Building Trust Bridges: Mediating Role of Trust in Social Undermining's Impact on Job Crafting in Blue- and White-Collar Workforces

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Abstract

This study aims to examine the impact of social undermining on job crafting, which is considered indispensable for the survival of organizations within dynamic and changing environmental conditions, and to investigate the role of organizational trust in this effect. Moreover, the investigation delves into potential differentials in the influence of these factors upon blue- and white-collar personnel. Empirical data were collected from a cohort of 416 individuals encompassing blue and white-collar designations, employed across the upper echelon of Turkey's civil aviation sector, comprised of the country's top five companies. The dataset underwent scrutiny through the utilization of Smart PLS 4 and IBM SPSS 26 for analytical purposes. The results discern that organizational trust assumes a mediational role in the relationship between social undermining and job crafting. The mediation effect displays a partial manifestation among blue-collar staff, while a complete mediation effect manifests among their white-collar counterparts. Beyond its primary findings, this study augments scholarly understanding of the repercussions stemming from negative and deviant conduct in relation to job crafting and organizational trust. Moreover, it enriches the existing literature concerning the influence of social undermining on job crafting and organizational trust within the realms of blue- and white-collar employees.

Keywords: job crafting, organizational trust, social undermining

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Güven Köprüleri Kurmak: Mavi ve Beyaz Yakalı İşgücünde Sosyal Zayıflatmanın İş Biçimlendirme Üzerindeki Etkisinde Güvenin Aracılık Etkisi

Özet

Bu çalışma, dinamik ve değişken çevresel koşullar içinde organizasyonların hayatta kalması için vazgeçilmez olarak kabul edilen iş biçimlendirme üzerindeki sosyal zayıflatmanın etkisini ve bu etkide örgütsel güvenin rolünü incelemeyi amaçlamaktadır. Ayrıca, çalışma bu etkileşimlerin mavi ve beyaz yakalı personel üzerindeki etkilerinde potansiyel farklılıklara odaklanmaktadır. Ampirik veriler, Türkiye sivil havacılık sektörünün en üst düzeyinde yer alan beş şirketin toplam 416 mavi ve beyaz yakalı çalışanından toplanmıştır. Veri seti Smart PLS 4 ve IBM SPSS 26 kullanılarak analiz edilmiştir. Elde edilen sonuçlar, örgütsel güvenin, sosyal zayıflatma ile iş biçimlendirme arasındaki ilişkide aracılık rolü üstlendiğini sergilemektedir. Aracılık etkisi mavi yakalı personel arasında kısmi, beyaz yakalı çalışanlar arasında ise tam aracılık etkisi göstermektedir. Temel bulgularının ötesinde, bu çalışma iş biçimlendirmeye ve örgütsel güvene dair olumsuz ve sapkın davranışların yol açtığı sonuçların anlaşılmasında bilimsel bir bakış açısı sunmaktadır. Ayrıca, iş biçimlendirmeye ve örgütsel güvene sosyal zayıflatmanın etkisini mavi ve beyaz yakalı çalışanlar çerçevesinde ele alarak mevcut literatüre katkıda bulunmaktadır.

Anahtar Kelimeler: iş biçimlendirme, örgütsel güven, sosyal zayıflatma

1. INTRODUCTION

A job comprises a set of responsibilities and interpersonal connections assigned to an employee within an organization. The traditional top-down approach of managers redesigning jobs for their staff is challenged by the job crafting theory. Employees are frequently encouraged to adapt their formal roles to align with their personal goals, strengths, and passions. Job crafting refers to a unique type of proactive work behavior where employees actively modify both the physical and mental aspects of their job roles (Tims and Bakker, 2010). It is a term used to describe the methods through which workers intentionally alter their responsibilities and workplace relationships, by themselves to tailor their jobs. Historically, employers have given their employees specialized job assignments (Hackman and Oldham, 1975; Hackman, 1980). The quick-changing environment, however, now forces workers to actively alter their jobs rather than passively accept their job tasks (Tims et al., 2012). Job crafting has the potential to have a significant impact on both individual and eventually organizational performance since it affects which activities are accomplished, how they are completed, and the interpersonal dynamics of the workplace (Berg et al., 2007). Therefore, it is crucial to examine the factors encouraging the employees to job crafting or holding them back. An employee's attitudes and behaviors at work, including whether to engage in job-crafting behaviors, are shaped and influenced by social circumstances (Ilies et al., 2007). Employees having positive working relationships with their managers and colleagues are more likely to trust the organization and perceive support, which gives them more chances to progress and take initiative (Wang et al., 2020).

