

-RESEARCH ARTICLE-

LINKING SHARING ECONOMY, ENVIRONMENTAL COMMITMENT AND GREEN BEHAVIOUR ON CIRCULAR ECONOMY

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—Abstract—

In contemporary society, the production and consumption of plastic are unavoidable. Nonetheless, due to its unsustainable nature, such practices pose significant threats to both the environment and society. The circular economy has emerged as a sustainable model explicitly designed to mitigate the harmful growth of emissions while simultaneously addressing environmental challenges. However, this innovative approach must contend with entrenched conventional consumption patterns. To ensure the successful implementation of the circular economy, it is essential to understand organisational behaviour from the perspective of individuals. This study specifically

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examines the behaviour of Vietnamese manufacturing firms, given that commercial waste, as opposed to household waste, has not been extensively investigated in the existing literature. Utilising the Theory of Planned Behaviour, the study evaluates a conceptual framework through the PLS-SEM method to assess factors such as personal attitude, environmental commitment, social pressure, and perceived behavioural control from an employee's viewpoint, aiming to identify an organisation's actual behaviour towards circular economy adoption. The findings indicate that personal attitude, environmental commitment, and social pressure significantly influence an organisation's behaviour in implementing circular economy best practices. Additionally, perceived behavioural control plays a positive mediating role in the relationships among these constructs. The study demonstrates that most firms not only exhibit positive intentions through environmental commitment and attitudes but also effectively apply best practices within the circular economy framework. This confirms firms' actual behaviour, thus bridging the intention-behaviour gap through the stakeholders' perspective. Based on the findings, it is recommended that, in addition to enabling factors, barriers to circular economy implementation must be considered to fully understand the genuine behaviour of firms in this context.

Keywords: Attitude, Circular Economy, Green Behaviour, Structural Equation Modelling

INTRODUCTION

From a sustainability perspective, the circular economy is regarded as a viable alternative to the linear economic model, which is traditionally characterised by a "take-make-dispose" approach (Abbass et al., 2022). The circular economy encompasses several key objectives, such as "maintaining products, components, and materials at their highest utility and value for as long as possible by slowing, closing, and narrowing production cycles." This model addresses productivity concerns by considering the entire production process, product consumption, and the usefulness of products throughout their lifespan. Consequently, the circular economy provides a framework that enables firms to pursue sustainable development effectively (Abbass, et al., 2022).

Research on the circular economy has attracted considerable scholarly interest, with studies offering diverse perspectives. Many of these reviews have evaluated the circular economy as a concept or an innovative model, particularly within the context of supply chain management and business models (Hina et al., 2022). However, Bocken et al. (2016) note that research on the circular economy remains fragmented. Additionally, assessing the circular economy from an organisational or economic standpoint presents significant challenges, as fully realised circular economies are rare, even with examples like "regional industrial symbiosis or internal company configurations." Therefore, it is essential to investigate circular economy issues more thoroughly to develop a

comprehensive understanding of the circular economic model (Korhonen et al., 2018). The circular economy aims to replace linear manufacturing and consumption patterns with a regenerative system aligned with environmental principles. According to Korhonen et al. (2018), the European Commission estimates that a circular economy transition could generate €600 billion annually in the European manufacturing sector, while globally it could yield \$1 trillion. It reduces environmental harm and creates new value (Firman et al., 2023). Consequently, organisations are increasingly focused on improving resource efficiency and waste management to support circular economy practices (Patwa et al., 2021).

Ongoing debates about sustainability and the circular economy continue to advocate for the circular economy model (Sverko Grdic et al., 2020). However, the literature suggests that the adoption of the circular economy (CE) model remains in its early stages, as the shift from linear to circular systems poses numerous challenges. These barriers include individual behavioural attitudes, social pressure, and consumption patterns. While obstacles also exist within the distribution, manufacturing, and value chain sectors, consumer behaviour and attitudes remain the most challenging to assess, monitor, and predict (Parajuly et al., 2020). Patwa et al. (2021) highlight that individuals' sense of moral responsibility strongly influences their attitudes toward a firm's sustainable practices, indicating that customers' interest in eco-friendly products can motivate businesses to embrace CE principles. Environmental commitment, another crucial factor, reflects a firm's ethical and moral dedication to environmental protection, contributing to a balanced ecosystem (Gerwe & Silva, 2020). Effective environmental management and organisational commitment are essential for aligning short-term economic objectives with long-term resource management, particularly in the context of CE. Additionally, social pressures influence organisations to adopt the CE model, stemming not only from governmental mandates but also from stakeholders, customers, regulatory bodies, and the wider community (Abbass et al., 2022).

Since the 1990s, Vietnam's economy has experienced significant growth, averaging 6.63% GDP per year, with 2022 marking a record growth rate of 8.02%. According to the latest report (Talking, 2024), Vietnam's economy is projected to expand by 6.1 percent in 2024, and by 6.5 percent in both 2025 and 2026, an increase from last year's growth rate of 5 percent. This rapid development has shifted Vietnam from an underdeveloped to a middle-income nation, making it one of the fastest-growing economies. The manufacturing sector has been a crucial driver of this transformation, generating income and employment, and supporting the country's industrialisation and modernisation. In the current context, Vietnam's manufacturing sector must adopt the CE model, which offers a competitive advantage in regional markets while addressing pressing environmental concerns (Canh et al., 2019). Rapid industrialisation, population growth, and urbanisation have significantly increased waste generation in Vietnam, with unsustainable consumption patterns leading to challenges like marine plastic

debris, e-waste, and construction waste. Despite these issues, the circular economy has not yet received substantial attention from the Vietnamese government or industries, and resource consumption remains high (Hai et al., 2020). The challenges facing emerging economies like Vietnam differ from those of developed nations, suggesting that CE strategies and policies from developed economies may not be directly applicable.

