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RESEARCH ARTICLE

The effect of mushroom management style and perceived supervisor support on employee performance: 'An application with university hospital employees'

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Abstract

Objectives: Mushroom management, which has entered the management literature using the metaphor of growing mushrooms, is a management style in which managers generally keep their power and knowledge in one centre and do not like to be questioned and criticized. This study conducted to determine the effect of the mushroom management style of administrative staff working in the healthcare sector and perceived supervisor support on job performance.

Methods: A total of 234 healthcare professionals included in the study. To achieve the purpose of the study, the 'Mushroom Management Scale', the 'Perceived Supervisor Support Scale' and the 'Job Performance Scale' were used. Multivariate linear regression analyses were performed to analyse.

Results: When the effect of mushroom management style on job performance was examined, it was found that inadequate information sharing, the anxiety of power loss, inadequate communication and lack of participatory management did not have a significant effect on job performance alone. According to the regression analysis, perceived supervisor supports have a significant effect on a job performance. This effect explains 0.045 of the total variance. The fact that employees received tangible

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support from their managers increased their performance levels positively ($t = 2.945$; $p < 0.05$). Finally, employee performance had a significant effect on perceived supervisor support. This effect explains 0.513 of the total variance.

Conclusions: As a result of this study, it was found that mushroom management style had no effect on job performance, but had a significant effect on perceived supervisor support.

KEYWORDS
healthcare management, hospital employees, job performance, mushroom management, perceived supervisor support

1 | INTRODUCTION

Supervisors' viewpoint of knowledge determines their behavioural patterns towards employees. Mushroom supervisors who consider knowledge as a kind of power (trump), prefer to work avoiding sharing knowledge with their employees and leaving them in the dark just like mushrooms. Supervisors, who believe that it is important to convey knowledge to other employees, prefer to convey knowledge and experience to their employees and to support them in every way. These two different behavioural patterns cause different effects on the performance of employees. The basis of the mushroom management style is that managers see themselves as the dominant decision maker or employees fear their own opinions. This situation prevents employees from taking an active role in the workplace. As a result, employees work in a standardized way without own contribution which is more creative and innovative. On the contrary, in perceived supervisor support, managers generally appreciate in value for employee support. In this study, the effect of mushroom management style and perceived supervisor support of employees on their performance and the effect of their supervisor support perceptions on their perception levels regarding mushroom management were generally examined, as specific to the administrative staff working in a university hospital.

1.1 | Literature review and theoretical background

1.1.1 | Mushroom management

One of the new concepts addressed in management literature, 'Mushroom Management' is named after the way of growing mushrooms. Mushroom management style which is associated with the idea that 'The secret to rapidly growing mushrooms is to keep them in the dark and fertilize them at certain intervals', is approached as 'keeping the subordinates in the dark by senior management'.[1] Mushroom management is a management style in which employees do work without knowing its purpose or reason and in some way work with their eyes shut (like the blind) for the sake of business performance.[2] Mushroom management approach is regarded as a negative management approach because it contains applications opposite of open, democratic, participatory and transparent management applications.[3] As in the abovementioned metaphor about leaving the mushrooms in the dark, supervisors avoid sharing knowledge with their employees, try to control decision-making processes, make

comments and find solutions in the name of their teams without consulting them and thus leave their employees in the dark. As a result of all these behaviours mushroom supervisors usually end up having trouble due to their bad relationships with their employees. They may hold their employees responsible for that result and demand meaningless things from them.[1] Supervisors who fear that their employees might have better or new ideas, also adopt mushroom management. Mushroom supervisors establish a unidirectional communication with their employees by obstructing their sources of information and excluding them from everything.[4] Mushroom supervisors, who avoid sharing knowledge with their employees and thus lead to formation of a knowledge asymmetry with them, contradict with today's information age in which communication skills of supervisors become more and more important every passing day.[5] Knowledge and communication are essential for the change and innovation that enterprises desire to possess. It is necessary to let knowledge circuit within an organization freely, rather than leaving it in the dark.[6]

Raven (1965) defines knowledge as one of the social power sources that superiors use for influencing and convincing their subordinates.[7] Accordingly, superiors may convince their subordinates to display behaviours expected from them and to obey their instructions, by using their own knowledge. Mushroom supervisors provide power to themselves by not fully sharing their knowledge with their employees. Instead, they share their knowledge with employees only as much as they need to do work. By this way, they expect employees to focus on their work and increase their performance.[5,8] However, this approach of supervisors will cause employees to feel temporary within the organization, develop no sense of belonging and become unproductive, just as mushrooms do not have a strong root system.[9]

