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Role Ambiguity, Role Conflict, and Readiness for Change: Moderating Colleague Support

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ABSTRACT

Organizational change can lead to role ambiguity and conflicting job demands that affect employee readiness for change. This study analyzes the influence of *role ambiguity* and *role conflict* on *readiness for change* and the moderating role *of colleague support*. The study used a quantitative *cross-sectional survey* of 50 public and private sector employees who experienced organizational change in the past 12 months. Data were collected through a Likert-scale questionnaire and analyzed using PLS-SEM with 5,000 *bootstrap samples*. The results showed that *role conflict* had a significant negative effect on *readiness for change* ($\beta = -0.298$; $p = 0.043$), while *role ambiguity* was not significant ($\beta = -0.069$; $p = 0.715$). *Colleague support* had a positive direct effect ($\beta = 0.743$), but did not moderate either relationship. The model explained 94.8% of the variation in readiness for change, although there was some overlap between the constructs. These findings emphasize the importance of aligning job demands and peer support in dealing with organizational change.

INTRODUCTION

Organizational change has become an essential part of how public and private organizations respond to technological developments, efficiency demands, regulatory adjustments, and changing work environments. Such changes may involve organizational restructuring, digital transformation, revised operating procedures, or leadership transitions. Although these initiatives are generally intended to improve organizational effectiveness, their success depends not only on strategic planning but also on employees' willingness and ability to implement new organizational practices (Holt et al., 2007). Employees may respond to change through active participation, resistance, or compliance without genuine commitment. As a result, readiness for change has received considerable scholarly attention as an important psychological condition reflecting employees' beliefs, willingness, and preparedness to support organizational transformation (Armenakis et al., 1993; Rafferty et al., 2013).

Organizational transitions frequently introduce uncertainty regarding job responsibilities, reporting relationships, and performance expectations. These conditions may

generate role ambiguity and role conflict, two established dimensions of role stress (Rizzo et al., 1970). Role ambiguity occurs when employees lack sufficient information about their responsibilities, authority, or expected work outcomes. Role conflict, in contrast, arises when employees encounter incompatible expectations or competing demands that cannot easily be fulfilled simultaneously. During organizational change, these stressors may become particularly relevant because revised procedures and reporting arrangements are not always implemented consistently (Bordia et al., 2004). Previous research has associated role stressors with various work-related outcomes, although their relationships may differ depending on the outcome examined (Tubre & Collins, 2000).

Despite their conceptual relationship, role ambiguity and role conflict represent different organizational problems. Employees experiencing role ambiguity may require clearer information and guidance, whereas those facing role conflict may need greater coordination and alignment of competing expectations. These differences suggest that the two stressors should be examined separately rather than treated as interchangeable aspects of occupational pressure. Understanding their respective relationships with readiness for change may provide a more precise explanation of how employees respond to organizational transitions.

Employees' responses to organizational change may also depend on the social resources available in their work environment. Colleague support refers to the emotional, informational, and practical assistance employees receive from coworkers. Within the Job Demands–Resources (JD-R) framework, social support represents a job resource that may help employees manage demanding working conditions (Demerouti et al., 2001; Bakker & Demerouti, 2007). This perspective is consistent with the buffering hypothesis, which proposes that social support can reduce the adverse consequences of stressful experiences (Cohen & Wills, 1985). During organizational change, supportive colleagues may help employees interpret new instructions, resolve operational difficulties, and develop confidence in their ability to adapt.

Previous studies have provided a foundation for understanding the relationships among role stressors, social support, and employee responses to organizational change. Chenevert et al. (2019), for example, examined relationships involving role stressors, coworker support, readiness for change, and withdrawal behaviors among healthcare employees. Nevertheless, further empirical investigation is needed to determine whether colleague support specifically moderates the relationship between each role stressor and readiness for change. Importantly, social support may not necessarily function as a buffering mechanism. It may instead operate primarily as an independent resource that contributes directly to employees' readiness, regardless of the intensity of role-related demands.