Despite considerable research on the impact of positive workplace relationships on job crafting, there is a dearth of studies examining the influence of detrimental social behaviors. Additionally, the number of studies dealing with the link between social context and job crafting by comparing blue- and white-collar workers is quite low. Therefore, this study seeks to address the following questions:

- Is there a decrease in the tendency of victims of social undermining to job crafting?
- Do employees who experience social undermining lose trust in the organization?
- Does organizational trust play a role in the impact of social undermining on job crafting?
- Do the relationships between social undermining, organizational trust, and job crafting differ between blue- and white-collar workers?

In order to address the research questions, a survey was conducted to a total of 416 blue- and white-collar employees working in the top 5 companies in the civil aviation sector in Turkey, and the data were analysed by Smart PLS and IBM SPSS package programs. By addressing the research questions, this study aims to enrich the existing literature by exploring the impact of organizational trust and social undermining on job crafting behaviors among both blue- and white-collar employees. Conducting a comprehensive analysis of data collected from diverse groups within Turkey's leading civil aviation companies, this research endeavors to unveil the

underlying mechanisms that influence job crafting and organizational trust. Consequently, it offers valuable insights which can be particularly beneficial for organizations striving to cultivate a proactive and trustworthy work environment.

The paper is structured as follows: First, job crafting, social undermining, and organizational trust concepts are discussed. Second, the link between the three concepts are reviewed. Third, methodology of the study is explained in detail. Then, findings of the study are presented and discussed in the conclusion part. Finally, implications for practice and limitations and future research directions are provided.

2. BACKGROUND

2.1. Conceptualization of Job Crafting

Employees make self-initiated adjustments to their jobs are called "job crafting" (Tims et al., 2012; Wrzesniewski and Dutton, 2001). Job crafting is positively connected to work engagement (e.g., Bakker et al., 2012), job satisfaction (Polatci and Sobaci, 2018), task performance, career success (e.g., Gordon et al., 2015), person-job fit (Kerse, 2018) and extra-role behavior (e.g., Demerouti et al., 2015). Job crafting is a distinctive form of proactive work behavior that involves employees making physical and cognitive changes to the characteristics of their jobs (Tims and Bakker, 2010; Wrzesniewski and Dutton, 2001). Since employees' own decisions and initiatives initiate job crafting, it is structured as an individualized, bottom-up and proactive job design approach, unlike top-down and standard approaches initiated by the organization (Bakker and Demerouti, 2014). The main purpose of job crafting is to convert the circumstances to be more meaningful, motivating, and controllable (Tims et al., 2016).

Nearly all of the studies upon the effect of social context on job crafting is focused on the encouraging impact of positive and supporting vertical and horizontal relationships to job crafting in the workplace. However, indirect links between negative work relationships and job crafting are rarely studied in the previous literature. Examining the social ties that discourage, prevent, lessen, and undermine this proactive and voluntary behavior that calls for initiative is just as important as looking at the consequences of the antecedents that set off a desired behavior type. After all, in an organization, eliminating the obstacles to the desired behavior need to be at least as crucial as boosting the incentives.

2.2. Understanding Social Undermining

Social undermining is a stressor at work that can take many different forms and effect how people feel about themselves, how well they can control their emotions, and how creatively they can complete their tasks. It is a type of unhealthy interpersonal behavior that leads to unfavorable social exchange relationships at work (Duffy et al., 2002). Social undermining entails deliberate, subtle, and harmful workplace actions intended to hold back a target person's advancement and progressively erode them (Vinokur et al., 2000). Social undermining can be

sourced by supervisors or colleagues in the workplace (Duffy et al., 2002). Both types create a negative work environment by becoming normative and common behaviors in the organization (Song and Zhao, 2022). Supervisor-sourced social undermining can happen in the forms like prevention from performing well, belittling subordinates, hiding important information or silent treatment; and usually occurs when employees lose productivity, make mistakes or engage in interpersonal conflicts. Social undermining by coworkers includes actions like preventing the targets from doing their jobs, spreading rumors about them, deliberately delaying work to hold them back, or giving them false or misleading information. It can occur due to competition, interpersonal conflicts, dissatisfaction with cooperation, or other negative events in the workplace (Reh et al., 2018).

