

**Working Paper Series**

**The Role of Role Ambiguity, Role Conflict,  
Perceived Organizational Support, and Self-  
Efficacy on Work Engagement: The Case of  
Hong Kong Construction Professionals**

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## **Abstract**

Work engagement plays a vital role in the construction industry by enhancing productivity, safety, and project quality. This study examined how role conflict, role ambiguity, perceived organizational support, and self-efficacy relate to the work engagement of Hong Kong construction professionals. A mixed-method design was adopted. A quantitative cross-sectional survey of 198 professionals was followed by 13 semi-structured interviews. The quantitative findings showed that role conflict, role ambiguity, perceived organizational support, and self-efficacy were each positively associated with work engagement. Self-efficacy mediated the relationships between role conflict, role ambiguity, and engagement, while role conflict and ambiguity mediated the relationship between perceived organizational support and engagement. Professionals with higher self-efficacy became more engaged when facing greater role conflict or reduced ambiguity. The qualitative findings indicated that role conflict and ambiguity are prevalent in the sector but are interpreted as challenge demands that foster personal growth and career development, rather than as hindrance demands. The study contributes a context-specific reframing of role stressors as challenge demands and offers practical guidance for enhancing engagement.

**Purpose:** This study investigates how role conflict, role ambiguity, perceived organizational support, and self-efficacy influence work engagement among Hong Kong construction professionals, using the Job Demands–Resources model as the main framework and integrating Social Cognitive Career Theory, the Stimulus–Organism–Response framework, and Affective Events Theory.

**Design/method/approach:** A mixed-methods, critical-realist design was adopted, combining a cross-sectional quantitative questionnaire survey of 198 Hong Kong construction professionals with 43 established scale items, and a qualitative explanatory case study based on 13 individual semi-structured interviews. Quantitative data were analyzed using validity and reliability checks, correlation and mediation analyses, and ANOVA, while thematic analysis was applied to interview data to uncover underlying mechanisms behind the statistical relationships

**Findings:** All twelve hypothesized relationships were supported. Role conflict, role ambiguity, and perceived organizational support showed weak-to-moderate positive relationships with self-efficacy, while self-efficacy exhibited a moderate-to-strong positive relationship with work engagement and its dimensions of vigor, dedication, and absorption. Self-efficacy mediated the effects of role conflict and role ambiguity on work engagement, and role conflict and role ambiguity mediated the relationship between perceived organizational support and work engagement. Construction professionals tended to appraise role conflict and ambiguity as challenge demands that, when coupled with high self-efficacy, can enhance work engagement rather than solely hinder it, with those high in self-efficacy showing stronger links between role conflict and engagement.

**Practical implication:** The results suggest that Hong Kong construction firms can enhance work engagement by managing role conflict and role ambiguity as structured challenge demands, strengthening perceived organizational support, and systematically developing employees' self-efficacy. Practically, this implies clarifying but not over-simplifying roles, providing fair and visible organizational support, offering opportunities for mastery

experiences, and designing HR and project management practices that help professionals reframe complex, conflicting demands into growth and career opportunities.

**Originality/Value:** This study is among the first to systematically demonstrate that, in the Hong Kong construction context, role conflict and role ambiguity can function as challenge demands that increase self-efficacy and work engagement, rather than being purely hindrance stressors. It extends the Job Demands–Resources model by simultaneously modeling role conflict, role ambiguity, perceived organizational support, and self-efficacy with work engagement and its three sub-dimensions, and by showing multiple mediation paths confirmed through both quantitative analyses and qualitative thematic evidence. The findings open a new research direction on how role stressors in high-pressure project environments can be harnessed to build self-efficacy and sustainable engagement

**Keywords:** work engagement; role conflict; role ambiguity; perceived organizational support; self-efficacy; construction professionals; Hong Kong; Job Demands–Resources model; challenge demands; mixed-method research

## **1. Introduction**

Work engagement is a critical factor in organizational success. High levels of work engagement are associated with a multitude of positive outcomes for both employees and organizations, including increased productivity, better job performance, enhanced employee well-being, higher organizational commitment, and reduced turnover intention (Halbesleben, 2010). Work engagement is particularly important in the construction industry due to the unique challenges and characteristics of the sector. Construction projects require a high level of precision and attention to detail to deliver quality results and reduce the risk of accidents and injuries. Building works are frequently time-sensitive, with strict deadlines, so engaged employees who are motivated and committed are essential for completing tasks on time. Despite this importance, the antecedents of work engagement among construction professionals remain insufficiently explored.