The research gap addressed in this study concerns the need to distinguish the relationships of role ambiguity and role conflict with readiness for change while explicitly examining the moderating role of colleague support. Although previous research has explored

role stressors and workplace support in relation to employee attitudes and behaviors, additional evidence is needed regarding whether colleague support buffers the effects of these two distinct role stressors on readiness for change. Examining employees from public and private organizations who have recently experienced organizational change also provides an opportunity to investigate these relationships across varied organizational settings, without assuming that the findings are representative of either sector.

The novelty of this study lies in simultaneously testing two distinct moderation pathways—role ambiguity × colleague support and role conflict × colleague support—within a structural model that also incorporates the direct relationship between colleague support and readiness for change. This approach allows the study to assess whether colleague support functions primarily as a stress-buffering resource or as a social resource directly associated with employees' readiness to change. Rather than proposing a new theoretical framework, the study offers an empirical examination of the applicability of JD-R theory and the buffering hypothesis within organizational change contexts.

Accordingly, this study investigates the effects of role ambiguity and role conflict on readiness for change and examines whether colleague support moderates these relationships. The findings are expected to contribute to the literature on organizational change and role stress by clarifying the relationships among job demands, workplace social resources, and employee readiness. Practically, the study may inform organizational leaders and human resource managers about the importance of clarifying responsibilities, reconciling conflicting expectations, and strengthening peer support during organizational transitions.

METHODS

Research Design and Sample

This study employed a quantitative approach using a cross-sectional survey design, with data collected at a single point in time. The target population consists of employees working in formal organizations across the public and private sectors. Respondents were selected through purposive sampling based on four criteria: (1) being actively employed with at least one year of work experience; (2) being at least 18 years old; (3) regularly interact with supervisors or colleagues; and (4) currently experiencing or having experienced organizational change, including structural adjustments, changes in work systems, policies, or business processes, within the preceding 12 months. The fourth criterion ensured that respondents evaluated actual experiences rather than hypothetical organizational changes.

A total of 50 valid responses were included in the analysis. Although this sample satisfies the conventional ten-times rule based on the maximum number of structural paths directed toward a single construct (five paths to readiness for change, including two interaction terms), it remains relatively small. Using the inverse square root method, Kock and Hadaya (2018) indicated that approximately 69 observations would be required to detect a path coefficient of 0.30 at a 5% significance level with 80% statistical power. According to the present study may have limited statistical power, particularly for detecting modest

relationships and interaction effects. Although PLS-SEM can be applied to relatively small samples under appropriate conditions, sample adequacy must be evaluated in relation to model complexity and expected effect sizes rather than relying solely on conventional rules of thumb (Hair et al., 2019).

Research Instruments and Variable Measurement

Primary data were collected using an online questionnaire. The questionnaire began with three screening questions concerning active employment status, a minimum employment duration of one year, and experience of organizational change within the previous 12 months. These were followed by respondent characteristics and 24 measurement items.

All items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Completing the questionnaire required approximately five to seven minutes. Each of the four constructs was measured using six items, as summarized in Table 1.

Role ambiguity items were formulated in the direction of uncertainty, meaning that higher scores indicated greater perceived role ambiguity. as a result, reverse coding was not required. The measurement items were adapted from established literature and adjusted to the Indonesian organizational change context. The complete questionnaire is presented in Appendix 1.

Table 1. Operationalization of Research Variables

Variable	Operational definition	Items	Sample item	Reference
Role ambiguity (RA)	Perceived uncertainty regarding job expectations, responsibilities, authority, and work procedures	6	"I am often uncertain about the responsibilities I am expected to perform."	Rizzo et al. (1970)
Role conflict (RC)	Perceived incompatibility among work demands or instructions	6	"I receive conflicting instructions from different parties involved in my work."	Rizzo et al. (1970)
Colleague support (CS)	Technical assistance, informational support, and emotional encouragement received from coworkers	6	"I can rely on my colleagues when facing work-related problems."	Chênevert et al. (2019)
Readiness for change (RCY)	Psychological preparedness and willingness to accept, support, and implement organizational change	6	"I am willing to adjust my working methods when my organization introduces changes."	Holt et al. (2007)

Note: All items were measured using a five-point Likert scale. Items were adapted and contextualized to organizational change in Indonesia.