Studies on social undermining have shown that these behaviors can lead to job stress in employees (Jung and Yoon, 2019), a decrease in self-efficacy perceptions (Duffy et al., 2002), a decline in organizational commitment (Nahum-Shani et al., 2014), reduction in psychological well-being (Duffy et al., 2002), increase in the turnover intention (Morita et al., 1993), loss in employee health and well-being (Nahum-Shani et al., 2014), depression and emotional exhaustion (Schwepker Jr and Dimitriou, 2023), decrease in trust in coworkers (Duffy et al., 2006), damage in employee creativity (Eissa et al., 2017; Khan et al., 2022), lack of information sharing (Khan et al., 2022), increase in procrastination (Jung and Yoon, 2019), absenteeism and being late (Deery et al., 2011), and loss in job performance (Schwepker Jr and Dimitriou, 2023).

2.3. Organizational Trust: Theoretical Perspectives

According to the social exchange theory (Blau, 1964), trust can be built through the timely extension of social exchanges over time or through the regular reciprocation of advantages obtained. According to Blau (1964), the levels of trust rise as these exchanges occur more frequently. Trust is an essential component of social trade and is developed by reciprocal contact between the parties involved in relationships (Homans, 1958). Additionally, the foundation of trust is the non-contractual communication that renders the parties vulnerable to one another (Schoorman et al., 2007). According to Molm et al. (2000), non-negotiated exchanges depend on trust and provide a higher level of affective commitment and trust than negotiated exchanges.

Organizational trust is the extent to which employees are willing to be vulnerable believing that the future behavior of the organization will be positive (Mayer et al., 1995; Dirks and Ferrin, 2001). Baier (1986) argues that trust is a part of moral development, and morality is shaped by the vulnerability of people in unequal power relations. Obviously, being vulnerable means taking a significant risk. Unlike affective attachment, organizational trust involves individuals' willingness to take the risk of attaching themselves to an organization. Mayer et al. (1995) argue that individuals evaluate whether the organization has virtues such as ability, benevolence, and integrity in calculating the risks of being vulnerable to the organization's actions by relying on the organization. The perception of these virtues increases the tendency of employees to be

committed to the organization in the future. Research has also shown that trust is related to removing psychological barriers that hinder improvement in the quality of a relationship, such as delegating important tasks to others, disclosing information fully, and refusal of assurances (Colquitt et al., 2007).

2.4. The Relationship between Social Undermining and Job Crafting

According to previous studies, relationships between leaders and members eventually grow when managers encourage one another through interactions and interchange behaviors (Cropanzano and Mitchell 2005). All forms of employee actions, including proactive and voluntary ones, like job crafting, are significantly influenced by the quality of these vertical and horizontal linkages. As a result, encouraging and supportive vertical and astrological partnerships can promote job crafting (Wang et al., 2020; Tims and Parker, 2020). Contrarily, negative, draining, and destructive interactions with managers and coworkers can lower self-efficacy and stifle creativity in people (Amabile et al., 2002), which may ultimately have a deterring influence on their attempts to craft a job.

Since creative methods and new solutions are essential to the procedures involved in changing jobs, job crafting is explicitly creative in nature. Therefore, employees who are sufficiently knowledgeable about their jobs are more inclined to craft their jobs. Social connections serve as channels for the transmission of information about jobs. Social undermining can hold back individuals from job crafting by withholding information that is necessary and avoiding the sense of support from supervisors and coworkers. The loss of self-confidence and distraction from focus and ideas (Černe et al., 2014; Liu et al., 2012). Decrease in self-efficacy perceptions (Duffy et al., 2002), reduce in trust in coworkers (Duffy et al., 2006), damage to employee creativity (Khan et al., 2022), and a lack of information sharing (Ahmad et al., 2022; Khan et al., 2022) caused by social undermining might hinder job crafting. Therefore, in line with this theoretical framework, it is expected in this study that:

H₁: Social undermining has an adverse and significant effect on job crafting.