To address this gap, the present study concentrates on manufacturing firms and their employees for two primary reasons. First, manufacturing firms are significant producers of commercial waste, which, although technically recyclable, often remains inadequately managed due to organisational indifference or a lack of connection with effective recycling systems (Nadeem et al., 2018). Second, employees play a crucial role within these firms, and their perceptions, attitudes, commitment, and personal values have a direct impact on the organisation's strategic decisions regarding the CE model, despite the complexities involved in CE implementation (Voukkali et al., 2023).

This study aims to understand organisational behaviour in Vietnam's circular economy from an employee perspective. It assesses firms' environmental commitment, social pressure, and pro-environmental behaviour through the lens of employees to promote best recycling practices. The study also identifies potential barriers to circular economy adoption if firms do not fully embrace certain factors (Abbass et al., 2022), aiming to close the intention-behaviour gap for successful CE implementation. Unlike previous research, it aligns organisational characteristics with employee perspectives, contributing to the theory of planned behaviour by highlighting the importance of workplace-specific barriers in enhancing employee engagement and reducing organisations' ecological footprints, as noted by (Yuriev et al., 2020).

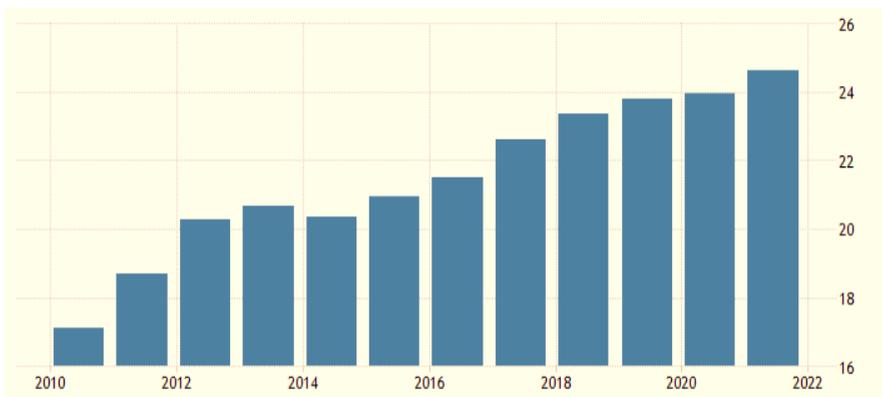


Figure 1: Vietnam Manufacturing, Value Added (% of GDP) Source: Trading Economics

The initial section of the study addresses the significance of the circular economy. Section 2 provides an in-depth literature review, outlining and examining the

hypotheses related to various factors influencing circular economy readiness. The research methodology is detailed in Section 3. Subsequently, Section 4 discusses the theoretical and managerial implications of the findings, along with the study's limitations.

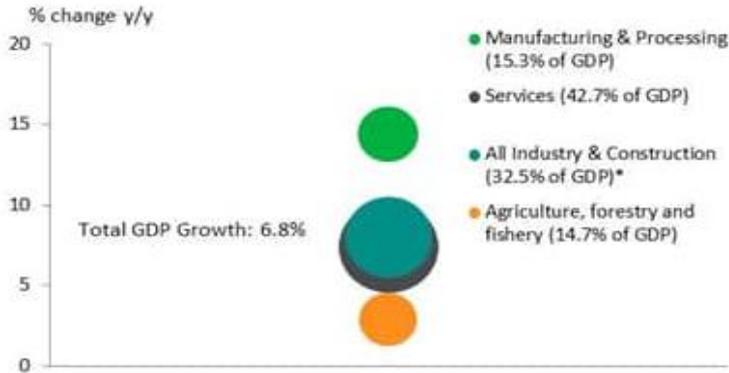


Figure 2: Vietnam's Industries' Contribution to GDP (Source: Spg Global)

LITERATURE REVIEW

Theoretical Assumption

[Ajzen \(1985\)](#) noted that "attitude, subjective norms, and behavioural control collectively influence actual behaviour." A positive or negative attitude towards a behaviour indicates an individual's intention to perform it. [Khan, Daddi and Iraldo \(2020\)](#) found that environmentally conscious leaders are more effective in implementing circular economy models in organisations, suggesting that authorities with a positive attitude towards recycling are more likely to adopt sustainable practices. Subjective norms, viewed as societal expectations, can vary by context and influence firms' intentions based on whether similar organisations support recycling efforts ([Thoradeniya et al., 2015](#)). Literature also establishes a link between PBC and both behavioural intention and actual behaviour ([Ajzen, 1985](#)), implying that decision-makers with strong PBC are more likely to engage in best CE practices, aligning organisational intentions with their own.

Scholars typically employ the theory of planned behaviour (TPB) model to assess actual behaviour at the individual level. However, some research has investigated actual behaviour as outcomes at the organisational level ([Xie et al., 2024](#)). Consequently, this study aims to predict organisational behaviour from the employee perspective, defining this approach as a cross-level interaction. Here, actual behaviour is operationalised as "the extent to which organisations have implemented best practices of recycling." Given that these practices encompass reducing, reusing, and recycling waste, actual behaviour reflects an organisation's readiness for a circular economy. [Yuriev et al. \(2020\)](#) argue that scholars should concentrate on factors influencing behaviours rather than merely

those affecting intentions. To address the identified gap, the study suggests extending the TPB model to incorporate variables such as enablers or pressures that impact organisational behaviour. In this context, social pressure encompasses both regulatory and market pressures, which is understood as "the perceived push on organisations to implement best practices of plastic recycling from regulatory bodies, competitors, and customers" [Khan, Daddi and Iraldo \(2020\)](#). Recent studies indicate that such social pressure influences organisations' recycling intentions ([Rehan et al., 2024](#)).