Data Analysis

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because the proposed model involved multiple reflective constructs and interaction effects, with an emphasis on explaining variance in readiness for change. The relatively small sample size was also considered, although this does not eliminate concerns regarding statistical power (Hair et al., 2019). The analysis involved two principal stages.

Measurement model assessment (outer model). Convergent validity was evaluated using outer loadings of at least 0.70 and average variance extracted (AVE) values of at least 0.50. Internal consistency reliability was assessed using Cronbach's alpha, rho_A , and composite reliability (CR), with values of 0.70 or higher considered acceptable. Reliability coefficients exceeding 0.95 were examined as potential indicators of item redundancy (Hair et al., 2019). Discriminant validity was evaluated using the Fornell – Larcker criterion (Fornell & Larcker , 1981) and the heterotrait – monotrait ratio (HTMT), applying a threshold of 0.90 (Henseler et al., 2015).

Structural model assessment (inner model). Collinearity was examined using variance inflation factors (VIF), with values above 5 indicating potentially problematic multicollinearity . Explanatory power was assessed through the coefficient of determination (R^2), while effect sizes were evaluated using f^2, with thresholds of 0.02, 0.15, and 0.35 representing small, medium, and large effects, respectively (Cohen, 1988). Path coefficient significance was evaluated through bootstrapping with 5,000 resamples, applying two-tailed tests at a 5% significance level.

Moderating effects were estimated using the two-stage approach (Henseler & Fassott , 2010). Latent variable scores obtained from the main-effects model were multiplied to construct the interaction terms between role ambiguity and colleague support and between role conflict and colleague support. These interaction terms were subsequently included in the structural model. Where statistically significant interactions were identified, simple slope analyzes were planned at one standard deviation above and below the mean level of colleague support.

Data screening and common method bias assessment. Before conducting the main analysis, responses were examined for missing values, invalid entries outside the five-point response scale, and uniform response patterns across all measurement items. Because all variables were measured through self-reported responses from the same participants, potential common method bias was assessed using Harman's single-factor test and the full collinearity VIF approach. Full collinearity VIF values exceeding 3.3 were considered potential indicators of common method bias (Kock , 2015; Podsakoff et al., 2003). These diagnostic procedures were used as preliminary assessments rather than definitive evidence that common method bias was absent.

Research Ethics

Before completing the questionnaire, participants were informed about the study's objectives, the voluntary nature of their participation, and the confidentiality of their responses. Respondents were assured that their identities would not be disclosed and that the information collected would be used exclusively for academic research purposes.

RESULT AND DISCUSSION

Respondent Characteristics

Table 2 presents the characteristics of the 50 respondents. Most participants were male (68%), while female respondents accounted for 32%. The sample included 26 public-sector employees (52%) and 24 private-sector employees (48%). Respondents were aged between 22 and 54 years, with a mean age of 37.9 years (SD = 9.0). The largest age group was 36–45 years (34%). The relatively balanced sectoral composition provided perspectives from employees working in different organizational environments.

Table 2. Respondent Characteristics (N = 50)

Characteristic	Category	Frequency	Percentage
Gender	Male	34	68%
	Female	16	32%
Organizational sector	Public/government	26	52%
	Private	24	48%
Age	18–25 years	5	10%
	26–35 years	15	30%
	36–45 years	17	34%
	>45 years	13	26%

Source: Processed primary data.

Descriptive Statistics

Descriptive statistics were calculated using the average of six items for each construct. As shown in Table 3, role ambiguity (M = 3.47) and role conflict (M = 3.43) were categorized as high, while colleague support (M = 3.31) and readiness for change (M = 3.09) were moderate.

Standard deviations ranged from 1.27 to 1.46, indicating considerable variation in respondents' experiences. Of the 1,200 item responses, 58.2% were rated 4 or 5, 35.3% were rated 1 or 2, and only 6.6% received the midpoint score of 3. This distribution suggests that respondents generally expressed relatively definite perceptions rather than neutral evaluations.

Table 3. Descriptive Statistics of Research Variables

Variable	Mean	Elementary School	Min	Max	Category
Role ambiguity	3.47	1.40	1.17	5.00	High
Role conflict	3.43	1.37	1.17	5.00	High
Colleague support	3.31	1.46	1.00	4.83	Moderate
Readiness for change	3.09	1.27	1.17	5.00	Moderate

Note: Categories follow the intervals 1.00–1.80 (very low), 1.81–2.60 (low), 2.61–3.40 (moderate), 3.41–4.20 (high), and 4.21–5.00 (very high).