This study examines four key antecedents: role conflict, role ambiguity, perceived organizational support, and self-efficacy. Drawing on the conceptual model of work engagement, these can be categorized as job demands, job resources, and personal resources (Bakker & Demerouti, 2008). Role conflict and role ambiguity are both significant job demands for construction professionals; their linkages with work engagement have been under-investigated in prior research. In the construction industry, construction professionals' roles include planning, organizing, and supervising project teams, as well as handling time pressures and internal uncertainties and navigating complex, multi-stakeholder relationships and demands (Leung et al., 2008; Wu et al., 2019). Construction projects typically involve many organizations and people, even for relatively small projects, where the number of individuals involved in decision-making can reach as many as two hundred (Kabiri et al., 2014). Given the involvement of various parties and many types of stakeholders—including clients, consultants, surveyors, contractors, and subcontractors—construction professionals

encounter a diversity of roles and expectations, which often lead to role conflict and role ambiguity (Kabiri et al., 2014).

Role conflict and role ambiguity are commonly associated with negative outcomes, such as decreased job satisfaction, reduced organizational commitment, and increased turnover intention (Kim et al., 2015; Moura et al., 2014; Wen et al., 2020; Yang, 2010). Alternatively, they could also yield positive outcomes in certain contexts, such as increased job performance and creativity (Coelho et al., 2011; Karatepe & Sokmen, 2006; Onyemah, 2008). Research has also proposed that role conflict may be a challenge work demand, potentially motivating employees to engage more deeply with their work (Mazzola & Disselhorst, 2019; Schepers et al., 2016; Webster et al., 2011). Perceived organizational support is a source of job resources; it is defined as employees' beliefs about whether their organization values their contribution and is concerned about their well-being (Eisenberger et al., 1986; Shantz et al., 2014). Self-efficacy, a personal resource, refers to a person's belief in their capability to perform tasks and achieve goals (Bandura, 1982, 1997).

This study addresses the practical problem of insufficient work engagement in the Hong Kong construction sector and the academic gap concerning how role stressors operate in this specific professional context. The research questions concern (1) whether role conflict, role ambiguity, perceived organizational support, and self-efficacy are associated with work engagement; (2) whether self-efficacy mediates the relationships between role conflict, role ambiguity, and work engagement, and whether role conflict and ambiguity mediate the relationship between perceived organizational support and work engagement; and (3) whether work engagement differs across professionals with different levels of self-efficacy.

The study advances understanding of how role conflict and ambiguity, perceived organizational support, and self-efficacy relate to work engagement among construction professionals, a population that faces distinctive role demands due to multi-stakeholder

interactions, and for which there have been insufficient studies. It also offers practical value for the Hong Kong construction industry by highlighting organizational support, role clarity, and the development of self-efficacy as levers for engagement.

## **2. Literature Review and Hypotheses**

### ***2.1 Work Engagement***

Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor refers to high levels of energy and mental resilience while working; dedication refers to a sense of significance, enthusiasm, and pride; and absorption refers to being fully concentrated and happily engrossed in one's work. Meta-analytic evidence links work engagement to job satisfaction, organizational commitment, and job performance, and negatively to turnover intention and psychological distress (Mazzetti et al., 2021; Neuber et al., 2022). Work engagement has a similar level of correlation with its three dimensions of vigor, dedication, and absorption (Borst et al., 2020).

### ***2.2 The Job Demands–Resources Model***

The Job Demands–Resources (JD-R) model provides the principal theoretical lens (Bakker & Demerouti, 2008). The model proposes that job characteristics can be classified as job demands or job resources. Job demands are physical, psychological, social, or organizational aspects of the job that require sustained effort and are associated with physiological and psychological costs. Job resources are aspects that are functional in achieving work goals, reduce job demands, or stimulate personal growth and development. Personal resources, such as self-efficacy, are positive self-evaluations linked to resilience and the ability to control and impact one's environment. Within this framework, role conflict and role ambiguity are treated as job demands, perceived organizational support as a job resource, and self-efficacy as a personal resource that contributes to work engagement.