2.5. The Relationship between Social Undermining and Organizational Trust

Social exchange theory (Blau, 1964) is based on the relationship of trust between the parties, depending on the fulfillment of the responsibilities of the organization and the employees. The basis of the positive and beneficial behaviors of the employees to the organization is the reciprocity of what they receive from the organization and what they give to the organization, and the perception of mutual benefit. To the extent that organizations can ensure the welfare of employees, employees feel obligated and help the organization achieve its goals. In this way, employees go one step beyond their employee identity and provide additional benefits to organizations beyond the routine benefits.

Interpersonal trust, which is a part of organizational trust, depends on the helpfulness, support and reliability of coworkers and supervisors in the workplace. When people trust others based

on their supportiveness and benevolence, they assume that the others will have good intentions, act unselfishly and altruistically (Mayer et al., 1995; Dirks and Ferrin, 2001; Hershcovis, 2011). Another type of interpersonal trust is reliability-related trust, which is mostly based on the trustee's conscientiousness, fairness, sincerity and honesty (Mayer et al., 1995). Social undermining behaviors can damage the victims' perception of support from coworkers and supervisors, disappoint them in their interpersonal relationships and eventually reduce organizational trust (Duffy et al., 2006; Duffy et al., 2012). Based on this perspective, this study proposes the following hypothesis:

H2: Social undermining has a negative and significant effect on organizational trust.

2.6. The Relationship between Organizational Trust and Job Crafting

As a result of social exchange process, workers interpret and respond to one another's activities while continuously observing the workplace to decide whether or not they should have faith in management. According to Shockley-Zalabak et al. (2000), organizations with high levels of trust are more successful, adaptable, and innovative than those with low levels. According to Sonnenberg (1994), mistrust in a team can lead to a range of negative outcomes, such as poor decision-making, increased stress, decreased focus, reduced creativity and imagination, and a tendency to avoid workplace problems. Employees are more motivated to work towards team and organizational goals when there is a higher level of trust amongst them (Mishra, 1996).

While there is a scarcity of studies directly examining the correlation between organizational trust and job crafting, it can be inferred that the primary antecedents of job crafting, such as adaptability, innovativeness, creativity, effective decision-making, focus, imagination, and problem-solving, are found to be closely linked to organizational trust. Starting from this view, we propose the following hypothesis:

H3: Organizational trust has a positive and significant effect on job crafting.

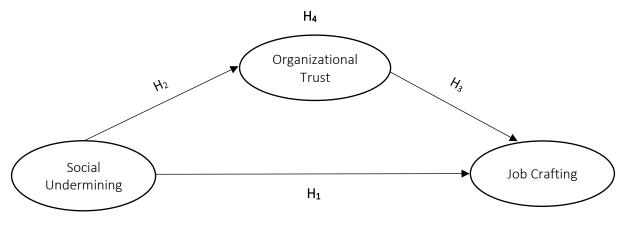## 2.7. The Role of Organizational Trust in the Effect of Social Undermining on Job Crafting

As explained above, social undermining can break the sense of support and trust to coworkers and supervisors, and eventually to the organization. Individuals usually participate voluntarily and proactively act in the organization's best interest when they have positive feelings and trust towards it. Herewith, their mental abilities are improved based upon those positive feelings, which stimulate them to build up creative and innovative actions in the workplace. Social undermining can prevent people from creating their ideal jobs by withholding information that is necessary, distracting them from their focus and ideas, reducing their self-confidence and self-efficacy, and removing the feeling of support from coworkers and managers. When all these are considered, it comes to mind that the decrease in their trust in the organizations may have a role in decreasing social undermining victims' tendency towards job crafting. Therefore, the following hypothesis is developed:

H₄: Organizational trust has a mediating role in the relationship between social undermining job crafting.

The model of the research is presented in Figure 1 in line with the hypotheses formed based on the theoretical justifications stated above.

Figure 1. Research Model

3. RESEARCH METHOD

3.1. Research Purpose

The primary aim of this study is to examine the intricate interplay between organizational trust, social undermining, and job crafting among both blue- and white-collar employees in the dynamic context of the civil aviation sector. The research delves into the mediating role of organizational trust in the relationship between social undermining and job crafting. By investigating these dynamics, the study seeks to enhance our understanding of how negative and deviant behaviors, such as social undermining, impact an organization's proactive behavior of job crafting. Moreover, the research aims to contribute to the existing literature by exploring potential differences in the effects of organizational trust and social undermining on blue- and white-collar employees' job crafting behaviors. By analyzing data collected from a diverse group of employees in Turkey's top civil aviation companies, this study aims to shed light on the mechanisms through which these factors influence job crafting and organizational trust, ultimately providing valuable insights for organizations aiming to foster a proactive and trusting work environment.