Circular Economy

Scholarly perspectives on the CE vary significantly. [Korhonen et al. \(2018\)](#) analyze CE through the lenses of waste, economic development, and sustainability. Additionally, literature categorizes CE as a political concept, advocating for economic transformation principles that aim to enhance social and environmental sustainability. As a comprehensive concept, the circular economy encompasses diverse principles and objectives, emphasizing systems that sustain the value of products and resources over extended periods ([Begum et al., 2022](#);). The growing body of literature demonstrates a sustained commitment to CE, accompanied by ongoing debates regarding its implications. These discussions suggest that CE can be conceptualized as a policy framework, where practical applications of industrial symbiosis serve as a vital instrument. This implies that industrial symbiosis initiatives can advance CE objectives by fostering energy and by-product exchanges among industries. In many cases, the implementation of CE and industrial symbiosis reflects actions that enhance resource efficiency ([Abbass et al., 2022](#)). Consequently, more efficient production methods can facilitate a reduction in raw material usage, thereby assisting economies in achieving their environmental and economic objectives. This synergistic outcome is a prominent theme in CE literature.

The circular economy is recognised for its potential to stimulate economic growth by creating job opportunities, fostering innovative business ideas, reducing price volatility, and lowering material costs while mitigating environmental impact. A shift from "cradle to grave" to "cradle to cradle" practices supports this movement, enabling society to reuse, recycle, repair, and remanufacture products ([Patwa et al., 2021](#)). However, narrowing, which reduces resource use per product unit, is not considered truly circular ([Bocken et al., 2016](#)). [Yu et al. \(2021\)](#) propose the 4Rs strategies—reduce, reuse, recycle and recover materials using artificial intelligence—as an alternative to the end-of-lifecycle approach, prioritising waste prevention over landfill disposal.

Various industries are embracing circular economy principles, acknowledging that the sustainability of the global economy cannot be maintained amid escalating consumption of natural resources. [Pigozzo and McAloone \(2021\)](#) highlight that inadequate information on a firm's readiness for the circular economy can lead to implementation

failures. Effective adoption of this model relies on several factors, both external and internal. External factors encompass stakeholder engagement, government policies, social pressures, and industry competition in managing waste sustainably. In contrast, internal factors such as environmental commitment, personal attitudes, and organisational capabilities are crucial for promoting cleaner and more sustainable production (Prieto-Sandoval et al., 2019).

Personal Attitude (PA)

In recent decades, sustainability—particularly the circular economy—has garnered significant global attention. Users' decision-making and attitudes during the various stages of product lifecycle greatly influence the effectiveness of choices related to the circular economy, such as repair, reuse, and resource recovery through recycling. For instance, models that promote circular business practices, including the purchase of durable goods and the preference for reusing and repairing damaged products, reflect consumer attitudes (Parajuly et al., 2020). Furthermore, sustainability has emerged as a crucial factor driving consumer purchasing behaviour. Consumers increasingly demand transparency throughout the value chain, seeking detailed information regarding the quality of materials used and the provenance of products. In response, firms are striving to address these challenges by enhancing transparency in aspects such as mark-up, material, transport, and labour costs. Many companies are undertaking cross-industry initiatives, which have facilitated the implementation of more sustainable policies and strategies across the product lifecycle (Bergonzoni et al., 2023).

Consumer behaviour encompasses various actions, including investments in durable products and engagement in circular business models involving purchasing, reusing, and disposing of products without the intention of reuse. Given that consumers interact with these products daily circular strategies can enhance resource efficiency. However, success is contingent upon consumer acceptance and adaptation (Virlanuta et al., 2020). While consumers may be motivated by monetary incentives and regulatory obligations, certain behavioural attributes significantly impact the overall success of the circular economy. Steg and Vlek (2009) posited that numerous environmental issues are fundamentally rooted in human behaviour.

Consequently, understanding behavioural changes is essential for fostering environmental sustainability. The debate highlights that consumer decision-making can significantly influence demand and compel firms to alter production paradigms. Consumers play a crucial role in the market, as their loyalty to specific products or brands shapes their purchase intentions. Within the circular economy framework, green behaviour becomes essential as individuals adopt sustainable lifestyles to mitigate their environmental impact. This behaviour fosters a more conscious relationship with society and the environment, prompting consumers to seek environmentally-friendly resource utilization (Dimitrova et al., 2022). Recent literature indicates that while

consumers are increasingly concerned about environmental issues, they often resist radically changing their habits or preferences for the environment (Bigliardi & Filippelli, 2022; Tran-Thi-Thanh & Nguyen-Thi-Phuong, 2023). Thus, despite environmental knowledge, personal attitudes may not necessarily lead to green behaviour, complicating the successful implementation of the circular economy.

H1: *There is a significant relationship between personal attitude and circular economy readiness.*

Environmental Commitment (ENC)

Krishna et al. (2024) defined environmental commitment as a “personal commitment” to reducing waste, maximizing the use of eco-friendly products, and supporting government environmental policies. They argued that this commitment reflects an individual’s effort toward sustainability, often involving sacrifices in personal preferences and promoting waste reduction. Other studies indicate that environmental commitment is crucial for securing the environment and fostering green activities that benefit society, business, and the environment (Lee et al., 2023; Song et al., 2023). A positive environmental commitment can lead to favourable environmental outcomes due to pro-environmental behaviour. Nath and Ramanathan (2016) posited that environmental commitment is also a process enacted by organizations concerning environmental issues. Cialdini (2001) characterized it as “the extent to which firms integrate ecological issues within their business strategies to reduce the harmful impacts of their activities on the environment.” Cialdini (2001) emphasized the need for consistency between individuals’ behaviour and commitment to ensure effective commitment. Additionally, literature suggests that environmental commitment is influenced not only by personal values but also by economic opportunities and stakeholder pressure.