Job demands are not uniformly detrimental. The challenge–hindrance framework distinguishes hindrance demands, which obstruct goal attainment, from challenge demands, which, although effortful, promote mastery, personal growth, and future gains (Crawford et al., 2010; LePine et al., 2005). When employees appraise a demand as a challenge rather than a hindrance, the demand can foster, rather than deplete, engagement. This appraisal mechanism is central to the present study’s reframing of role conflict and ambiguity.

### ***2.3 Role Conflict and Role Ambiguity***

Role conflict refers to the simultaneous occurrence of two or more sets of expectations such that compliance with one makes compliance with the other more difficult, while role ambiguity refers to a lack of clarity regarding the expectations, methods, or conditions that affect role performance (Rizzo et al., 1970). In the construction industry, role conflict and role ambiguity are recurrent because professionals coordinate numerous stakeholders with divergent interests and frequently operate under incomplete information (Jaffar et al., 2011; Kabiri et al., 2014; Leung et al., 2010). Although traditionally framed as hindrance demands, role conflict and ambiguity have, in some contexts, been linked positively to self-efficacy, as when customer-contact service employees and nurses report increased self-efficacy in the face of these demands (Hartline & Ferrell, 1996; Kadir et al., 2017).

Drawing on Social Cognitive Theory (Bandura, 1997) and the challenge-demand perspective, this study proposes that for construction professionals—who regard such demands as normal and surmountable features of their work—role conflict and ambiguity can operate as challenge demands that build self-efficacy. Accordingly:

- **H1:** There is a significant effect between role conflict and self-efficacy among Hong Kong construction professionals.

- **H2:** There is a significant effect between role ambiguity and self-efficacy among Hong Kong construction professionals.

#### ***2.4 Perceived Organizational Support***

According to Organizational Support Theory, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Such support meets socioemotional needs and signals that increased effort will be recognized and rewarded, which in turn strengthens self-efficacy and engagement (Caesens & Stinglhamber, 2014). Perceived organizational support may also reduce role stressors by clarifying expectations and providing resources. Therefore:

- **H3:** There is a significant effect between perceived organizational support and self-efficacy among Hong Kong construction professionals.
- **H9:** Perceived organizational support positively affects work engagement for Hong Kong construction professionals.

#### ***2.5 Self-Efficacy and Work Engagement***

Self-efficacy is the belief in one's capability to organize and execute the actions required to manage prospective situations (Bandura, 1982, 1997). As a personal resource within the JD-R model, self-efficacy is consistently and positively associated with work engagement (Bakker & Demerouti, 2008; Xanthopoulou et al., 2007). Self-efficacious individuals are more likely to interpret demanding situations as challenges to be mastered, to persist, and to invest energy in their work. Hence:

- **H4:** There is a significant effect between self-efficacy and work engagement among Hong Kong construction professionals.

#### ***2.6 Direct Effects of Role Conflict and Ambiguity on Engagement***

If role conflict and ambiguity function as challenge demands in the construction context, they should be positively related to work engagement, contrary to the negative associations reported in many other settings. Therefore:

- **H5:** Role conflict affects work engagement for Hong Kong construction professionals.
- **H6:** Role ambiguity affects work engagement for Hong Kong construction professionals.

### ***2.7 Mediation Hypotheses***

Integrating the above relationships, self-efficacy is proposed to transmit the effects of role conflict and ambiguity on engagement, consistent with the appraisal-and-resource logic of Social Cognitive Theory and the JD-R model. In parallel, perceived organizational support may shape engagement partly through its association with role conflict and ambiguity. Thus:

- **H7:** Self-efficacy mediates the relationship between role conflict and work engagement among Hong Kong construction professionals.
- **H8:** Self-efficacy mediates the relationship between role ambiguity and work engagement among Hong Kong construction professionals.
- **H10:** Role conflict mediates the relationship between perceived organizational support and work engagement among Hong Kong construction professionals.
- **H11:** Role ambiguity mediates the relationship between perceived organizational support and work engagement among Hong Kong construction professionals.

### ***2.8 Group Differences by Self-Efficacy***

Finally, because self-efficacy is theorized to be a key personal resource for engagement, professionals with higher self-efficacy are expected to report higher engagement:

- **H12:** There are significant differences in work engagement among professionals with high, medium, and low levels of self-efficacy.