3.1. Sample

A survey consisting of the scales of the variables was sent via e-mail to 900 participants operating in the civil aviation sector, and a total of 416 questionnaires (216 blue-collar and 200 white-collar employees) was returned. The respondents consisted of employees working in the top 5 companies in the civil aviation sector in Turkey. In addition, these respondents are full-time employees from Turkey, so the survey was conducted in Turkish. Data was collected

between October 2022 and December 2022. A simple random sampling method was used to collect data. According to the data obtained within the scope of the study, it was observed that the gender (51% male, 49% female) and marital status (52% married, 48% single) of the participants were approximately equal; their education levels were mostly university (30%) and high school (30%); their age was mostly between 25 - 50; their total working time and working time in the organization were between 4-12 years.

3.2. Measurement Instruments

Within the scope of the study, Smart PLS 4 and SPSS 26 programs were used to measure the role of organizational trust in the effect of social undermining on job crafting, and a total of three scales were used. All of these original scales were translated into Turkish by the researchers:

Job Crafting Scale; The crafting scale developed by Tims et al. (2012). The job crafting scale has four sub-dimensions, and this scale was translated into Turkish by Çetin et al. (2021).

Social Undermining Scale; It was developed by Duffy et al. (2002). This scale has two sub-dimensions: Supervisor and coworker undermining, and this scale was translated into Turkish by Güner Kibaroğlu and Tosun (2022).

Organizational Trust Scale; It was developed by Cummings and Bromiley (1996). This scale is one-dimensional and includes 12 questions, and adapted into Turkish by Tüzün (2006) was utilized.

4. FINDINGS and RESULTS

The data's validity and internal consistency analyses were conducted separately for both blue- and white-collar employees. In this analysis, Cronbach's Alpha (CA), data consistency coefficient, composite reliability (CR) value (Henseler et al., 2015) average variance extracted (AVE ≥0. 50) (Fornell and Larcker, 1981); variance inflation factor (VIF<5; Hair et al., 2017; Hair et al., 2006), goodness of fit (d_ULS and, d_G; Ringle et al., 2015); standardized root means square residual (SRMR<0.08; Chen, 2007) and normed fit index (NFI≥0.90) values were found to be at acceptable levels (Table 1).

Table 1. Results of validity-internal consistency and model goodness-of-fit analysis of the scales

	Variables	CA	rho-A	CR	AVE	Highest VIF	SRMR	d-ULS	d_G	NFI
Job Crafting (JC)	Increasing structural job resources (ISTJR)	.807	.826	.818	.502	2.312	.0068	.634 (p>0.05)	.373 (p>0.05)	.952
	Increasing social job resources (ISOJR	.738	.741	.735	.501	2.008				
	Increasing challenging job demands (ICJD)	.773	.783	.777	.513	2.212				
	Decreasing hindering job demands (DHJD)	.710	.711	.709	.528	1.718				
Social Undermining (SU)	Supervisor Undermining (SPU)	.876	.882	.873	.541	2.812				
	Coworker Undermining (CU)	.713	.753	.712	.505	3.415				
Organizational Trust (OT)		.903	.904	.902	.580	2.915				

It was examined whether the scales of the variables were well differentiated from other factors (Fornell and Larcker, 1981). When the correlation coefficients and AVE square root coefficients of the three scales of the study are compared, it is seen that the variables are well separated from the others. In addition, when the relationship values between the factors were analyzed, it was seen that the variables were in a significant relationship with each other (Table 2).

Table 2. Correlation and discriminant validity of results

Variables		ISTJR	ISOJR	ICJD	DHJD	SPU	CU	OT
JC	ISTJR	(.708)	.321**	.412**	.415**	-.415**	-.428**	.415**
	ISOJR	.312 **	(.701)	.392**	.312**	-.447**	-.444**	.469**
	ICJD	.415**	.435	(.716)	.811**	-.426**	-.457**	.496**
	DHJD	.441**	.439**	.391**	(.726)	-.461**	-.350**	.312**
SU	SPU	-.421**	-.410**	-.413**	-.411**	(.735)	.431**	-.691**
	CU	-391**	-.389**	-.311**	-.325**	-.384**	(.710)	-.685**
OT		-.325**	-.471**	-.487**	-.386**	-.359**	-.489**	(.761)