Liao et al. (2023) identified several barriers that firms encounter when implementing circular economy and environmental management practices, with a prominent obstacle being the lack of commitment from organizational leaders. When firms are perceived as lacking environmental commitment, the effective implementation of circular economy initiatives becomes challenging (Akkalatham & Taghipour, 2021; Liao et al., 2023). Environmental commitment is derived not only from consumers but also from leadership, as leaders who prioritize environmental safety by endorsing sustainable policies foster a sense of moral responsibility within their organizations. Consequently, employees view leadership commitment as a crucial indicator of the importance of environmental practices, which enhances the overall environmental commitment of firms to society (Ojo & Fauzi, 2020). Firms that demonstrate strong environmental commitment not only prioritize environmental protection but also work to minimize ecological damage. According to Chen (2023), key components of environmental commitment include product and process consciousness regarding environmental

impact, recycling, reusing, and a sense of responsibility towards resource management. A robust environmental commitment thus empowers firms to adopt a circular model, positively influencing their readiness for the circular economy and leading to the following hypothesis.

H2: *There is a positive and significant relationship between environmental commitment and circular economy readiness.*

Social Pressure (SPR)

Scholars have yet to reach a consensus on a clear definition of the sharing economy within the existing literature. It has been suggested that individuals are inclined towards collaborative consumption for various reasons, including "saving money, space, and time, making friends, and building offline communities and peer-to-peer trust" (Botsman & Capelin, 2016). Technological advancements have facilitated the emergence of digital sharing platforms that support long-standing offline practices. Terms such as "peer economy," "sharing economy," "on-demand economy," "collaborative economy," and "gig economy" are often used interchangeably; however, they do not denote the same concepts. The development of the sharing economy is posited to enhance societal responsibility and facilitate the reduction of environmental burdens and waste. This economic model promotes inclusiveness and improves accessibility to goods (Gerwe & Silva, 2020). Maximising the use of goods not only meets users' needs but also diminishes negative environmental impacts by reducing commodity production and fostering resource-saving scenarios. The circulation of shared goods epitomises circular economy principles, facilitating waste reduction and supporting the establishment of an environmentally-conscious society that prioritises environmental education and high moral values. Furthermore, sharing tends to generate long-term economic benefits compared to short-term gains, contributing positively to macroeconomic indicators (Khan, Daddi, & Iraldo, 2020).

However, some studies contend that the sharing economy is not inherently sustainable, as it can lead to increased consumption, a rebound effect driven by lower prices, and heightened demand. The debate suggests that while the sharing economy and sustainability do not entirely overlap, notable similarities and differences exist. Research indicates that rebound effects may undermine environmental benefits by increasing overall consumption due to factors like inadequate sustainability and price influences. The social pressure from diverse regulatory bodies exerts a significant positive influence on green behaviour and the implementation of circular economy practices. It not only raises awareness about the circular economy but also offers firms financial benefits and social recognition (Do & Do, 2024). Mironchuk et al. (2021) emphasise that social incentives play a crucial role in the circular economy. To effectively respond to societal pressures, companies must be cognisant of sustainable methodologies, including lean production, waste management, and zero-defect

management. Social pressure is pivotal in promoting green commitment and environmental responsibility. Market dynamics, environmental regulations, and societal demand collectively encourage the adoption of circular economy principles within the manufacturing sector, thereby highlighting the beneficial impact of social pressure.

H3: *There is a significant relationship between social pressure within the sharing economy and circular economy readiness.*

Mediating Role of Perceived Behavioural Control (PBC)

PBC is defined as the perceived ease or difficulty of performing a specific behaviour, influenced by the availability of resources such as time and money. PBC is a key determinant of actual behaviour and behavioural intention. [Khan, Daddi and Iraldo \(2020\)](#) argue that firms with strong decision-makers exhibiting high PBC are better positioned to integrate and implement circular economy practices. They highlight that PBC not only influences individual decisions but also fosters circular economy readiness within firms. Similarly, [Singhal et al. \(2019\)](#) note that customers with strong PBC tend to develop positive attitudes towards remanufactured products. When firms, customers, and stakeholders recognise the benefits of circular practices, they are likely to cultivate positive personal attitudes, thereby enhancing PBC and promoting circular economy readiness. [Mamun \(2023\)](#) assert that PBC significantly influences firms' environmental commitment, emphasising the importance of employee PBC in driving green initiatives and training for sustainability.

PBC serves to motivate firms, regulatory bodies, customers, and stakeholders to enhance their commitment to environmental sustainability by minimising waste and adopting processes such as reuse, regeneration, and remanufacturing. [Galván-Mendoza et al. \(2022\)](#) define PBC as individuals' perceptions of their capacity to engage in environmentally responsible behaviours. Furthermore, [Akkalatham & Taghipour \(2021\)](#) indicate that environmental commitment is a significant predictor of individuals' green behaviours. To transition from a traditional economic model to a circular economy, it is essential for firms to cultivate positive PBC, which can be achieved through a steadfast commitment to sustainable practices within their operations. Consequently, organisations with strong PBC are more likely to prioritise green policies, thereby fostering environmental commitment and readiness for adopting circular economy principles.

Various factors, including community expectations, external regulatory bodies, and market dynamics, exert significant social pressure on firms to adopt circular economy practices. Organisations with strong PBC are better equipped to navigate this social pressure regarding sustainability. PBC facilitates the implementation of circular economy readiness, guiding firms in recycling and remanufacturing materials to

minimise waste, which has become increasingly critical in today's environmental landscape. Companies now face pressure not only from customers and stakeholders but also from governmental regulations. To manage limited resources sustainably, firms are compelled to transition from lean production to circular practices. This shift is contingent upon cultivating strong PBC, enabling organisations with green initiatives to respond positively to social pressures, thereby enhancing their readiness for the circular economy. [Akkalatham & Taghipour \(2021\)](#) further emphasise that the interplay between social pressure and decision-makers' PBC significantly influences a firm's trajectory towards a circular economy. Social pressure is found to positively affect organisational behaviours concerning the adoption of cleaner production processes across various sectors. Consequently, the following hypotheses have been formulated.