### **3. Methodology**

#### ***3.1 Research Philosophy and Design***

The study adopted critical realism as its philosophical foundation and a mixed-method design combining a quantitative cross-sectional questionnaire survey with qualitative semi-structured interviews (Blaikie & Priest, 2017). Critical realism accommodates both an objective layer, accessed through the survey, and a subjective layer, accessed through the interviews. The quantitative phase tested the hypothesized relationships, while the subsequent qualitative phase explored how construction professionals interpret role conflict and ambiguity, thereby providing explanatory depth and examining the applicability of the quantitative findings within the construction context.

#### ***3.2 Sampling and Participants***

The target population was Hong Kong construction professionals, including engineers, surveyors, project managers, architects, and related roles. A priori power analysis indicated a minimum acceptable sample of 73, and a target of 378 was required to achieve a 5% margin of error relative to the estimated population. The target sample size therefore ranged between 73 and 378. From 247 returned questionnaires, 198 effective responses were retained, satisfying the median of the target range. Convenience and professional-network sampling were used. Although network sampling limits generalizability and may introduce homogeneity, it is valuable for reaching busy professionals in a specialized sector and yielded a high effective response rate.

For the qualitative phase, 13 professionals participated in individual semi-structured interviews. This sample size is consistent with guidance on information power for interview

studies, where 13 participants can provide sufficient depth given a focused aim and the relevant expertise of participants (Malterud et al., 2016).

### ***3.3 Instruments***

The questionnaire comprised 43 measurable items adapted from validated instruments and rated on a 7-point Likert scale. Role conflict and role ambiguity were measured using the items of Rizzo et al. (1970); perceived organizational support was measured using items adapted from Eisenberger et al. (1986); self-efficacy was measured using items adapted from established self-efficacy scales; and work engagement, including its vigor, dedication, and absorption dimensions, was measured using items consistent with Schaufeli et al. (2002).

Demographic variables, including sex, age, education, income, profession, sector, and project types, were also collected. The semi-structured interview guide explored participants' experiences of role conflict and ambiguity, organizational support, self-efficacy, and engagement.

### ***3.4 Data Analysis***

Quantitative analysis included reliability assessment (internal consistency), assumption checks (including normality and the Durbin–Watson statistic for autocorrelation), bivariate Pearson correlations, partial correlations controlling for age, mediation analysis using bootstrapped confidence intervals, and one-way ANOVA for group comparisons. Sex was coded 0 for female and 1 for male; because it is dichotomous, Pearson and Spearman coefficients yield essentially identical magnitudes. The qualitative interviews were analyzed thematically, with codes developed around role conflict, role ambiguity, perceived organizational support, and self-efficacy.

### ***3.5 Ethical Considerations***

Participation was voluntary and informed. Confidentiality and anonymity were maintained, with participants not named and identifying details not disclosed. Data were used solely for the purposes of this research.

## **4. Quantitative Results**

### ***4.1 Sample Profile***

Of the 198 respondents, 153 (77.27%) were male and 45 (22.73%) were female. The gender imbalance reflects the fact that many fewer females work in the construction sector in Hong Kong. Respondents spanned a range of professions—predominantly engineers, alongside building services, quantity surveyors, project managers, and others—and a range of sectors, with contractors and consultants strongly represented.

### ***4.2 Reliability and Correlations***

The instruments demonstrated acceptable internal consistency reliability. Among demographic variables, only age showed a significant correlation with work engagement ( $r = .21, p < .01$ ); sex, education, and income did not. Subsequent analyses therefore controlled for age.

Bivariate correlations among the variables of interest showed that work engagement was significantly and positively correlated with role conflict ( $r = .27, p < .01$ ), role ambiguity ( $r = .35, p < .01$ ), perceived organizational support ( $r = .36, p < .01$ ), and self-efficacy ( $r = .57, p < .01$ ). Self-efficacy was positively correlated with role conflict ( $r = .24, p < .01$ ), role ambiguity ( $r = .44, p < .01$ ), and perceived organizational support ( $r = .20, p < .01$ ). Role conflict and role ambiguity were not significantly correlated with each other ( $r = .07$ ).

Perceived organizational support correlated negatively with role conflict ( $r = -.29, p < .01$ ) and positively with role ambiguity ( $r = .33, p < .01$ ). Partial correlations controlling for age

confirmed these patterns: except for role conflict and role ambiguity, all variables of interest were significantly correlated with one another.

