by communication and collaborative working practices, according to the structural equation model (SEM), which was used. Performance management procedures are positively correlated with supportive leadership, but work satisfaction is not significantly correlated with these procedures.

Wang et al. (2025) examined the impact of organisational structure and dynamic capacities on business model innovation in project-driven firms using data from the construction sector. 242 workers from four project-driven businesses in 26 Chinese cities provided the data. Business model innovation and organisational structure's dual characteristics were found to be related using structural equation modelling. The results indicate that business model innovation is positively impacted by the organisational structure's dual qualities of flexibility and efficiency. Furthermore, in project-driven businesses, the relationship between the dual qualities and business model innovation is mediated by dynamic capacities.

Keefer and Vlaicu (2024) analyzed self-collected observational and experimental data on public sector employees from eighteen Latin American countries and found that individual-level trust is relevant to three types of performance factors. High-trust employees demonstrate greater collaboration, support for innovation, and are less worried about low staff quality, focusing instead on staff shortages. Trust enhances their mission motivation, aligning employee policy preferences with government policies, as corroborated by instrumental variable strategies and a survey experiment on social distancing policies.

3. Methodological Procedure and Analysis

3.1 Research Design

For this investigation, a survey research design was used in order to answer the research questions. It provides standardized data for accurate measurement (Karunarathna *et al.*, 2024). According to Alao, Onivefu, Onivefu-Bello, and Raji (2025), Lagos state is the most populous, commercial centre, and business climate with the highest level of competition. Nonetheless, 688 Super Engineering Company Limited, Odounyan- Ikorodu, Lagos State, employees made up the study's population (HRM, 2025). The study employed a simple random probability sampling technique. Using Taro Yamane's Formula of 1967 resulted to sample size of 253 employees.

The study adopted inferential statistics on the data collected. The inferential statistics were used to test the stated hypotheses. The inferential statistics is concerned with the analysis of data from the sampled respondents with a view to generalizing to the entire population. Hence, this study employed the inferential statistics techniques to test the stated hypotheses. Multiple Regression was used to establish the relationship among two variables, including hypotheses one (1), two (2) and three (3). Multiple regression was achieved by using the Statistical Package for Social Sciences (SPSS).

3.2 The Validity and Reliability of the research tool

In research instruments, the alpha coefficient, also known as Cronbach's Alpha, is commonly employed to calculate the value, according to Syakuro et al. (2024). The following criteria should be used when assessing an internal consistency reliability coefficient: exceptional (≥ 0.90), acceptable (0.80 - 0.90), adequate (0.70 - 0.79), and less applicable (< 70). The reliability of the test instruments was confirmed by the results in Table 3.2, which are greater than the threshold of 0.7. Additionally, a content validity test was performed on the test instrument. The questionnaire will be filled out by research experts in the areas of organisational climate and green manufacturing performance in companies in Lagos State, who will then be asked to give their candid opinions. This will enable the validity of the test instrument to be confirmed.

Table 3.2.1: Reliability Test

S/N	Construct Description	No of Instruments	Cronbach's Alpha Statistics
Independent Variables (Orginisational Climate)			
1	Supportive Leadership	4	0.924
2	Organisational Structure	4	0.918
3	Employees Trust	4	0.734
	Dependent Variables (green manufacturing performance)		
1	Production Efficiency	4	0.717
2	Competitive Advantage	4	0.807
3	Product Quality	4	0.713

Source: Researcher Compilation, 2026

3.1.2 Validity of Research Instrument

Table 3.1.2: Construct Validity and Convergent Validity

S/N	Variables	rho_A	Composite Reliability	Average Variance Extracted (AVE)
1	Supportive Leadership	0.744	0.745	0.569
2	Organisational Structure	0.736	0.789	0.684
3	Employees Trust	0.763	0.796	0.557
4	Production Efficiency	0.758	0.778	0.545
5	Competitive Advantage	0.749	0.768	0.634
6	Product Quality	0.723	0.747	0.575

Source: Author's Computation (2026)

Convergent validity was assessed in this study using Composite Reliability (CR) and Average Variance Extracted (AVE). The degree of correlation between the indicators of one latent variable and the same construct is known as convergent validity. Convergent validity, which describes how the latent variable can account for the variation of the indicators, is commonly assessed using the AVE. AVE values must be larger than 0.5 and smaller than the CR in order to indicate convergent validity (Cheung *et al.,* 2024).

