

ORIGINAL ARTICLE

The Mediation Role of Mushroom Management in the Effect of Organizational Trust on Intention to Leave in Sports Businesses

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ABSTRACT

Background: The management style and understanding in sports businesses have a significant effect on the employees' sense of trust in the organization and their intention to leave. The aim of this research is to determine the mediating role of mushroom management in the effect of organizational trust on turnover intention.

Aim: The purpose of this research is to determine the role of mushroom management as an mediating in the effect of organizational trust on the intention of leaving.

Method: The research data were obtained by applying face-to-face survey method to sports business employees voluntarily during the pandemic period. The data obtained were analyzed using SPSS 23.0, Amos and IBM SPSS Process Macro package programs.

Results: According to the results of the research, it was determined that organizational trust has a negative and meaningful effect on the intention to leave the job, while it has a negative and meaningful effect on mushroom management. In addition, it has been determined that mushroom management has an mediation role in the relationship between organizational trust and the intention to leave the business.

Conclusion: The perception of mushroom management, which is new in the literature, is important in order to examine and understand the subject holistically, in different samples and cultures, in institutions, as well as with different theories such as personality traits and leadership types.

Keywords: Mushroom Management, Organizational Trust, Intention to Leave, Sports Business

INTRODUCTION

The management style and understanding of sports businesses have a significant impact on employees' confidence in the organization and their intention to leave. In order for employees to be effective and efficient in their businesses, they need to provide information not only on the resources necessary for the work they need to do, but also on issues such as management processes and goals. Mushroom management, which has recently emerged in the management literature, has inspired the mushroom management approach because the management styles exhibited by the managers are similar to the type of mushroom in the way they grow.

Conceptual Framework: Mushroom management approach is a management style that is modeled on mushroom cultivation. Although the mushrooms are in a light-receiving environment so that they can reproduce, they are grown in a dark environment so that the color of the mushrooms is white and bright and does not get gray color. Managers who have adopted the mushroom management style are based on giving ready, production-oriented information to their employees, not giving them the opportunity to question and comment, and create new techniques, keeping their employees and subordinates in the dark, waiting for them to grow after informing them as much as they need, like mushrooms¹.

The growing methods of mushrooms and the relationship between workers and supervisors in organizations and enterprises are likened to each other. The fact that employees are given instructions only about their work and not allowed to access other sources of information is like the fact that the supervisors contact the workers using only one-way communication sources, leaving the same mushrooms fertilized and left in dark environments².

As a feature, the understanding of mushroom management is a management approach that has the opposite characteristics of open book management. Open book management is a participatory management approach in which employees are informed about the operation of the organization and employees are strengthened in terms of the authority they are responsible for with the managers in solving the problems that arise. In the understanding of mushroom management, it is a more autocratic management approach with features such as privacy, communication closure, strict supervision, strict hierarchical structure³

Mushroom managers tend to be more concerned about their own careers and image⁴, so mushroom managers try to build their authority by keeping their teams in the dark. In other words, they minimize the flow of information to their teams. In most cases, this lack of information is devastating⁵. These devastating effects cause some problems, such as negative employee attitudes and low loyalty, growing employee cynicism, adverse mushroom behavior (employees acting in a similar way to management, i.e. not providing information), employees' limited ability to understand the organization or contribute to the organization⁶.

The most important factor in preventing mushroom management is the provision of information flow. Once the administrators have obtained all the data and information, they should not swallow them like black holes, but they should also be able to gather them around a common purpose by providing feedback or informing employees about the organization from time to time.

Organizational trust is not only the basic building block in all relationships of employees, but also an important element that affects the performance of employees. The concept of trust has been the subject of many different disciplines. According to the Turkish

language institution, trust is defined as a sense of faith and attachment in fear, fear and doubt (T.L.I., n.d.)⁷. In other words, depending on the relationship between people, trust is the expectation that people's behavior will benefit and not harm⁸. Trust is our expectation that it will not exhibit any negative attitudes and behaviors towards us from the people we are in contact with or from our environment in our daily lives.