H4: *Perceived behaviour control mediates the relationship between personal attitude and circular economy readiness.*

H5: *Perceived behaviour control mediates the relationship between environmental commitment and circular economy readiness.*

H6: *Perceived behaviour control mediates the relationship between social pressure and circular economy readiness.*

METHOD AND MATERIALS

In the context of Vietnam, this study investigates how enterprises' actual behaviours regarding the implementation of a CE are influenced by societal pressure, environmental commitment, personal attitudes, and perceived behavioural control. The respondents included employees from manufacturing companies. A comprehensive list of organisations was compiled using various databases, and invitations to participate in the study were sent via email. Upon obtaining consent, the researchers employed a non-probability convenience sampling technique to collect data from manufacturing employees. Approximately 400 surveys were distributed, resulting in 265 valid responses. Personal attitudes towards the sharing economy were assessed using three questions adapted from ([Hazen et al., 2017](#)). Environmental commitment was evaluated with three items derived from ([Ormazabal et al., 2018](#)). Social pressure was measured using four items from ([Xie et al., 2024](#)). PBC was also gauged with three questions based on ([Xie et al., 2024](#)), while circular economy readiness was measured with three items extracted from the same source.

PLS-SEM and SmartPLS for primary data analysis were used to assess measurement item validity and reliability ([Ringle et al., 2015](#)). PLS-SEM evaluates item reliability and construct correlations in the measurement and structural models. Cronbach's alpha (≥ 0.70), Average Variance Extracted (AVE) (> 0.50), and Composite dependability (CR) are used to quantify item dependability. Above 0.50 factor loadings were acceptable ([Hair et al., 2020](#)). [Hair et al. \(2020\)](#) used the Fornell-Larcker criterion and cross-loadings to measure variable reliability, ensuring each concept had higher values

than others. The Heterotrait-Monotrait (HTMT) ratio was also utilised, with a threshold indicating that values should remain below 0.85. Furthermore, the study evaluated the associations among constructs, where t-values indicating significance must exceed 1.96. Correspondingly, p-values were assessed, with significance established at a threshold of less than 0.05 (Hair et al., 2020). Lastly, beta values provided insight into the direction of these associations, where a positive beta indicates a positive relationship among constructs and a negative beta signifies the opposite (Hair et al., 2020). Finally, the study included a predictive construct referred to as circular economy readiness (CER) and employed a mediating variable known as PBC. Additionally, three predictor variables were utilised: PA towards the sharing economy, ENC, and SPR. These constructs are illustrated in Figure 1.

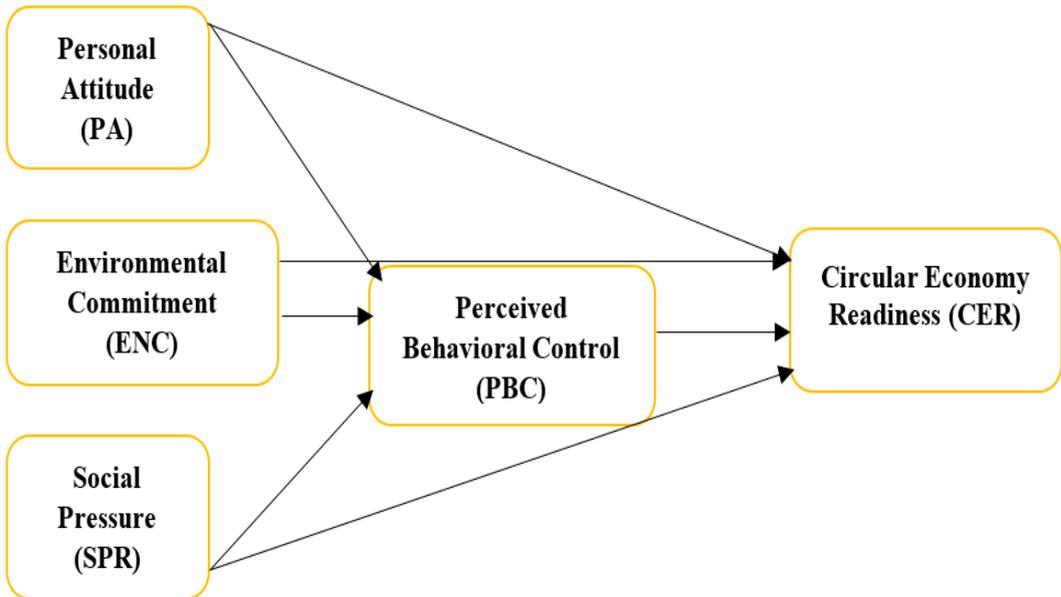


Figure 1: Theoretical Framework (Source: Author Depiction)

RESULTS

Measurement Model

The present study evaluated convergent and discriminant validity through a measurement model. As outlined by Hair et al. (2020), indicator loadings should ideally exceed 0.7; however, values between 0.4 and 0.7 are acceptable if the AVE is greater than 0.5. In this study, all indicator loadings were found to be above 0.7, confirming convergent validity through AVE, as presented in Table 1, where all values exceed 0.5, thereby meeting the required criteria. To assess internal consistency, both Cronbach's alpha and CR were calculated, with an ideal cut-off value of 0.7 for both measures. According to Hair et al. (2020), while both measures indicate internal consistency,

composite reliability is considered the more accurate metric. [Table 2](#) demonstrates that all values for CR and Cronbach's alpha surpass the cut-off threshold.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Circular Economy Readiness (CER)	CER1	0.841	0.818	0.892	0.734
	CER2	0.816			
	CER3	0.911			
Environmental Commitment (ENC)	ENC1	0.880	0.849	0.908	0.766
	ENC2	0.844			
	ENC3	0.901			
Personal Attitude (PA)	PA1	0.835	0.706	0.834	0.627
	PA2	0.766			
	PA3	0.772			
Perceived Behavioural Control (PBC)	PBC1	0.930	0.934	0.958	0.884
	PBC2	0.958			
	PBC3	0.932			
Social Pressure (SPR)	SPR1	0.712	0.824	0.884	0.656
	SPR2	0.904			
	SPR3	0.798			
	SPR4	0.815			

Source: SmartPLS4 Output

As seen in [Table 2](#), where the first value is higher than the other values in the same column, the results satisfied this requirement. These results point to a low correlation between the constructs, demonstrating the variables' dependability. But according to [Ringle et al. \(2015\)](#), discriminant validity cannot be established using the Fornell-Larcker criterion alone.