Measurement Model Assessment

The measurement model was assessed through indicator reliability, internal consistency, convergent validity, and discriminant validity. Table 4 shows that all outer loadings exceeded 0.91, satisfying the recommended threshold of 0.70. All associated t-values were statistically significant at the 5% level.

Table 4. Outer Loadings and t-Values of Measurement Items

Item	Loading	t-value	Item	Loading	t-value	Item	Loading	t-value	Item	Loading	t-value
RA1	0.943	76.0	RC1	0.946	69.5	CS1	0.943	84.5	RCY1	0.928	58.1
RA2	0.946	79.6	RC2	0.927	62.5	CS2	0.937	72.9	RCY2	0.941	72.2
RA3	0.934	55.5	RC3	0.955	109.5	CS3	0.941	81.0	RCY3	0.957	122.1
RA4	0.935	72.3	RC4	0.928	62.4	CS4	0.951	93.5	RCY4	0.934	81.9
RA5	0.955	98.9	RC5	0.945	87.2	CS5	0.966	118.1	RCY5	0.952	98.1
RA6	0.953	79.2	RC6	0.946	100.6	CS6	0.947	90.3	RCY6	0.913	58.5

Source: Processed primary data (5,000 bootstrap resamples).

Table 5 indicates that AVE values ranged from 0.879 to 0.898, confirming convergent validity according to conventional criteria. Cronbach's alpha and composite reliability values exceeded 0.97 across all constructs. However, Hair et al. (2019) cautioned that reliability coefficients above 0.95 may indicate item redundancy. Therefore, these exceptionally high values require careful interpretation.

Table 5. Construct Reliability and Convergent Validity

Construct	Cronbach's alpha	rho_A	Composite reliability	AVE
Role ambiguity	0.976	0.976	0.980	0.892
Role conflict	0.974	0.977	0.979	0.886
Colleague support	0.977	0.978	0.981	0.898
Readiness for change	0.972	0.973	0.978	0.879

Source: Processed primary data.

Discriminant validity was examined using the Fornell – Larcker criterion and heterotrait – monotrait ratio (HTMT). Table 6 demonstrates that the correlation between role ambiguity and role conflict (0.972) exceeds their respective square roots of AVE (0.944 and 0.941).

Table 6. Fornell – Larcker Criterion

Construct	RA	RC	CS	RCY
Role ambiguity	**0.944**			
Role conflict	0.972	**0.941**		
Colleague support	−0.510	−0.480	**0.948**	
Readiness for change	−0.743	−0.728	0.917	**0.938**

Note: Bold diagonal values represent the square roots of AVE.

The HTMT results confirmed these concerns. As presented in Table 7, the role ambiguity–role conflict pair had an HTMT value of 0.996, while colleague support–readiness for change reached 0.940. Both exceeded the 0.90 threshold. These results indicate insufficient discriminant validity between the respective constructs and limit confidence in their statistical separation.

Table 7. Heterotrait – Monotrait Ratio (HTMT)

Construct pair	HTML	95% CI lower	95% CI upper	Assessment
RA–RC	0.996	0.985	1,006	Exceeds 0.90
RA–CS	0.520	0.339	0.703	Meets criteria
RA–RCY	0.763	0.636	0.868	Meets criteria
RC–CS	0.488	0.296	0.686	Meets criteria
RC–RCY	0.745	0.610	0.857	Meets criteria
CS–RCY	0.940	0.899	0.971	Exceeds 0.90

Note: HTMT values are presented as absolute values. Confidence intervals were obtained through bootstrapping.

Structural Model Assessment and Hypothesis Testing

Before hypothesis testing, multicollinearity was assessed using variance inflation factors (VIF). Table 8 shows that role ambiguity, role conflict, and both interaction terms exceeded the recommended threshold of 5. High VIF values persisted even after removing the interaction terms, indicating that collinearity originally originated from the substantial overlap between the two role stressors.