According to Wodds, the common points of the definitions related to trust⁹:

- Trust arises where there is risk and uncertainty.
- Thanks to trust, things forward are sensible and expectations.
- The trusted person determines the strength and importance of trust.
- The sense of trust is present in the places where it is encountered.
- Trust reflects the result well and positively.

Although the concept of trust is a concept that is much discussed and studied by psychologists, sociologists and economists in various fields of science, the concept of organizational trust constitutes the subject of the field of organizational theory, management and organizational sciences. Organizations are living structures that have emerged as a result of industrialization for service and production purposes and are under human control. Considering this issue, trust, which is an important concept for people, has also become important for the organization¹⁰.

The main element that holds the relations together within the organization is the sense of trust, which is the main element of social capital. The proportional increase in environmental and economic changes in organizations, the increase in the need for flexibility and cooperation with each passing day, the increase in belief in team and teamwork, the change in relations with employees and career patterns have increased the importance of organizational trust¹¹. Organizational trust expresses the expectations that individuals have about behavioral networks in organizational relations. Organizational trust is the general positive expectation of individuals' organizational roles, relationships, experiences and intentions of multiple individuals based on their addictions¹². In another definition, organizational trust is the employee's trust in the organization. It is defined as the organization engaging in activities that will not be at the expense of the employee¹³.

If the level of trust in the organization is high, the following characteristics can be mentioned¹⁴:

- 1 Reliable organizational environment,
- 2 Improvement and development within the organization,
- 3 Effective cooperation within the organization,
- 4 Effective use of the intelligence and abilities of employees as a result of the development of a sense of belonging to the organization
- 5 Reduced business and operational costs as a result of employees' trust in the organization
- 6 Use of common sense as a result of the development of communication

Organizations can achieve their goals and objectives through their employees. This is only possible if employees

are committed to their organization and trust. This trust can be provided by the trust that employees with sub-dimensions of organizational trust have in the manager, the organization and each other.

The intention to leave the job is important for businesses in all sectors, sometimes within the control of organizations and sometimes outside their control, as it affects the effectiveness, efficiency and course of organizational activities. In this respect, the intention to leave the job in this direction envisages the actual departure; It comes across as an important concept that informs the behavior of termination¹⁵.

Leave of Job, resignation price: In general, it is the voluntary or reluctant departure of the employee from the organization. Resignation usually takes place following a certain process. One of the most important stages in this process is the intention to leave the job¹⁶. It has been demonstrated that the intention to leave the job leads to real quitting, but also the most effective factor in the behavior of quitting, and layoffs lead to significant costs in an organization¹⁷.

Among the negatives experienced in institutions where leave of the jobs are high; factors such as the possibility of losing the skilled workforce negatively affecting the sustainable competitive advantage, training for new recruits, recruitment costs, sadness that people who continue to work will experience due to the loss of colleagues, and concern arising from the uncertainty of the relationship with the newcomers¹⁸.

The Relationship Between Mushroom Management Concept, Organizational Trust and Intention to Leave:

When the literature was examined, there was no study of the organizational trust of employees and the intention of leaving their jobs. However, when we look at the studies on mushroom management, Geckboord and Censuswide¹⁹ (2015) conducted research in the UK on the fact that performance will increase as a result of sharing company information by all; It has been observed that 50% of employees think that sharing company information by everyone will improve the company's performance, and 90% of employees wish the company's performance to be poor rather than being left uninformed.

Kilic²⁰ (2015) according to the results obtained from field research using the method of interviewing in the field of health with narrow questions; 84% of managers apply a mushroom management style and 87% of employees have obtained data that they perceive mushroom management behaviors. Tekin and Birincioglu²¹ (2017) in their research on research assistants in universities; It obtained data that there is a partially mushroom management style in universities and that the presence of mushroom management style negatively affects the performance, motivation levels and commitment of researchers who are seen as future academicians.

Kahya and Ceylan²² (2019) in their study on the relationship between employee work performance and mushroom management; it has concluded that their functioning performance is reduced with the more intensive application of mushroom management. However, it has obtained data that there are also differences between the functioning performance of blue collar and white collar workers.

Sen²³ (2019) in his research on employees in tourism enterprises; according to the results of regression analysis applied to determine the effect of mushroom management approach on organizational commitment and mushroom management approach, there is a low level of effect among the relevant variables.