Table 2: Fornell Larcker

	CER	ENC	PA	PBC	SPR
CER	0.857				
ENC	0.531	0.875			
PA	0.441	0.558	0.792		
PBC	0.589	0.393	0.265	0.940	
SPR	0.438	0.420	0.411	0.490	0.810

Source: SmartPLS4 Output

As a result, the Fornell-Larcker criterion and the HTMT criterion ought to be used together ([Ali et al., 2018](#)). The HTMT ratio was used to further evaluate the variables' reliability; all values remained below the 0.85 criterion. These findings, which are shown in [Table 3](#), reinforce the variables' dependability by confirming a low correlation between the constructs.

Table 3: Heterotrait Monotrait Ratio

	CER	ENC	PA	PBC	SPR
CER					
ENC	0.619				
PA	0.564	0.733			
PBC	0.667	0.425	0.315		
SPR	0.526	0.467	0.518	0.539	

Source: SmartPLS4 Output

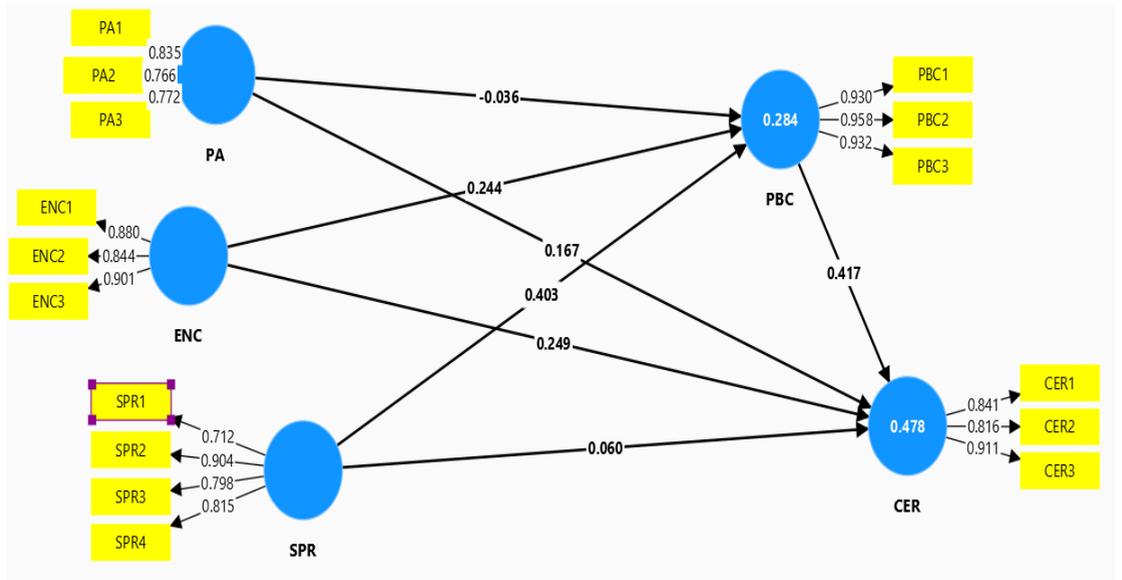


Figure 2: Measurement Model Assessment (Source: SmartPLS4 Output)

Structural Model

The study employed the PLS methodology with bootstrapping to evaluate path coefficients, p-values, and t-values. The results indicate that environmental commitment positively and significantly correlates with circular economy readiness, as does personal attitude. Conversely, social pressure shows an insignificant relationship with circular economy readiness, given that its p-value exceeds 0.05. Table 4 illustrates a negative and insignificant association between personal attitude and perceived behavioural control, while both social pressure and environmental commitment exhibit positive and significant relationships with perceived behavioural control. The negative association between personal attitude and perceived behavioural control may stem from the complexity of their interaction; despite being distinct, they influence behavioural intentions. A positive attitude coupled with low perceived behavioural control may create cognitive dissonance, potentially due to resource limitations or barriers, leading to negative outcomes (Ajzen, 1985). Additionally, the insignificant link between social pressure and circular economy readiness suggests that social pressure may lack

sufficient magnitude to effect significant change in circular readiness (Nasution et al., 2024). Furthermore, if social pressure is not closely aligned with specific organisational needs, it may not serve as a strong driver for circular economy readiness. Research indicates that while social pressure can influence various organisational behaviours, its effect on circular economy readiness is limited when overshadowed by other factors (Bîrgovan et al., 2022).

Table 4: Path Coefficient

Relationships	Beta	Standard Deviation	T Statistics	P Values
ENC -> CER	0.249	0.061	4.085	0.000
ENC -> PBC	0.244	0.054	4.534	0.000
PA -> CER	0.167	0.066	2.522	0.012
PA -> PBC	-0.036	0.062	0.591	0.555
PBC -> CER	0.417	0.060	6.999	0.000
SPR -> CER	0.060	0.049	1.238	0.216
SPR -> PBC	0.403	0.062	6.544	0.000

Source: SmartPLS4 Output

The mediation analysis results, detailed in Table 5, reveal that PBC partially mediates the relationship between environmental commitment and CER, as both the direct and indirect path coefficients are positive and significant. Additionally, PBC fully mediates the relationship between social pressure and CER; while the direct effect of social pressure on CER is insignificant, introducing PBC as a mediator renders the indirect effect significant. This suggests that social pressure may need to be complemented by internal capabilities for effective CER implementation, indicating that social pressure alone may not suffice (Nasution et al., 2024). The full mediation role of PBC highlights that social pressure becomes relevant when combined with PBC, reflecting an organisation's capacity to respond to such pressures. Thus, although the direct path from social pressure to CER is insignificant, the overall effect becomes substantial when accounting for PBC, underscoring the importance of an organisation's perceived ability to implement circular economy practices (Bîrgovan et al., 2022).