Table 8. Variance Inflation Factors (VIF) for Predictors of Readiness for Change

Predictor	Model with interactions	Model without interactions
Role ambiguity	21.33	18.86
Role conflict	18.72	18.14
Colleague support	4.51	1.36
Role ambiguity × Colleague support	17.19	–
Role conflict × Colleague support	17.37	–

Source: Processed primary data.

The structural model explained 94.8% of the variance in readiness for change (R^2 = 0.948; adjusted R^2 = 0.942). Although this indicates substantial explanatory power within the sample, the unusually high value should be interpreted cautiously given the discriminant validity and collinearity concerns. Table 9 presents the hypothesis-testing results based on 5,000 bootstrap resamples.

Table 9. Hypothesis Testing Results

Hypothesis	Path	β	SE	t	p	95% CI	f^2	Decision
H1	RA →	−0.069	0.188	0.367	0.715	[−0.383,	0.004	Not

	RCY					0.351]		supported
H2	RC → RCY	−0.298	0.143	2,081	0.043	[−0.613, −0.042]	0.092	Supported
–	CS → RCY	0.743	0.080	9,297	<0.001	[0.617, 0.932]	2,365	Direct effect
H3	RA × CS → RCY	−0.021	0.131	0.161	0.873	[−0.289, 0.225]	0.000	Not supported
H4	RC × CS → RCY	0.009	0.122	0.076	0.940	[−0.234, 0.252]	0.000	Not supported

Note: β = standardized path coefficient; CI = percentile bootstrap confidence interval. Source: Processed primary data.

Role ambiguity showed no significant relationship with readiness for change (β = −0.069; p = 0.715), whereas role conflict demonstrated a significant negative relationship (β = −0.298; p = 0.043). Thus, H1 was not supported, while H2 was supported. Colleague support had a strong positive direct relationship (β = 0.743; p < 0.001). Neither moderation effect was significant (p = 0.873 and p = 0.940), leading to the rejection of H3 and H4.

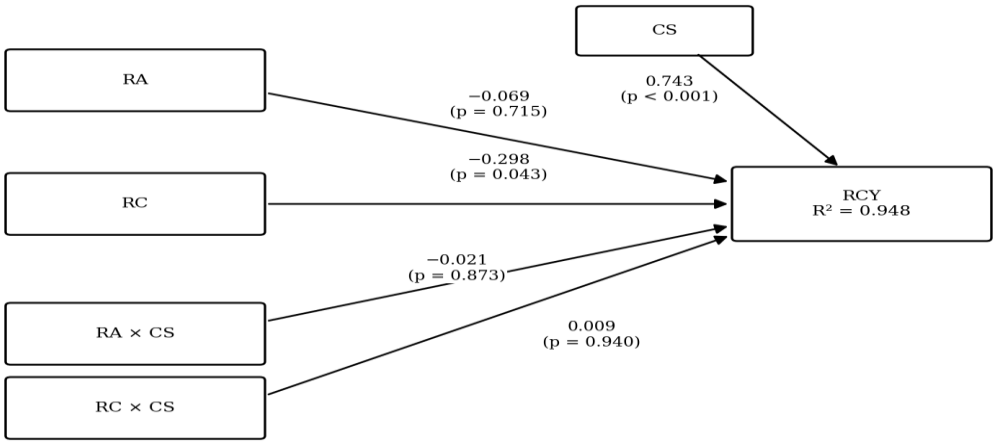


Figure 2. Structural Model Estimation Results
Source: Processed primary data.

Common Method Bias Assessment

Harman's single-factor test indicated that the first factor accounted for 70.6% of total variance, exceeding the conventional 50% warning threshold. Full collinearity VIF values were also elevated: 18.98 for role ambiguity, 19.85 for role conflict, 11.72 for colleague support, and 19.28 for readiness for change.

Although these diagnostics do not conclusively establish common method bias, they indicate that it cannot be ruled out. Substantial theoretical relationships among constructs may also contribute to elevated collinearity . Therefore, the estimated relationships, particularly the strong direct coefficient for colleague support, require cautious interpretation.

Additional Analysis

Additional model specifications were examined because of the substantial overlap between role ambiguity and role conflict. Their bivariate correlations with readiness for change were strongly negative (r = −0.742 and r = −0.726, respectively).