** Correlation is significant at the 0.01 level (2-tailed), Data in parentheses: $\sqrt{AVE}$, non-double-star and non-square-root discriminant validity results

In order to analyze the hypotheses formed to measure the role of organizational trust in the effect of social undermining on job crafting, the explanation ratios (R^2), effect size (f^2) and the required outcomes for assessing out-of-sample predictive capability ($Q^{2\,predict}$) values between variables were analyzed (Hair et al., 2017). The R^2 values obtained as a result of the analyses show that social undermining explains 74%, 35%, 61%, and 33% of job crafting and 44% of organizational trust, respectively. The remaining values can be explained by other variables. The f^2 showed that supervisor undermining had a high and inverse effect on job crafting, while coworker undermining had a medium and inverse effect size on job crafting. The $Q^{2\,predict}$

showed that job crafting and organizational trust variables were predictive (Hair et al., 2017; Hair et al., 2022; Ringle et al., 2015) (Table 3).

Table 3. Impact coefficient values

Variables		R²	f²							Q² predict
			ISTJR	ISOJR	ICJD	DHJD	SU	CU	OT	
JC	ISTJR	.742								.323
	ISOJR	.353								.108
	ICJD	.616								.226
	DHJD	.335								.097
SU	SPU		-.541	-.302	-.925	-.377				
	CU		-.054	-.218	-.053	-.119		.097		
OT		.446	-.494			-.129				.185

In order to investigate the mediation effect, the "Organizational Trust" variable was first excluded from the model and analyzed. Then, this removed variable was added to the model and analyzed again. According to this analysis, it was found that undermining by coworkers was effective on the DHJD, ICJD, ISOJR and ISTJR (p=.045; p=.043; p=.019; p=.043: p<0.05). In addition, supervisor's undermining was found to have an effect on DHJD, ICJD, ISOJR and ISTJR (p=.000; p=.000; p=.000; p=.000; p=.000: p<0.05). When this effect is analyzed, it is seen that the effect is negative. This finding of the study shows that hypothesis 1 is supported. In addition, it is seen that undermining by both coworker and supervisor has a negative effect on organizational trust (p=.000; p=.000: p<0.05). This finding of the study shows that hypothesis 2 is supported. In other words, social undermining has an inverse and significant effect on organizational trust. However, this effect was found to be higher for white-collar employees than for blue-collar employees. In addition, it is seen that organizational trust has a positive effect on DHJD, ICJD, ISOJR and ISTJR (p=.000; p=.047; p=.047; p=.047; p=.003; p=.000: p<0.05). This finding of the study supports hypothesis 3. In other words, organizational trust has a positive and significant effect on job crafting. This effect is higher for white-collar employees compared to blue-collar ones (Table 4).

Table 4. Research model effect coefficients

Model		β Value	Sample Mean	Standard Deviation	T Statistics	P Values
CU-> DHJD		-.124	-.124	.062	2.013	.045
CU-> ICJD		-.156	-.157	.048	1.170	.043
CU-> ISOJR		-.131	-.135	.056	2.344	.019
CU-> ISJTR		-.113	-.115	.047	1.276	.043
CU-> OT	W.C	-.244	-.248	.043	5.638	.000
	B.C	-141	.198	.041	5.213	
OT-> DHJD	W.C	.393	.394	.064	6.102	.000
	B.C	.281	.271	.051	.5.102	.000
OT-> ICJD	W.C	.212	.164	.056	1.030	.037
	B.C	.111	.089	.321	1.088	.049
OT-> ISOJR	W.C	.342	.344	.163	2.671	.003
	B.C	.212	.211	.109	1.572	.041

OT-> ISTJR	W.C	.480	.481	.151	9.478	.000
	B.C	.217	.381	.053	.5.282	.044
SPU-> DHJD		-.290	-.292	.069	4.225	.000
SPU-> ICJD		-.767	-.769	.056	13.626	.000
SPU-> ISOJR		-.569	-.569	.055	10.262	.000
SPU-> ISJTR		-.481	-.481	.048	10.029	.000
SPU-> OT	W.C	-.552	-.551	.036	15.138	.000
	B.C	-212	.111	.011	2.782	.036

