

**IMPACT OF EMPLOYEE ENGAGEMENT FOR
CIRCULAR ECONOMY IMPLEMENTATION IN
MANUFACTURING CONTEXT: A SINGLE CASE
STUDY FROM SRI LANKA**

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Degree of Master of Business Administration in Supply Chain
Management

Department of Transport Management and Logistics Engineering

University of Moratuwa
Sri Lanka

August 2024

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Declaration of the Candidate and the Supervisor

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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Name of the supervisor: Dr. Jayani Sudusinghe

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Abstract

Circular Economy focuses on the circularity of resource consumption in contrast to the linear economy, which has closed loops. This model also focuses on waste elimination. The study examines the relationship between Employee Engagement, Circular Economy Implementation, and organizational performance. In depth, single case study method was used to explore the relationship among these key areas. Data was collected through nine structural interviews conducted with experts from five departments in the case organization. The study finds that top management contributions in the form of dedication and resource allocation are vital to CE implementation. Additionally, recycling, refusing, reducing, and Reusing/reselling are the CE implementation strategies used more often in the transition towards a circular economy. Also, employee involvement is important for training and education in the circular economy. Moreover, this research finds that the performance outcomes through CE implementation are more concentrated towards Environmental Performance. Waste Management, Environmental Compliance and Material efficiency had the highest impact on the Environmental performance constructs. This addresses the research gap in the current literature on employee engagement towards CE implementation.

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List of Abbreviations

CE	Circular Economy
EE	Employee Engagement
EHS	Employee Health and Safety