These results support H1, H2, H3, H4, H5, H6, and H9: role conflict, role ambiguity, perceived organizational support, and self-efficacy were each positively and significantly associated with work engagement and, where hypothesized, with self-efficacy.

### ***4.3 Mediation Analyses***

Because role conflict, role ambiguity, perceived organizational support, self-efficacy, and work engagement were intercorrelated (except role conflict and role ambiguity), mediation analyses with age as a covariate were conducted using bootstrapped confidence intervals.

For role ambiguity, the indirect effect through self-efficacy was significant and positive (bootstrap CI [.34, 1.15]), and the direct effect was also significant (CI [.087, .99]). Role ambiguity had a positive effect on self-efficacy (CI [.66, 1.27]), which in turn positively affected work engagement (CI [.53, .91]). For role conflict, the indirect effect through self-efficacy was significant and positive (bootstrap CI [.13, .72]), while the direct effect was not significant (CI [-.039, .74]); role conflict positively affected self-efficacy (CI [.23, .82]), which positively affected work engagement (CI [.59, .96]). These results support H7 and H8: self-efficacy mediates the relationships between role conflict, role ambiguity, and work engagement, with full mediation evident for role conflict and partial mediation for role ambiguity.

Further analyses supported H10 and H11, indicating that role conflict and role ambiguity mediate the relationship between perceived organizational support and work engagement.

### ***4.4 Group Differences by Self-Efficacy***

One-way ANOVA revealed significant differences in work engagement and in each of its vigor, dedication, and absorption dimensions across professionals with high, medium, and low

self-efficacy, supporting H12. The high self-efficacy group ( $n = 63$ ) reported the highest mean work engagement ( $M = 89.25$ ,  $SD = 11.68$ ), exceeding the medium ( $M = 77.99$ ,  $SD = 10.24$ ) and low ( $M = 77.99$ ,  $SD = 10.24$ ) groups. The same ordering held for vigor (high  $M = 30.97$ ; medium  $M = 26.74$ ; low  $M = 24.88$ ), dedication (high  $M = 27.03$ ; medium  $M = 24.00$ ; low  $M = 22.08$ ), and absorption (high  $M = 31.25$ ; medium  $M = 27.25$ ; low  $M = 25.95$ ). No significant differences in role conflict, role ambiguity, perceived organizational support, work engagement, or its dimensions were found across education, profession, sector, or income groups.

#### ***4.5 Summary of Hypothesis Testing***

All twelve alternative hypotheses (H1–H12) were supported. Role conflict, role ambiguity, perceived organizational support, and self-efficacy were positively associated with work engagement; self-efficacy mediated the effects of role conflict and ambiguity on engagement; role conflict and ambiguity mediated the effect of perceived organizational support on engagement; and engagement differed significantly by self-efficacy level.

### **5. Qualitative Findings**

Thematic analysis of the 13 interviews complemented and helped explain the quantitative results. Three themes were prominent.

First, role conflict and role ambiguity are prevalent and are interpreted as challenge demands. Although construction professionals face complex tasks within limited time and encounter many trade-offs and parties, they generally view role conflict and ambiguity as normal and even straightforward features of the industry, taking them for granted rather than experiencing them as obstacles. Several participants regarded resolving such demands as routine and beneficial.

Second, these challenge demands are linked to personal growth and career development.

Participants described how navigating conflicting expectations and unclear situations builds competence, mastery, and confidence. Some explicitly connected the successful resolution of role conflict and ambiguity with career advancement and promotion, indicating that these demands can foster goal orientation rather than strain.

Third, self-efficacy shapes the response to role demands. Professionals with a higher sense of self-efficacy were more likely to become engaged when confronted with role conflict, interpreting demanding situations as opportunities to demonstrate and extend their capabilities. This aligns with the quantitative finding that self-efficacy mediates the relationship between role demands and engagement.

Together, the qualitative findings provide a context-grounded explanation for the unexpected positive associations observed quantitatively: in the Hong Kong construction setting, role conflict and ambiguity are appraised as challenge demands that, particularly for highly self-efficacious individuals, support engagement and development.