3.4 KMO and Bartlett's Test

Table 3: KMO and Bartlett's Test for each variable in the research instrument

Variables	KMO	Bartlett test of Sphericity
Supportive Leadership	0.689	66.724 (0.000)
Organisational Structure	0.752	76.472 (0.000)
Employees Trust	0.793	68.668 (0.000)
Production Efficiency	0.784	76.152 (0.000)
Competitive Advantage	0.699	72.954 (0.000)
Product Quality	0.786	77.245 (0.000)

Source: Author's Computation (2026)

According to the above table, Salowi et al. (2025) support the idea that acceptable indices are those whose Kaiser-Meyer-Olkin (KMO) values are greater (more than 0.5) but not greater than 1 in the exploratory factor analysis (EFA) test, while Bartlett's test of Sphericity is 0.000 ($p < 0.001$). This indicates that the study's sample adequacy is satisfactory. This showed that it could extract reliable factors from the data and that it was appropriate for factor analysis. Compared to 0.5, correlation values are more significant. The reliability and EFA are satisfactorily met by the six correlational groups.

3.3 The Model Specification

The main model specification for this study is depicted below as: comparing organisational climate with the green manufacturing performance company in Lagos State has the following constructs and sub-variables X and Y

$Y = f(X)$

Where:

Dependent variable = Y = green manufacturing performance Company (PGM)

Independent variable = X = Oranisational Climate (OC)

Both the dependent variable (Y) and independent variable (X) are expressed mathematically as;

(GMP) = f (OC)

Where:

$Y = (y_1, y_2, y_{3,})$

$X = (x_1, x_2, x_{3,})$

Y= green manufacturing performance (GMP) (dependent variable)

Where:

y_1 = Production Efficiency (PE)

y_2 = Competitive Advantage (CA)

y_3 = Product Quality (PQ)

X = Organisation Climate (OC) (independent variable)

Where:

x_1 = Supportive Leadership (SL)

x_2 = Organisational Structure (OS)

x_3 = Employee Trust (ET)

Regression models formulated for each of the hypothesis are written as:

Model 1

$y_1 = f(x_1)$

$y_1 = \beta_0 + \beta_1 x_1 + \mu_{it}$

$GMP = \beta_0 + \beta_1 SL_i + \mu_i$---------- eqn (i)

Model 2

$y_2 = f(x_2,)$

$y_2 = \beta_0 + \beta_2 x_2 + \mu_{it}$

$GMP = \beta_0 + \beta_2 CA_i + \mu_i$---------- eqn (ii)

Model 3

$y_3 = f(x_3)$

$y_3 = \beta_0 + \beta_3 x_3 + \mu_{it}$

$GMP = \beta_0 + \beta_3 ET_i + \mu_i$---------- eqn (iii)

4. DATA ANALYSES

The study adopted inferential statistics to establish a relationship between organisational climate and the green manufacturing performance of the company. A multiple regression model was developed for the study to test hypotheses using SPSS software packages for the results.

4. 1 Presentation of Hypotheses and Discussion of Findings

4.1.1: Hypotheses Testing

This section presents the test of hypotheses focusing on analysing organisational climate and green manufacturing performance company in Lagos State, Nigeria. This is achieved by testing the significance of the regression coefficient, and the details of the analysis are presented in subsequent sections.

Hypothesis 1 Testing

H01: Supportive leadership has no effect on green manufacturing performance.