For hypothesis 4, the method of Zhao et al. (2010) was used instead of the traditional approach, and the VAF value was calculated for each mediation effect. While making this calculation, a comparison was made between blue- and white-collar employees. According to this analysis, VAF indicates that organizational trust mediates the effect of social undermining on job crafting. In other words, organizational trust has an indirect effect on the impact of social undermining on job crafting. This finding indicates that hypothesis 4 of the study is supported. However, the results of the study were observed differently between blue- and white-collar employees. For blue-collar employees, job crafting decreases as social undermining increases, while the effect between these two variables increases when organizational trust is included in this effect. More specifically, organizational trust has a partial mediating effect on the impact of social undermining on job crafting. For white-collar employees, when organizational trust is added as a mediating variable to the effect of social undermining on job crafting, the relationship between social undermining and job crafting becomes statistically insignificant. In other words, organizational trust has a full mediating effect on the impact of social undermining on job crafting. According to these results, there is a difference between blue- and white-collar employees in terms of the mediating effect of organizational trust (Table 5).
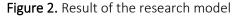
Table 5. Mediation model effect coefficients

	Mediation Model	β Value	Sample Mean	Standard Deviation	T Statistics	P Values	Indirect Effect β	Total Effect β
Blue Collar	CU-> OT-> ICJD	-.515	.101	.014	1.029	.007	.871	.912
	CU-> OT-> ISTJR	-.217	.319	.025	4.761	.000	.912	.989
	CU-> OT-> ISOJR	-.410	-.211	.016	1.652	.015	.615	.816
	CU-> OT-> DHJD	-.596	.298	.023	4.153	.000	.782	.918
	SPU-> OT-> DHJD	-.317	.317	.040	3.390	.000	.862	.910
	SPU-> OT-> ISOJR	-.423	-.425	.035	2.663	.027	.909	.979
	SPU-> OT-> ISTJR	-.465	.265	.031	8.649	.000	.614	.811
	SPU-> OT-> ICJD	-.601	-.103	.031	1.029	.007	.779	.917
White Collar	CU-> OT-> ICJD	-.822	.622	.214	7.029	.002	1213	.312
	CU-> OT-> ISTJR	-.929	.619	.345	10.814	.000	1131	.214
	CU-> OT-> ISOJR	-.922	-.618	.512	11.216	.005	.912	.112
	CU-> OT-> DHJD	-.822	.701	.415	11.012	.000	.915	.201
	SPU-> OT-> DHJD	-.882	.701	.382	8.102	.000	1215	.309
	SPU-> OT-> ISOJR	-.901	-.582	.498	9.101	.001	1129	.213
	SPU-> OT-> ISTJR	-.751	.589	.416	11.743	.000	.909	.111

	SPU-> OT-> ICJD	-.931	-.542	.345	12.001	.000	.914	.202

VAF = (Indirect Effect)/ (Indirect Effect+ Total)

VAFh4bluecollar = .488; .481; .429; .460; .486; .481; .430; .459

VAF h4abluecollar = **Partial Mediation**

VAFh4whitecollar = .999; .999; .890; .819; .999; .999; .891; .818

VAF h4awhitecollar = **Full Mediation**

According to the findings obtained from the study, the result model of the research was obtained (Figure 2).

Figure 2. Result of the research model

5. DISCUSSION and CONCLUSION

This study was conducted to examine the role of organizational trust in the effect of social undermining on job crafting. According to the results of the analyzed hypotheses based on the theoretical frame, there is an inverse and significant relationship between social undermining and job crafting. In addition, while social undermining affects organizational trust in the opposite direction, organizational trust significantly affects job crafting in the same direction.

In addition to these results, this study reveals that organizational trust plays a mediating role in the effect of social undermining on job crafting. In other words, job crafting decreases as an individual's social undermining increases. When organizational trust is included in this effect, the effect becomes stronger. In addition, the study's most striking finding is that the intensity of the mediation effect differs between blue- and white-collar employees. Organizational trust partially mediates while job crafting increases as social undermining decreases. Accordingly, the decrease in organizational trust has a significant role in the decrease in job crafting intentions of the victims of undermining. Although there are few studies in the literature that are consistent with our findings (Kang et al., 2021), they did not address the impact of the social undermining to which individuals are exposed in crafting their work.