Kulekci et al.²⁴ (2020) in their study on the role played by mushroom management style in the effect of work stress on the intention to leave the job, they found that work stress has a significant effect and that mushroom management has a statistically significant effect on work stress and intention to leave.

The study conducted by Osmanoglu and Grape²⁵ (2020) found that the perception of mushroom management was moderate in their study to examine the mushroom management perception levels of their employees in Batman, Mardin, Siirt, Sirnak Youth Sports and Provincial Directorates, which serve the country's sport and allow this service to be spread throughout the country, according to age, gender, education level, working position, year of work and unit variables in which it serves. Cetin²⁶ (2021) in his study on the intermediary effect of alienating the satisfaction of the workers who experience the perception of mushroom management; It was understood that alienation in the relationship between mushroom management perception and job satisfaction had an mediator effect and explained that it reduces job satisfaction and creates dissatisfaction in those who have the perception of mushroom management.

Cetinkaya and Altintas²⁷ (2021) in their study to determine whether mushroom management has an impact on virtuous reporting and its sub-dimensions; they found that mushroom management had no effect on virtuous reporting behavior and that mushroom management positively and meaningfully affected external virtuous reporting, which is a sub-dimension of virtuous reporting, that mushroom management negatively and meaningfully affected intrinsic virtuous reporting, and that mushroom management negatively and meaningfully affected indifference.

MATERIAL AND METHOD

Purpose of Research: The purpose of this research is to determine the role of mushroom management as an mediating in the effect of organizational trust on the intention of leaving. As a result of the findings of this study, it is thought that it will contribute significantly to the knowledge in the field of sports.

Method: Quantitative research method was used in this research. The data in questionnaire were obtained by applying them face-to-face on a voluntary basis to Kayseri Erciyes Tourism Inc., Sports Events Inc., and Kayseri Sports Events Inc. employees by survey method. A random sample model was selected in the sample group. The ethics committee permission required for the execution of this study was obtained by 12826 decision dated 25/05/2021 from the Presidency of the Ethics Committee of Non-Interventional Research at Munzur University.

Universe of Research: The universe of the research is made up of 390 people working at Kayseri Erciyes Tourism Construction Sports Events Inc. and Kayseri Sports Events INC. The research was carried out during the pandemic

period when flexible working and administrative leave were intense and the main universe sample size was calculated as 194 and quantitative research method was used within the scope of 5% margin of error and 95% reliability limits. The data in questionnaire was obtained by applying face-to-face to 210 people on a voluntary basis using the survey method. The missing data was extracted and analyzed with 201 data.

Models and Hypotheses: The model and hypotheses of the research are as follows.

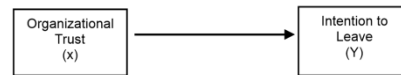


Figure 1: The Predictive Effect of Organizational Trust on Intention to Leave

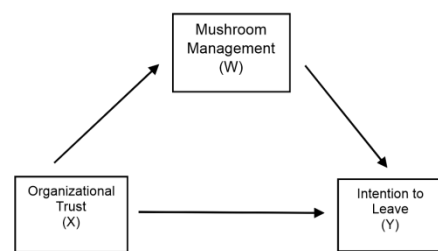


Figure 2: Mediation Effect Model

Hypotheses:

- H1:** There is a relationship between organizational trust and mushroom management.
- H2:** There is a relationship between organizational trust and intention to leave.
- H3:** There is a relationship between mushroom management and leave intention.
- H4:** Mushroom management has a mediating relationship between organizational trust and leave intention.

Data Collection: The data in questionnaire were obtained by survey method. The questionnaire was designed from a total of three sections and consisted of a total of 52 questions. The first part of the survey consists of 5 questions to determine the demographic information of the participants.