Supervisors may sometimes avoid sharing knowledge with their employees, because that knowledge is of strategic importance for the enterprise and they do not want their rivals to have it. Another reason for supervisors not to share knowledge is to protect privacy of the enterprise, prevent a possible chaos and to avoid possible negative consequences of the knowledge.[3,4] However, mushroom management which negatively affects employees' confidence in their organization and their intention of leaving the organization, may also cause them to begin activities like gossiping aiming to catch up with what's going on in the organization, which may negatively affect their performance.[8] Due to all these reasons, it is thought that it is important to investigate the effect of mushroom management on employee performance.

1.1.2 | Perceived supervisor support

The concept of perceived supervisor support includes employees' relationship and interchange with supervisors, as well as non-written mutual commitments or expectations of the parties. Perceived supervisor support is a multidimensional concept comprising the fulfilment of employees' tangible and intangible expectations.[10] Perceived supervisor support is about how employees perceive supervisors' appreciation of their own contribution and the importance supervisors attach to their well-being.[11] In contradistinction to mushroom management style, perceived supervisor support supports the opinion about social changes in working life and strong commitment of employees to their organization.[12] Thus, supervisor support is accepted to be a premise of organizational support. Organizational support theory is addressed as a belief developed by employees in order to meet their social and emotional needs, determine the organization's reliability in rewarding work effort of employees, and reveal to what extent the contribution and welfare of employees are regarded.[12–14] Employees who perceive that they are supported by their organization, believe that they are encouraged more, which increases the positive atmosphere in the workplace. Thus, employees may increase work performance by committing to the organization more effectively.[15] However, even though employees know what to do, they may not be able to accomplish their task unless their supervisors provide them with the environment and conditions required for their works.[16] Employees who perceive that their supervisors support them, have an increased performance, job satisfaction and organizational commitment.[17] In organizations where perceived supervisor support is less, it is more likely to encounter factors

such as burnout syndrome, job stress and intention of quitting the job, which may have negative effects on labour force of the organization.[10]

1.1.3 | Employee performance

The term 'performance' is defined as the amount of goods or services produced in a certain time, when approached organizationally. It is defined as the level of individual efficiency and effectiveness to attain the goal and the rate of fulfilling purposes and goals, when approached individually.[18] Performance, in both organizational and individual terms, can be explained as the degree of individuals or organizations to attain their goals in any activity.[19] It is an important priority to have higher individual performance for success of organizations.[20] However, the increase of performance depends not only on knowledge, skills and efforts of employees, but also on the attempt of supervisors to provide an organizational environment which is required to increase that effort and success.[21] Due to all these reasons, it is believed that it is necessary to examine the factors affecting performance of employees in all organizations, primarily those operating in service sectors where labour is used intensely.

Studies aiming to assess employee performance started with employee attitude questionnaires, which examine employee attitudes systematically. Employee attitude indices can be directly obtained from employees. Employee performance can be also assessed via performance criteria aiming to grade job performance of employees by supervisors and colleagues.[22] Briefly, employee performance are outcomes obtained as a result of achievements in a job. Even though performance assessment is the most important factor for performance management, performance of an individual or an organization depends on all organizational policies, applications and design features of the organization. This integrative point of view is among the important determinants supporting high-level employee performance.[23] When assessing all these information, there are various studies in the literature examining employee performance and perceived supervisor support; however, there is a limited number of studies examining mushroom management style. In the area of health, there is a limited number of studies examining mushroom management style, either.

Although mushroom management is a new concept, it has an increasing importance in management sciences. In addition, the attitude of senior management towards subordinates in specific and matrix organizational structures such as healthcare institutions affect employee performance. Basically, the managers share limited information with their employees at the decision-making point. But the sharing of data and information is important for both sides. Information sharing becomes more important especially for hospitals where patients can be considered as projects. For example, professionals from many different specialities work together in a surgery. Symbiotic relations are there all health care services process. Therefore, it is thought that examining the mushroom management style in terms of health management will contribute to the literature. Thus, this study was conducted for a specific research target to determine the effect of mushroom management style and perceived supervisor support of administrative staff working in the healthcare sector on employee performance. Another aim of this study is to examine the effect of perceived supervisor support on mushroom management.