As presented in Table 10, both stressors showed significant negative coefficients when modeled separately alongside colleague support. However, when included simultaneously, the role ambiguity coefficient becomes nonsignificant , suggesting that multicollinearity compromised the estimation of their unique contributions.

Table 10. Comparison of Alternative Model Specifications (Without Interactions)

Model specification	β RA	p RA	β RC	p RC	β CS	p CS
RA + CS	−0.372	<0.001	–	–	0.727	<0.001
RC + CS	–	–	−0.373	<0.001	0.737	<0.001
RA + RC + CS	−0.080	0.598	−0.298	0.038	0.733	<0.001

Note: 2,000 bootstrap resamples. RA = role ambiguity; RC = role conflict; CS = colleague support.

The moderation plots showed nearly parallel slopes at low and high colleague support. For role ambiguity, the slopes were −0.048 and −0.090, respectively; for role conflict, they were −0.308 and −0.289. These small differences were consistent with the nonsignificant interaction coefficients.

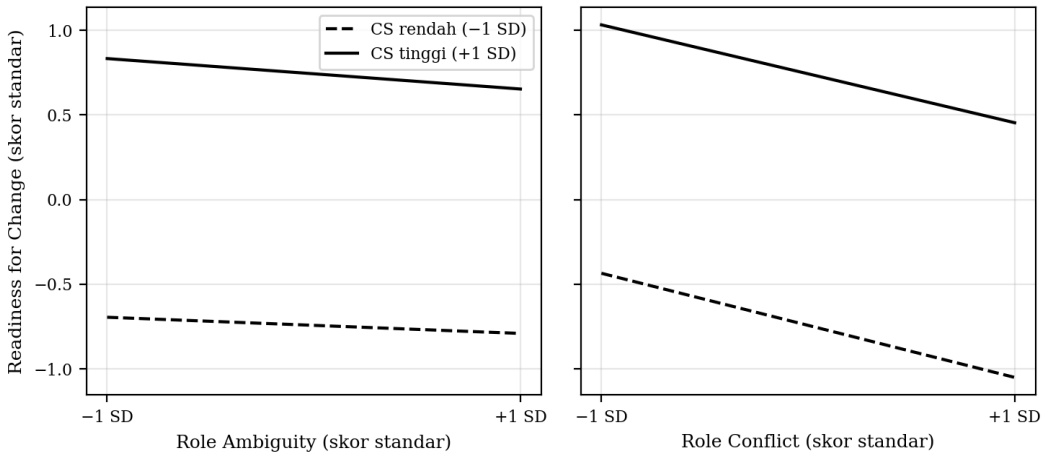


Figure 3. Moderating Effects of Colleague Support on the Relationships Between Role Stressors and Readiness for Change

Source: Processed primary data. Dashed lines represent low support (−1 SD), while solid lines represent high support (+1 SD).

Descriptive sectoral comparisons showed that public-sector respondents reported lower role ambiguity (3.07 versus 3.90), higher colleague support (3.51 versus 3.08), and

higher readiness for change (3.38 versus 2.78) than private-sector respondents. These differences were not statistically tested and should be considered exploratory.

Discussion

Role ambiguity and readiness for change (H1). The nonsignificant relationship does not necessarily indicate that role ambiguity is irrelevant. Its strong negative bivariate correlation and significant coefficient in the alternative model suggest that the two role stressors share substantial explanatory information. The correlation between role ambiguity and role conflict (r = 0.971) indicates that employees may experience unclear and incompatible expectations simultaneously. as a result, their individual statistical contributions are difficult to distinguish. This interpretation is consistent with Bordia et al. (2004), who emphasized the psychological consequences of uncertainty during organizational change.

Role conflict and readiness for change (H2). The significant negative coefficient suggests that incompatible workplace demands are associated with reduced readiness for organizational transformation. Conflicting instructions may increase cognitive pressure and frustration, making organizational change appear more burdensome. This interpretation aligns with role stress theory and previous research concerning employee responses to organizational demands (Rizzo et al., 1970; Chênevert et al., 2019). Nevertheless, the relatively small effect size and limited sample suggest that this association should be regarded as preliminary evidence.