In the second part; The "Mushroom Management Scale" consisting of 19 articles and four sub-dimensions (insufficient information sharing, power loss concern, insufficient communication, lack of participatory management) developed by Birincioglu and Tekin²⁸ (2018) was used. Birincioglu and Tekin found the coefficient for mushroom management scale (α) as 0.899 in the "insufficient information sharing" factor, 0.879 in the "power loss concern" factor, 0.814 in the "lack of communication" factor and 0.836 in the "lack of professional management" factor. They found that the overall reliability coefficient of the scale was 0.903. These statements are rated on a five-way likert scale of 1: I Do Not Agree At All, 2: I Disagree, 3: Partially Agree, 4: I Agree and 5: I Totally Agree. The expressions in questions 4, 5, 9, 10, 12 and 14 on the scale are inverse expressions. When evaluating these expressions, the scores should be reversed as 1=5, 2=4,

3=3, 4=2 and 5=1. In this case, the lowest score the scale can take is 19, while the highest is 95.

In the second part of the survey, Omarov²⁹ (2009) used organizational trust scales including "Nyhan and Marlowe³⁰ (1997), Cook and Wall³¹ (1980)", Daboval, et al.³² (1994), a total of 22 articles and 3 sub-dimensions created using their scale, trust in their colleagues (5 articles) and trust in the organization (7 items). The Omarov reliability coefficient (Cronbach α) of the whole scale is 96.2%. The reliability coefficient for trusting the manager (Cronbach α) was 94.9%, the reliability coefficient for trusting colleagues (Cronbach α) was 90.6%, and the reliability coefficient for trusting the organisation itself (Cronbach α) was 87.6%. The scale was developed as a 5-likert type, and its rating is "1 strongly disagree" and "5 strongly agree".

In the third part of the survey, the "Leave Intentions Scale" was used which created by Rusbult et al.³³ (1988), Wayne et al.³⁴. (1997) and its validity and reliability were analyzed by Erdirencelebi and Ertürk³⁵ (2018). Scale uses a scale of 6 expressions and one dimension. The scale was developed as a 5-way likert type, and its rating is "1 strongly disagree" and "5 strongly agree". Reliability of the scale was calculated by Erdirencelebi & Ertürk (2018) the CronbachAlpha value of 88.5%.

Analysis of Data: The research data was made using the Process v3.5 plug-in and the Simple Mediation Model (Model 4) Hayes (2013)³⁶ using the SPSS (Statistical Package for Social Sciences) for Windows 23.0 program. In this study, the simple model of mediation was used that "X directly and also directly affects Y through M, a causal mediation variable located between X and Y, or indirectly between X and Y" Hayes, (2012)³⁷. According to Hayes (2009)³⁸, if the confidence interval for an indirect effect does not contain zero, there is a statistically significant mediation effect.

Cronbach's Alpha Coefficient, accepted for reliability analysis, is valued between 0 and 1 and is expected to be 0.70 and above³⁹. The following table contains the results of reliability analysis for scales.

Table 1: Cronbach Alpha Values of the Scales

Scales	Cronbach Alpha
Mushroom Management	0,939
Organizational Trust	0,943
Leave of Job	0,887

Cronbach's Alpha calculated for the mushroom management scale is 0.939. According to these findings, it can be said that the scale is a reliable and valid scale with 4 dimensions (19 points). Cronbach's Alpha, calculated for the organizational trust scale, is 0.943. According to these findings, it can be said that the scale is a reliable and valid scale with 3D (22 points). Cronbach's Alpha, calculated for the scale of intention to leave, is 0.887. According to these findings, it can be said that the scale is a reliable and valid one-dimensional (6-point) scale.

Normality test was performed to see if the data was distributed normally and the Skewness and Kurtosis values of the data obtained were looked at.

The normality test values of the mushroom scale were Skewness (,498) and Kurtosis (-,348), the organizational

trust scale normality test values were Skewness (,473) and Kurtosis (-,590), the leave intention scale was normality test values (Skewness (-,305) and Kurtosis (-1,326). Since the values are between -1.5 and +1.5, it is decided that the data shows normal distribution⁴⁰.

Table 2: Normality Test

	Mushroom Organization Leave to		
	Trust	Job	
N Valid			
Missing	201	201	201
Skewness	0	0	0
Std. Error Of Skewness	498	473	305
Kurtosis	172	172	172
Std. Error Of Kurtosis	348	590	1326
	341	341	341

RESULT

Demographic Findings of Employees: Demographic information of the employees for the study is shown in the table.