2 | METHODS

The purpose of this study was to examine the effect of mushroom management style and perceived supervisor support on performance of healthcare professionals. Necessary ethical approval about eliminating all ethical inconveniences to conduct the study and permission from the university hospital administration about applying the questionnaire study to the administrative staff were obtained. In this study in which the data were collected via the face-to-face survey in a university hospital between 1 May 2019 and 1 July 2019, the administrative staff who were given permission by the hospital administration for the survey and had at least one senior supervisor, were

included ($n = 349$). During the data collection process, the sample was not selected, and it was tried to reach all of the administrative staff that constituted the research population. There were total 349 administrative staff. We tried to reach all of them. The usable of the questionnaire form is 234. 67.04% of the population was found satisfied.

A questionnaire was used as data collection tool. The form includes four sections. The first section involves demographic questions for participants. In the second section, the questionnaire used the Mushroom Management Scale (MMS) developed by Birincioglu and Tekin (2018) is used.[8] Those who developed the scale performed its validity analysis. In order to determine the validity of the scale, Explanatory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed in the same study. The dimensions of the scale were determined with EFA. The eigenvalue and variance explanation rates are examined. There were four factors with eigenvalue is more than one (explained variance ratio; 67.23%). The fit values were achieved with the CFA results for the MMS (GFI; 0.90, CFI; 0.95, RMSEA; 0.05, RMR; 0.04). The scale includes a total of 19 items and four subscales. Six items in the scale (Items 1–6) are related to inadequate information sharing (IIS) subscale, five items (Items 7–11) are related to anxiety of power loss subscale, four items (Items 12–15) are related to inadequate communication (PC) subscale and four items (Items 16–19) are related to lack of participatory management subscale. The third section of the questionnaire form involved the Perceived Supervisor Support (PSS) scale which was developed by Goktepe (2016) and whose validity study was conducted.[24] The scale includes seven items and two subscales. Accordingly, four items in the scale (Items 1–4) belong to tangible support (TS) subscale and three items (Items 5–7) belong to intangible support (IS) subscale. In the final section of the questionnaire, the five-point Likert-type 'Performance Scale' with seven-item 'employee performance' dimension which was developed by Erdogan (2011) using the scales developed by Kirkman and Rosen (1999); Fuentes, Saez and Montes (2004) and Rahman and Bullock (2004) were used to measure employee performance.[25–28] Col (2008) translated the scale.[29] The statements that the participants gave to the scale questions were averaged. Thus, the scoring ranges from one to five. The Statistical Package for Social Sciences for Windows 20.0 program was used to analyse the data acquired from the study. First, frequencies and percentages were given according to individual and demographic characteristics of the employees who took part in the study. Then, descriptive results regarding mushroom management, perceived supervisor support and working performance levels of the participants and subscales were given. Then Saphiro Wilk Test is used to see if the data are normally distributed. According to the test results, the data of all variables are normally distributed ($W = 0.117$, $p > 0.05$). Finally, there were the results of the multiple linear regression analysis performed to measure the perceptions of employees about mushroom management level and the effect of perceived supervisor support on their job performance and the results of regression analysis performed to the effect of perceived supervisor support of healthcare professionals on their perceptions about mushroom management. The hypotheses of the study are as follows (Figure 1);

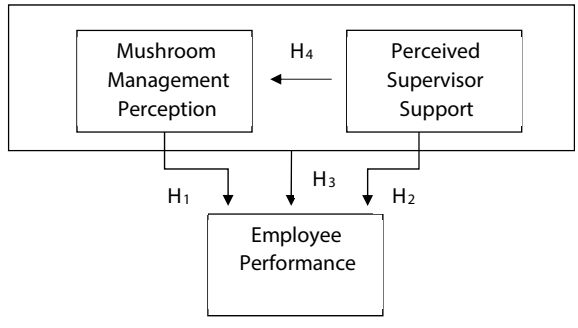


FIGURE 1 Model of the study

Hypothesis 1 *Perceptions of healthcare professionals about mushroom management affect their performance levels.*

Hypothesis 2 *Perceived supervisor support of healthcare professionals affects their performance levels.*

Hypothesis 3 *Perceptions of healthcare professionals about mushroom management and supervisor support affect their performance levels.*

Hypothesis 4 *Perceived supervisor support of healthcare professionals affects their perception levels about mushroom management.*

3 | RESULTS

This section of the study includes the results concerning the study. In this context, the section primarily gave place to the Cronbach's Alpha values concerning the reliability of measurements and then demographic data of the healthcare professionals who participated in the study. Finally, the section examined the results of the regression analysis in which the hypotheses were tested.