## **6. Discussion**

### ***6.1 Role Conflict and Ambiguity as Challenge Demands***

Contrary to most prior studies, which treat role conflict and ambiguity as hindrance demands with negative consequences, this study found them to be positively related to self-efficacy and work engagement among construction professionals. Only a small number of earlier studies have linked these demands positively to self-efficacy, such as among customer-contact service employees (Hartline & Ferrell, 1996) and Indonesian nurses (Kadir et al., 2017). The present findings extend this minority view to the construction sector and suggest that the appraisal of role demands as challenges, rather than the demands themselves, is decisive. This

reframing is consistent with the challenge–hindrance perspective within the JD-R model (Crawford et al., 2010; LePine et al., 2005).

### ***6.2 The Central Role of Self-Efficacy***

Self-efficacy emerged as the strongest correlate of work engagement ( $r = .57$ ) and as a mediator of the effects of role conflict and ambiguity. Highly self-efficacious professionals reported higher engagement and became even more engaged when facing greater role conflict or reduced ambiguity. This positions self-efficacy as a pivotal personal resource through which demanding situations are converted into engagement, supporting Social Cognitive Theory (Bandura, 1997) and the personal-resources component of the JD-R model.

### ***6.3 Perceived Organizational Support***

Perceived organizational support was positively related to self-efficacy and to work engagement, and its effect on engagement was mediated by role conflict and role ambiguity. Compared with role conflict, perceived organizational support had a stronger direct relationship with dedication but a weaker direct relationship with vigor and absorption. This nuanced pattern suggests that organizational support is particularly effective at fostering the sense of significance and pride that characterizes dedication.

### ***6.4 Theoretical Contributions***

The study makes several theoretical contributions. First, it reframes role conflict and ambiguity as challenge work demands, rather than hindrance demands, in the construction context, contributing to their positive relationship with self-efficacy. Second, it shows that role conflict and ambiguity can lead to overall work engagement. Third, it demonstrates that role conflict and ambiguity, as well as perceived organizational support, have a strong effect on self-efficacy. Fourth, it shows that highly self-efficacious professionals report higher overall engagement when facing higher role conflict and ambiguity. Fifth, it identifies a

differentiated pattern in which, compared with role conflict, perceived organizational support has a stronger direct relationship with dedication but a weaker direct relationship with vigor and absorption.

### ***6.5 Practical Implications***

The findings offer actionable guidance for the Hong Kong construction industry.

Organizations should invest in developing professionals' self-efficacy through training, mentoring, mastery experiences, and constructive feedback, given its central role in engagement. Because role conflict and ambiguity can function as challenge demands, managers should frame and support such situations as growth opportunities—pairing them with adequate resources and clarity—rather than simply seeking to eliminate them.

Strengthening perceived organizational support, particularly recognition of contribution and concern for well-being, can further enhance engagement, especially the dedication dimension.

## **7. Limitations and Future Research**

Several limitations should be retained without overstating the contributions. First, the effective sample of 198 is smaller than the 378 estimated for a 5% margin of error relative to the population, which limits statistical precision and generalizability. Second, convenience and professional-network sampling may introduce homogeneity bias and further constrain generalizability. Third, the reliance on self-reported, cross-sectional measures precludes causal inference and may be subject to common-method and social-desirability effects. Fourth, perceived career opportunity, which emerged as salient in the interviews, was not tested as a quantitative construct.

Future research should employ larger, probability-based samples across the construction sector and, where possible, longitudinal or multi-source designs to strengthen causal claims.

Researchers are encouraged to test whether role conflict and ambiguity influence perceived

career opportunities, and to examine the boundary conditions under which role demands are appraised as challenges rather than hindrances across different professional and national contexts.

## **8. Conclusion**

This study examined the roles of role conflict, role ambiguity, perceived organizational support, and self-efficacy in the work engagement of Hong Kong construction professionals using a mixed-method design. All twelve hypotheses were supported. Role conflict, role ambiguity, perceived organizational support, and self-efficacy were positively associated with work engagement; self-efficacy mediated the effects of role conflict and ambiguity; and role conflict and ambiguity mediated the effect of perceived organizational support. The qualitative findings explained these patterns by showing that, in the construction context, role conflict and ambiguity are appraised as challenge demands that foster personal growth and engagement, especially for highly self-efficacious professionals. The study contributes a context-specific reframing of role stressors and provides practical direction for enhancing engagement in a high-pressure, multi-stakeholder industry.

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