Table 3: Sampling information

Variables		N (85)	%
Gender	Male	181	90
	Female	20	10
Marital status	Married	114	56,7
	Single	87	43,3
Age	22-27 Years	48	23,9
	28-33 Years	66	32,8
	34-39 Years	48	23,9
	40-45 Years	30	14,9
	46-51 Years	4	2
	52 Years +	5	2,5
Service time	1-5 Years	100	49,8
	6-10 Years	83	41,3
	11-15 Years	16	8
	16-20 Years	1	0,5
	21 Years +	1	0,5
Education Status	Primary Education	27	13,4
	High school	81	40,3
	Associate Degree	39	19,4
	Undergraduate	47	23,4
	Post Graduate	7	3,5

90% of the respondents were male, 10% female, 56.7% married and 43.3% single. When we look at the age ranges; while 23.9% of respondents were between the ages of 22 and 27, 32.8% are aged 28-33, 23.9% are aged 34-49, 14.9% are in the 40-45 age range, 2% are between the ages of 46-51 and 2.5% are aged 52 and older. In terms of service time, 49.8% are in the range of 1-5 years, 41.3% are in the 6-10 years, 8% are in the 11-15 years, 0.5% are in the 16-20 years and 0.5% are in the 21-years and above service period. In terms of educational status, 13.4% were in primary education, 40.3% were in high school, 19.4% were associate degree, 23.4% were undergraduate and 3.5% were postgraduate.

When table 4 was examined, the results of the cork scale's validating factor analysis [CMIN/DF= 1,527 GFI=0.89, RMSEA=0.51, CFI=0.99, AGFI=0.86, NFI=0.97, RMR=0.53, TLI= 0.98] were determined. Validating factor analysis results of the organizational trust scale [CMIN/DF= 1,883 GFI=0.85 RMSEA=0.66, CFI=0.97, AGFI=0.81, NFI=0.94, RMR=0.96, TLI=0.96] were determined.

Validating factor analysis results of intent to leave job scale [CMIN/DF= ,932, GFI=0.98, RMSEA=0.00, CFI=1.00, AGFI=1.00, NFI=0.98, RMR=,028, TLI= 1.00]^{41,42,43,44,45}

Validating Factor Analysis

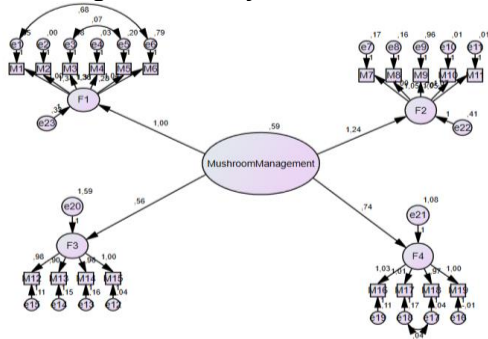


Figure 3: Mushroom Management Scale Validating Factor Analysis

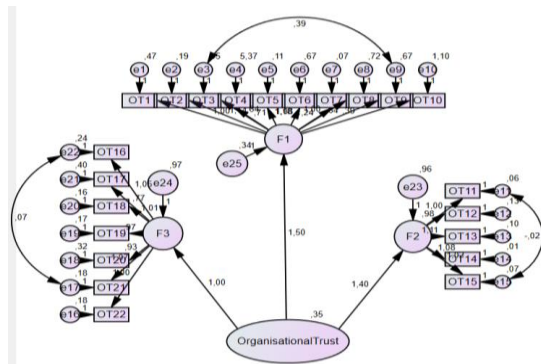


Figure 4: Organizational Trust Scale Validating Factor Analysis

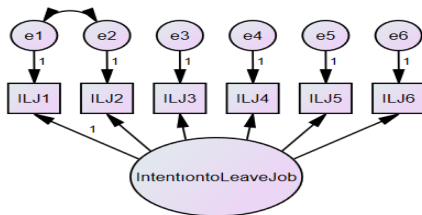


Figure 5: Organizational Trust Scale Validating Factor Analysis

Table 4: Table of Compliance Indexes of Mushroom, Organizational Trust and Intention to Leave Job Scales