Table 5 illustrates that the initially positive and significant relationship between personal attitude and CER becomes insignificant when PBC is introduced as a mediator. While the direct relationship indicates that positive beliefs and favourable attitudes exert a strong influence on CER, the introduction of PBC not only dampens this relationship but also reverses the positive effect to a negative one due to perceived barriers and limitations. Consequently, individuals may feel less capable of initiating circular economy practices despite their positive attitudes, which ultimately undermines the impact of their favourable beliefs (Borau et al., 2015). Notably, despite this negative indirect effect, the overall total impact of personal attitude on CER remains both positive and significant. This finding underscores the robust connection between personal attitude and CER, which persists even in the face of potential barriers and

limited resources, highlighting that a favourable attitude towards sustainability is a critical driver of CER.

Table 5: Indirect Path Analysis

Relationships	Direct Effect	Indirect Effect	Total Effect	T Statistics	P Values
PA -> PBC -> CER	0.167**	-0.015	0.152**	0.575	0.565
SPR -> PBC -> CER	0.060	0.168	0.229**	6.998	0.000
ENC -> PBC -> CER	0.249**	0.102	0.244**	3.696	0.000

Source: SmartPLS4 Output

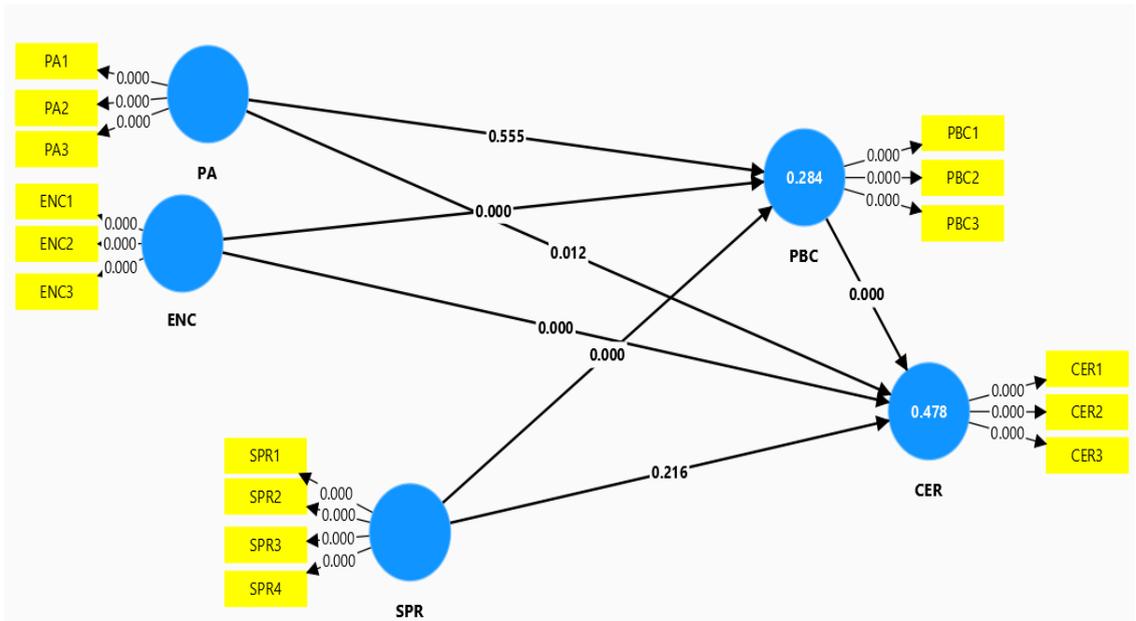


Figure 3: Structural Model Assessment (Source: SmartPLS4 Output)

DISCUSSION

This study examines the intention-behaviour gap and organisational behaviour regarding recycling. It posits that organisational determinants from an individual perspective significantly contribute to predicting a firm's actual behaviour. The findings indicate that personal attitude, environmental commitment, and perceived behavioural control are key predictors of organisations' readiness for the circular economy. Analysis using PLS-SEM reveals that personal attitude is the most significant predictor of organisational behaviour towards the circular economy. This is supported by (Alvarez-Risco et al., 2021; Nath & Ramanathan, 2016), who assert that individuals with a positive attitude towards the environment encourage firms, particularly in the manufacturing sector, to adopt circular economy practices to mitigate environmental challenges. When customers, stakeholders, and employees develop a sense of moral responsibility towards the environment, industries are more likely to demonstrate

transparency and ethical responsibility in meeting customer demands. Furthermore, [Hina et al. \(2022\)](#) notes that consumers increasingly exhibit positive attitudes towards eco-friendly products and the adoption of new models that facilitate waste management, recycling, and product reuse. Conversely, the study finds an insignificant relationship between social pressure and circular economy readiness, suggesting that social pressure may lack the necessary magnitude to drive substantial change in circular readiness ([Nasution et al., 2024](#)). Additionally, social pressure may not serve as a robust driver of circular readiness unless it aligns closely with specific organisational needs. Research indicates that while social pressure can influence various organisational behaviours, its impact on circular economy readiness may be limited when overshadowed by other factors ([Campos-Domínguez et al., 2022](#)).

Environmental commitment is demonstrated not only by consumers but also by governments, corporate management, and various regulatory bodies. It plays a critical role in adopting circular economy practices within business processes. Such commitment enhances moral values and encourages compliance with policies aimed at environmental improvement. [Marrucci et al. \(2021\)](#) further assert that leadership with a strong environmental commitment can effectively develop strategies to address environmental challenges. As discussed, environmental commitment facilitates circular economy readiness in Vietnam's manufacturing sector, equipping firms to confront national environmental issues. [Homrich et al. \(2018\)](#) highlight that social pressure significantly influences organisations to adopt circular economy models as a response to escalating environmental challenges such as global warming and resource depletion. In today's context, firms face increasing pressure from customers, regulatory bodies, and communities to enhance waste management practices. Consequently, to respond to this social pressure, companies are increasingly moving towards circular economy readiness.

