

Effects of Circular Business Transformation on the Employer Attractiveness of Manufacturing Companies

Jovinary Kajuna

Norwegian School of Economics

Abdallah Issahaka

Centre for Applied Research at Norwegian School of Economics (SNF-NHH)

Mohammad Zarei

NLA University College

Magne Supphellen

Norwegian School of Economics

Cite as:

Kajuna Jovinary, Issahaka Abdallah, Zarei Mohammad, Supphellen Magne (2025), Effects of Circular Business Transformation on the Employer Attractiveness of Manufacturing Companies. *Proceedings of the European Marketing Academy*, 54th, (126262)

Paper from the 54th Annual EMAC Conference, Madrid, Spain, May 25-30, 2025



Effects of Circular Business Transformation on the Employer Attractiveness of Manufacturing Companies

Abstract

In this study we develop a model of how the *level of circular transformation* (LCT) in firms influences *employer attractiveness*. The model was tested on a sample of managers from 205 American manufacturing firms. We find that LCT has a strong and positive effect on employer effectiveness, and this effect is mediated through both organizational-level and employee-level variables. At the organizational level, *the extent to which sustainability is integrated in the brand positioning* mediates the effect of LCT on employer attractiveness. We find that this mediating effect is stronger for small firms than for large firms. At the employee level, LCT increases *employee commitment*, which in turn leads to higher levels of employer attractiveness. This positive effect of employee commitment on employer attractiveness is partly mediated by *staff word of mouth*. These findings represent novel insights into the mechanisms by which circular transformation affects employer attractiveness.

Keywords: *Employer attractiveness, circular economy, circular transformation*

Track: *Business-To-Business Marketing & Supply Chain Management*