Criteria	Perfect Compliance	Acceptable Compliance	Mushroom	Organizational Trust	Leave to Job
χ^2/sd	$0 \leq \chi^2/df \leq 3$	$3 \leq \chi^2/df \leq 5$	1.527	1.883	.932
RMSEA	$0 < RMSEA \leq 0,05$	$0,05 < RMSEA < 0,08$	0,51	0,66	,000
SRMR	$0,00 < SRMR < 0,05$	$0,05 < SRMR < 0,10$	0,53	0,96	0,28
GFI	$0,90 \leq GFI \leq 1,00$	$0,80 \leq GFI \leq 0,90$	0,89	0,85	0,98
AGFI	$0,90 \leq AGFI \leq 1,00$	$0,80 \leq AGFI \leq 0,90$	0,86	0,81	1,00
NFI	$0,90 < NFI \leq 1,00$	$0,80 < NFI \leq 0,90$	0,97	0,94	0,98
CFI	$0,95 < CFI < 1,00$	$0,90 < CFI < 0,95$	0,99	0,97	1,00
TLI	$0,95 \leq TLI < 1,00$	$0,80 \leq TLI < 0,95$	0,98	0,96	1,00

Table 5: Mediation Analysis Table

Variable	Model 1: MM			Model 2: OT			Model 3: IL		
	β	SE	P	β	SE	P	β	SE	P
(Constant)	22,17	3,243	,0000	34,65	1,247	,0000	33,25	1,138	,0000
Trust	46,14	,0494	,0000	-,1402	,0205	,0000	-,1695	,0174	,0000
Mushroom				-,0635	,0245	,0104			
F		87,12			54,45			95,48	
P		,0000			,0000			,0000	
R2		,3045			,3464			,3242	

Notes: MM= Mushroom management, OT= Organizational Trust IL= Intention to Leave Job

The effects of the dependent variables on the independent variable in our study are given in Table 5. In this table, three different sub-models are created in accordance with our model. Model 1 shows the effects of organizational trust on mushroom management. Accordingly, the effect of organizational trust on mushroom management is positive ($\beta = 46.14, p < 0.001$). Model 2 shows the impact of organizational trust and mushroom management on the intention to leave job. While the organizational trust negatively affects the intention to leave job ($\beta = -.1402, p < 0.001$), similarly mushroom management negatively affects intention to leave job ($\beta = -.0635, p < 0.001$). Model 3 shows the effect of organizational trust and mushroom management on the intention to leave job. It is seen that the total effect of organizational trust with mushroom management is negative ($\beta = -.1695, p < 0.001$).

All these results confirm the H1, H2, H3, H4 hypotheses.

Table 6: Table of Direct and Indirect Effects on the Role of Mushroom Management in the Effect of Organizational Trust on Intention to Leave

	Direct Effect	Effect	SE	LICI	ULCI	t	p	
Organizational Trust	Leave to Job	-,1402	,0205	-,1807	-,0998	-6,836	,0000	
	Indirect Effect							
Organizational Trust	Mushroom Management	Leave to Job	-,0293	,0114	-,0524	-,0079	-9,771	,0000
	Total Effect							
		-,1695	,0174	-,2038	-,1353			

According to the analysis results seen in Table 6; It was determined that the direct effect of organizational trust on the intention of leave was negative ($\beta = 0.1402$) and its indirect effect ($\beta = .293$) in the role of mushroom management tool was negative. The model is statistically significant ($p < 0.001$). The total effect of organizational trust on the intention to leave the job (direct effect + indirect effect) was found to be negative ($\beta = .1695$) and statistically significant ($p < 0.001$). This strongly affects or reduces the organizational trust's intention to leave, this negative effect is reduced with mushroom management.

H1, H2, H3, H4 hypotheses were accepted in the light of the findings obtained with statistical models used in the study.

DISCUSSION AND CONCLUSION

The mediation role of the mushroom management model between organizational trust and intentions of leaving the job of the personnel employed in a municipal sports facility

was investigated in this study. When we look at the studies in the field of sports discipline related to mushroom management, not much work is found. The findings and studies obtained from the data collected in order to contribute to the existing gap in the literature have been discussed and interpreted in this section.