Table 1: Effect of Supportive Leadership on Green Manufacturing Performance

Dependent Variable: GMP

Variable	Coefficient	Std. Error	t-Statistic	Prob..
(Constant)	3.218716	0.035701	90.15705	0.0000
Supportive_Leadership	0.524035	0.013368	19.58910	0.0000
R-squared	0.274613			0.0000
Adjusted R-squared	0.272844	F-statistic		535.7254
		Prob (F-statistic)		0.000000

Source: Field survey Compilation (2026)

Table 1 shows the hypothesis 1 testing results. The respondent's score on supportive leadership and green manufacturing performance in Lagos State, Nigeria, was computed and subjected to regression analysis. The result indicated that the coefficient of supportive leadership (0.5240) is positive and significant at 5%, showing that supportive leadership has a positive and significant influence on green manufacturing performance. The adjusted R-squared value showed that 27.5% of the change in green manufacturing performance is attributable to supportive leadership, suggesting that implementing supportive leadership will increase green manufacturing performance. Thus, this study rejects the null hypothesis and accepts the alternative hypothesis, which implies that supportive leadership has a significant influence on green manufacturing performance.

Hypothesis 2 Testing

H02: Organisational structure has no effect on green manufacturing performance.

Table 2: Effect of Organisational Structure on green manufacturing performance.

Dependent Variable: GMP

Variable	Coefficient	Std. Error	t-Statistic	Prob..
(Constant)	3.984447	0.102500	38.87211	0.0000
Organisational_Structure	0.518560	0.029847	6.888914	0.0000
R-squared	0.268904			0.0000
Adjusted R-squared	0.267135	F-statistic		454.931
		Prob (F-statistic)		0.000000

Source: Field survey Compilation (2026)

Table 2 revealed the test of the effect of organisational structure and green manufacturing performance in Lagos State, Nigeria. The respondents' score was computed and analysed using regression analysis. The result, as shown in the above table indicated that the coefficient of organisational structure (0.5185) is positive and significant at 5%, showing that organisational structure has a positive and significant effect on green manufacturing performance. Since organisational structure is to ensure green manufacturing performance and it is measured by certain performance indicators, this implies that an effective organisational structure will improve green manufacturing performance. Furthermore, the adjusted R2 indicated that organisational structure accounted for 26.9% of the variance in green manufacturing performance. Suggesting that there are some other variables not considered in this study that affect green manufacturing performance. Thus, this study rejects the null hypothesis to accept the alternate hypothesis, which states that organisational structure does affect green manufacturing performance.

Hypothesis 3 Testing

Ho3: Employee trust has no effect on green manufacturing performance.

Table 3: Effect of Employee Trust on Green Manufacturing Performance.

Dependent Variable: GMP

Variable	Coefficient	Std. Error	t-Statistic	Prob..
(Constant)	3.039905	0.419979	72.38177	0.0000
Employees_Trust	0.570180	0.033199	6.742307	0.0000
R-squared	0.325105			0.0000
Adjusted R-squared	0.324996	F-statistic		331.494
		Prob (F-statistic)		0.000000

Source: Field survey Compilation (2026)

Table 3 revealed the test of the effect of employees' trust and green manufacturing performance in Laos State, Nigeria. The respondents' score was computed and analysed using regression analysis. The result, as shown in the above table, indicated that the coefficient of employees trust (0.5702) is positive and significant at 5%, showing that employees trust has positive and significant effect on green manufacturing performance . Since, employees trust is to ensure green manufacturing performance and it is measured by certain performance indicators, which therefore implies that effective employees trust will improve green manufacturing performance . Furthermore, the adjusted R^2 also showed that employees trust caused 32.5% variance in green manufacturing performance. Suggesting that there some other variables not considered in this study that affect green manufacturing performance. Thus, this study rejects the null hypothesis and accepts the alternative hypothesis, which states that employees' trust does affect green manufacturing performance.

5. Conclusion

Based on this study, the findings, derived through robust statistical analysis, have provided compelling evidence that organisational climate plays a vital role in sustaining green manufacturing performance company. It is concluded that supportive leadership has a significant positive influence on green manufacturing performance of a company, organisational structure has a significant positive effect on green manufacturing performance of a company, and employees' trust has a significant positive effect on green manufacturing performance of a company. Moreover, the organisational climate has a significant effect on the green manufacturing performance of the company. Based on the conclusion of this study, the following recommendation is that leaders should be more supportive to enable employees to be better equipped and achieve seamless production efficiency. The organisation needs to promote effective organisational structure that fits into organisation strategies in enhancing performance. Organisations need to promote a non-toxic environment where employees build trust around their leaders and colleagues; they are more likely to engage in open communication, take risks, and commit to the organisation's goals.

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