For white-collar workers, organizational trust partially mediates the relationship between social undermining and job crafting. That is, job crafting tendencies decrease as white-collar workers are exposed to social undermining, but for the same reason, decreased perception of organizational trust plays a part in the decline in job crafting. In short, the decrease in organizational trust has an important role in the decrease in the tendency of white-collar employees who are victims of undermining job crafting.

On the other hand, this effect seems to be much more intense in blue-collar workers. The decline in organizational trust is entirely responsible for the decrease in the tendency of blue-collar workers exposed to social undermining to job crafting. In other words, organizational trust in blue-collar workers plays a full mediator role in the relationship between social undermining and job crafting. This result shows that the importance of organizational trust in job crafting orientations of blue-collar employees is much higher than that of white-collar employees. In order to explain this situation, when the research results are re-evaluated from a different perspective and in depth, it is observed that the negative effect of supervisor undermining on organizational trust for blue-collar employees is much more than that of white-collar employees. This finding can be interpreted as the sensitivity of blue-collar employees to undermining behaviors originating from their supervisors is much higher and supervisor relations have a significant place in their perception of organizational trust. Morris et al. (1999) suggest that supervisors of blue-collar employees act as a gatekeeper controlling their subordinates' participation in activities within working hours, and in addition, due to the professional nature of the relationship, white-collar employees receive more support from their supervisors than blue-collar employees. On the other hand, Hu et al. (2010) propose that blue-collar employees focus on different aspects and experience different patterns in workplace relations, especially regarding job satisfaction. It is also known that blue-collar workers perform more traditional duties in industrial jobs, such as civil aviation, than white-collar workers. Therefore, the blue-collar work environment is more hierarchical and employees are more strongly dependent on managers in many areas, including their competencies. The higher education level and expertise of white-collar workers compared to blue-collar workers can provide them with job opportunities outside of their current employers (Weaver, 1975).

5.1. Implications

We hope that this study will contribute to the literature from different perspectives. First of all, it is seen that positive organizational attitudes and behaviors are mostly associated with the social context aspect of job crafting and organizational trust in the past literature. Although it is desired otherwise, the existence of negative and deviant behaviors in organizations cannot be denied. Therefore, it is of great importance to investigate the consequences of these behaviors, to know the effect levels and structures on the desired behaviors and to cope with such undesired behaviors. In addition, the number of studies comparing the behavioral orientations of blue- and white-collar employees in terms of social undermining, job crafting and organizational trust variables is quite limited in the literature. In this respect, it is expected that an important contribution of this study will be providing the opportunity to evaluate the variables in question from a different point of view according to the employee ranks.

The findings of the study reveal that managers and employers should find a way to avoid social undermining as much as possible since it reduces organizational trust and consequently job crafting. Especially some caution should be taken in order to prevent supervisors from undermining for blue-collar workers. Also, increasing organizational trust will trigger the job crafting intentions of the workforce and also reduce the negative impact of social undermining on job crafting, especially for white-collar employees. In this framework, for the managers and employers who care about job crafting actions of the employees, it seems to be essential to set an organizational environment that improves the working conditions of human resources, where they are treated fairly, and their interests are protected. Therefore, it is highly recommended to provide a trustable organization in which social undermining is avoided.

5.2. Limitations and Suggestions for Future Research

This study has some limitations due to the demographic characteristics of the participants, social desirability tendencies, and the fact that it was applied in a single culture. The research was conducted in Turkey, within a cultural context characterized by a significant degree of power distance (score of 66) and collectivism (score of 67). Hence, within this society exhibiting a notable high power distance, supervisor-subordinate relationships tend to be notably more rigid and authoritative, particularly among blue-collar workers, where subordinates are more susceptible to experiencing oppression. In this type of relationship, the probability of supervisor social undermining can be much higher. On the other hand, for individuals of a collectivistic culture, the effect of social undermining may be greater than in other societies due to individuals' relative importance to interpersonal relationships. As a result, researchers who want to study the subject further can be recommended to study the variables with cultural dimensions and produce cross-cultural studies.

In addition, the study was carried out in a single sector, and it should not be ignored that sectoral differences may have different reflections on blue and white-collar workers. In this context, it may be suggested to the next researchers to make relevant comparisons from different sectors.

Moreover, it was assumed that the participants answered the questions honestly and sincerely. Therefore, a longitudinal and qualitative approach to this study may contribute to future research.

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