Looking at the results of this research; it is seen that the perception of mushroom management has an intermediary role between organizational trust and the intention to leave the job. According to the research findings, it was concluded that as the individuals' organizational trust increased, the intention to leave the job decreased. Finding a meaningful positive relationship between organizational trust and intention to leave job is related to similar studies' parallels^{46,47}. Another important result of our research was observed that there was an increase in the intention to leave the job, taken together with the mediating role of mushroom management in the effect of organizational trust on the intention of leaving job. He stated that the organizational trust levels of the employees will be affected by the working time in the organization⁴⁸. The fact that the employees have been working in an institution for a long time can be shown as a reason for the high level of organizational trust.

There are also different studies that support our finding that the mushroom model in our research increases the intention to leave job. When these studies are examined; where mushroom management reduces information sharing⁵⁰, leadership, reduce openness, support, cooperation⁴⁹, reduce the performance, motivation and commitment of employees²¹, increase the intention to leave work and work stress²⁴, increase organizational cynicism⁵¹, increase deviant behavior in the organization⁵². Studies show that it reduces information sharing and increases organizational gossip⁵³. In addition, male employees are not given much opportunity to participate in management, but this model does not differ in mushroom management model perception according to the level of training of employees and position in the organization²⁵, 84% of managers apply mushroom management, and 87% of employees are subjected to mushroom management²⁰ and 58% of the participants do not communicate directly with the lower level employees of the management and², one in four out of 2,000 employees leave to job due to mushroom management¹⁹, business performance decreases when this model is applied intensively²², positive external virtuous reporting, negative internal virtuous reporting, and indifference of mushroom management negatively and significantly affects²⁷. Mar gives employees the resources they need for the job, but does not share with them the policies, incomes and risks of the business, and employees are not supported to be curious and express themselves⁵³. These results support the assumptions of the researchers in the literature.

In the literature, it includes some positive and negative situations such as other management approaches of mushroom management, which is still in its infancy. The positive aspects of mushroom management are the approach of managers to mushroom management; the level of confidentiality of the information is foreseen that it is applied in accordance with the procedures and that there is some private information belonging to the organization

and individuals as required by law, in this case it is not shared to protect the prestige and order of the organization and to prevent rumors, misinterpretations, panic and chaos. At the same time, mushroom management can also become an advantageous situation for employees, although only the performance of employees in mushroom management and the result of the work they do are looked at. If the employee is not informed, he/she cannot be expected to participate in the decisions and take on the risks that these decisions will pose, so the employees do not take the risks of the decisions taken^{55,54,58}.

As a result, it has been shown that it is related to information sharing in the understanding of mushroom management. In addition, when the studies are examined, it is seen that there are positive and negative aspects of the mushroom management model as in other management models. It is seen that more negative aspects of mushroom management are mentioned in the literature. In order to prevent these negative situations or reduce its impact, it is thought that predetermining a culture of information sharing within the organization, determining in advance what information the institution can share or what information employees need, and creating a fixed pool of information will reduce the negatives of the mushroom management model a little more. In today's world, where knowledge is power, it is expected that information stinginess will increase and create a cynicism in the institution in the future, assuming that employees can use information as an individual status-power. At the same time, it can be considered that the organization will save time and profit from the budget allocated to the recruitment process and training process of the newcomer staff by investigating and motivating the employee again while the situation of leaving the job is still in the stage of intention and without taking action. In addition, organizations that manage the information management process well may be encouraged to take the active participation, curiosity, energy and abilities of their employees to the next level. Brown ve Napier^{56,59} (2004), Birincioğlu ve Tekin²⁸ (2018) It is seen that mushroom management is especially focused on information management. Information management is a very important factor for institutions and businesses. Again, it should be known that the higher the level of uncertainty in the institution, the more gossip increases and this is assumed to cause anxiety among employees. Michelson and Mouly⁵⁷ (2004), however, by using gossip as a tool to eliminate uncertainty or to make comparisons and obtain data, since those who are outside of those who have power in the organization will feel themselves excluded; they can take some actions to turn it into a way of questioning, acquiring knowledge and having power.

In future researches, the perception of mushroom management, which has just been studied in the literature, is important for in-depth examination and understanding of the subject as a whole, as it is handled in different examples and cultures, institutions, as well as with different theories such as personality characteristics and leadership types.

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