The findings indicated that PBC does not mediate the relationship between personal attitude and CER. Contrary to previous literature, it can be posited that a positive attitude combined with low behavioural control may lead to cognitive dissonance that reverses this relationship, potentially stemming from resource limitations or other barriers. This overestimation of the relationship may yield negative outcomes ([Ady et al., 2022](#)). While the direct relationship demonstrates that positive beliefs and favourable attitudes significantly influence CER, the introduction of PBC not only hinders this relationship but also transforms the positive influence into a negative one due to perceived barriers and constraints. Consequently, individuals may become less capable of initiating circular economy practices, thereby diminishing the beneficial impact of their positive attitudes ([Borau et al., 2015](#)). Furthermore, despite the negative indirect impact of PBC, the overall effect of personal attitude on CER remains both positive and significant. This underscores the robust connection between personal attitude and CER, indicating that, even amidst potential barriers and resource

limitations, a favourable attitude toward sustainability continues to be a critical driver of circular economy readiness.

Our study concludes that individuals with strong PBC significantly influence the adoption of the circular economy. According to [Singhal et al. \(2019\)](#), robust PBC enables individuals to make environmentally friendly decisions and foster green behaviours within society. A positive personal attitude also enhances an individual's PBC, facilitating the development of green purchasing behaviour ([Lan, 2022](#)). Individuals with a positive attitude are more likely to make decisions that favour environmentally sustainable products in the manufacturing sector. The findings indicate a positive mediating role of PBC between environmental commitment and circular economy readiness. Thus, strong PBC can drive the environmental commitment of firms, individuals, and industries towards sustainable practices. Research by [Akkalatham & Taghipour \(2021\)](#) further suggests that a strong environmental commitment enables firms to implement zero-waste policies, thereby optimising the use of scarce resources through circular economy models. This approach not only facilitates the reuse, recycling, and remanufacturing of products but also contributes to environmental sustainability. The integration of strong PBC among employees, leadership, and management is crucial, as it enhances environmental commitment and promotes the adoption of circular economy readiness.

The results indicate that PBC fully mediates the relationship between social pressure and CER. This supports the argument that social pressure may require mediation by internal factors; without the necessary capabilities for effective CER implementation, social pressure alone may not drive CER ([Acar & Özden, 2022](#); [Nasution et al., 2024](#)). While social pressure is not a strong predictor of CER, it gains relevance when combined with PBC, reflecting an organisation's capacity to implement circular economy practices effectively. Although the direct path between social pressure and CER is insignificant, the overall impact becomes significant through PBC, underscoring the importance of a firm's perceived ability to enhance the influence of social pressure on CER ([Ady et al., 2022](#); [Bîrgovan et al., 2022](#)).

CONCLUSION

Sustainable growth in various industries in Vietnam has been significantly impacted by plastic waste, carbon emissions, depletion of natural resources, and environmental degradation. Recognising the limitations of the traditional economic model, policymakers and stakeholders in Vietnam have begun to advocate for a transition to a circular economy. Despite government initiatives, the manufacturing sector continues to face numerous challenges in addressing environmental issues. This study aims to analyse the influence of personal attitude, environmental commitment, and social pressure on circular economy readiness while exploring the mediating role of PBC among these variables. Conducted within Vietnam's manufacturing industry, the

research gathered data on personal attitudes, environmental commitment, social pressure, and PBC. Moreover, the environmental commitment of employees, management, and leadership can drive firms to embrace the circular model, as they recognise the importance of eco-friendly products and waste minimisation. Additionally, social pressure from communities encourages the adoption of circular practices; as societal awareness of green processes increases, consumers become more inclined to purchase sustainable products, thereby exerting pressure on firms to integrate circular economy models.

IMPLICATIONS

This study makes a significant contribution to the literature on circular economy readiness, which is critical for transitioning towards a sustainable environment. Manufacturing industries face considerable challenges due to a lack of knowledge and awareness regarding circular economy practices. To identify the driving forces behind successful implementation, this research examines the roles of personal attitude, environmental commitment, and social pressure in shaping organizational behaviour. By employing an extended TPB model, the study addresses the behavioural-intention gap from an employee perspective. Given the extensive machinery and equipment in manufacturing, effective resource management is essential for environmental sustainability. This research underscores the importance of circular economy readiness in achieving sustainable outcomes and provides guidelines for government officials, management, and policymakers to facilitate its implementation. The findings indicate that a positive personal attitude can enhance the adoption of circular economy practices, as consumers increasingly prefer green products. Additionally, fostering an environmental commitment within organizations is vital for successful circular economy implementation. Social pressure further encourages industries to adopt green initiatives, while PBC significantly mediates these relationships. The study advocates that policymakers prioritize personal attitude, environmental commitment, and social pressure when developing circular economy policies. Ultimately, manufacturing industries must leverage these factors to manage scarce resources and minimize hazardous materials effectively.

LIMITATIONS AND FUTURE RECOMMENDATIONS

This study presents several limitations that future researchers should consider. Firstly, it focuses solely on a limited set of factors, namely personal attitude, environmental commitment, and social pressure. Future investigations could benefit from exploring additional variables, such as technology, awareness, and government policies, to gain a more comprehensive understanding of their roles in adopting circular economy readiness. This research focuses solely on the mediating role of perceived behavioural control regarding circular economy readiness. Future studies should explore the moderating effects of organizational competitiveness and regulatory bodies on circular

economy integration. Lastly, the scope of this study is confined to developing countries, particularly Vietnam, which may limit the generalizability of its findings to developed nations; subsequent research should be conducted in developed countries to assess how social pressure, environmental commitment, and personal attitude influence circular economy readiness in different contexts.

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