Colleague support: moderator or direct predictor? (H3 and H4). Contrary to the proposed buffering hypothesis, colleague support did not significantly moderate either relationship. Instead, its direct positive association with readiness for change was particularly strong. This finding suggests that support may contribute to employees' preparedness independently of role-related demands. However, the small sample, high interaction-term collinearity , and insufficient discriminant validity between colleague support and readiness for change limit stronger conclusions. The findings therefore do not invalidate the JD-R framework but indicate that its proposed buffering mechanism was not supported in this sample.

Sectoral differences and model limitations. Public-sector respondents generally reported more favorable workplace perceptions than private-sector respondents. These differences may reflect distinct organizational experiences, although the nonrandom sample prevents sector-wide conclusions. Future studies should examine sector-specific models or incorporate organizational sector as a control variable. Furthermore, the unusually high R^2, reliability coefficients above 0.97, and strong construct correlations suggest possible response-pattern similarities or measurement redundancy. These issues warrant instrument refinement and validation using larger samples.

Theoretical implications. Three implications emerge. First, colleague support demonstrated a stronger direct statistical relationship with readiness for change than either role stressor, although measurement overlap complicates this comparison. Second, distinguishing role ambiguity from role conflict remains an important measurement challenge during organizational transitions. Third, the buffering function proposed by the JD-R framework may depend on the type of social support, characteristics of organizational change, and statistical power. Future research should investigate these conditions before drawing broader theoretical conclusions.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study examined the effects of role ambiguity and role conflict on readiness for change and the moderating role of colleague support among employees experiencing organizational change. Four main findings emerged. First, role ambiguity had no statistically significant relationship with readiness for change when role conflict was included in the model, although its bivariate relationship was strongly negative. Second, role conflict demonstrated a significant negative relationship with readiness for change, indicating that employees experiencing incompatible work demands tended to report lower readiness for organizational change. Third, colleague support did not significantly moderate the relationship between either role ambiguity or role conflict and readiness for change. Fourth, colleague support showed a strong and statistically significant positive direct relationship with readiness for change.

These findings suggest that reducing conflicting work demands and strengthening supportive workplace relationships are important considerations in organizational change management. Nevertheless, the participants should be interpreted cautiously because role ambiguity and role conflict were not distinguished statistically. The substantial overlap between colleague support and readiness for change also limits the interpretation of their relationship.

The study has several limitations. The sample comprised only 50 purposively selected respondents, limiting generalizability and statistical power, particularly for detecting moderation effects. The cross-sectional design prevents causal inference, while collecting all variables from the same respondents at a single point in time introduces potential common method bias (Podsakoff et al., 2003). Harman's single-factor test accounted for more than 70% of the total variance, and responses were concentrated toward both ends of the measurement scale. Furthermore, insufficient discriminant validity and high multicollinearity raise concerns regarding the stability of the estimated coefficients (Dormann et al., 2013). Differences in the types of organizational change experienced by respondents were not examined separately.

Recommendations

From a managerial perspective, organizations should prioritize the alignment of work instructions and responsibilities during organizational transitions. Managers need to ensure that existing and newly introduced procedures do not impose contradictory requirements and that instructions across departments remain consistent. Although role ambiguity was not statistically significant in the full model, clarifying responsibilities, authority, and performance expectations remains important. Organizations should also strengthen colleague support through peer-learning groups, employee mentoring, knowledge-sharing activities, and regular discussion forums to facilitate adjustment to new working arrangements.

Future research should employ larger samples, preferably 150 respondents or more, subject to an appropriate statistical power analysis, to improve the detection of interaction effects and enable comparisons between public and private organizations. Measurement items for role ambiguity and role conflict should be refined and reassessed through confirmatory factor analysis using independent samples to improve discriminant validity. Longitudinal designs and multiple data sources are recommended to reduce common method bias and clarify the temporal relationships among variables. Future studies should also compare colleague support as a direct predictor, mediator, and moderator while distinguishing emotional from informational support. Finally, examining different types of organizational change may provide a clearer understanding of the conditions under which workplace demands and social resources are associated with employees' readiness for change.

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