Table 1 shows the Cronbach's Alpha values obtained as a result of analyses conducted for the reliability of measurement tools used within the scope of the study. The Alpha values were interpreted using the intervals to which Alpar (2014) referred.[30] Accordingly, the Cronbach's Alpha value is accepted to be highly reliable at 0.80 and above and greatly reliable at 0.60–0.80. In this case, the mushroom management (0.893) and perceived supervisor support (0.938) scales are accepted to be highly reliable, while the employee performance scale is accepted to be greatly reliable.

Table 2 shows descriptive findings concerning a total of 234 healthcare professionals included in the study. According to the table, 58.5% ($n = 137$) of the participants were aged 35 years and younger; whereas, 41.5% ($n = 97$) were over 35 years old. When examining their gender, 74.4% ($n = 174$) of them were female and 25.6% ($n = 60$) were male. While 76.5% ($n = 179$) of the professionals were married, 23.5% ($n = 55$) were single. 20.9% ($n = 49$) of the participants were high school graduate, 30.8% ($n = 72$) had associate's degree, 40.2% ($n = 94$) had bachelor's degree and 8.1% ($n = 19$) had postgraduate degree. Questions about the participants' duration of working were assessed on the basis of the employees who gave answers. Accordingly, while 67.9% ($n = 159$) of the participants had a working duration of ten years and below, 32.1% ($n = 75$) had a working duration of above ten years. 61.5% ($n = 144$) of the participants were working in the healthcare sector for ten years and below; on the other hand, 38.5% ($n = 90$) were working in the healthcare sector for above ten years. Duration of working in the organization was ten years and below in 48.3% ($n = 113$) of the participants and above ten years in 51.7% ($n = 121$). Duration of working with the supervisor was 5 years and below in 35.9% ($n = 84$) of the participants and above 5 years in 47% ($n = 110$). Finally, when examining their level of income, it was observed that a large part of the employees (62.4%; $n = 146$) had a monthly income of 2001–3000 TL.

Table 3 shows results of the multiple linear regression analysis aiming to assess the effect of mushroom management on employee performance. Accordingly, the regression model was significant ($F = 3.738$, $p < 0.05$).

TABLE 1 The cronbach's alpha values concerning the reliability of the data collection tool

Dimensions	Item number	The Cronbach's alpha coefficient
Mushroom management	19	0.893
Perceived supervisor support	7	0.938
Employee performance	7	0.789

TABLE 2 Descriptive characteristics of the healthcare professionals participating in the study

Variables	Groups	Number	%
Age	≤35	137	58.5
	≥36	97	41.5
Gender	Female	174	74.4
	Male	60	25.6
Marital status	Married	179	76.5
	Single	55	23.5
Educational background	High school	49	20.9
	Associate degree	72	30.8
	Bachelor's degree	94	40.2
	Postgraduate degree	19	8.1
Total duration of working	≤10	159	67.9
	≥11	75	32.1
Total duration of working in the healthcare sector	≤10	144	61.5
	≥11	90	38.5
Duration of working in the organization	≤10	113	48.3
	≥11	121	51.7
Duration of working with the supervisor	≤5	84	35.9
	≥6	110	47.0
Level of income	0–2000	25	10.7
	2001–3000	146	62.4
	3001–4000	25	10.7
	4001–5000	32	13.7
	5001+	6	2.6

When examining on the basis of subscales, it was determined that the subscales had no significant effect on employee performance alone ($p > 0.05$). Hypothesis 1 was rejected.

Table 4 shows the results of the regression analysis performed to reveal the effect of the perceived supervisor support subscales on employee performance. According to the results, the estimations established in line with the regression model showed that this model was significant and applicable ($F = 5.417$; $p < 0.05$). Perceived supervisor support, along with the subscales, accounted for 0.045% of the total variance in employee performance levels. When examining the results of the *t*-test concerning the significance of regression coefficient in the regression model, it was observed that TS, being one of the subscales, had a positive and significant effect on employee performance. TS, employees received from their supervisors, increased their performance levels positively ($t = 2.945$; $p < 0.05$). Thus, the Hypothesis 2 was accepted.

Table 5 shows results of the analysis examining the effect of mushroom management and perceived supervisor support on employee performance. Accordingly, it was observed that the regression model was significant ($F = 3.558$, $p < 0.05$). In other words, mushroom management and perceived supervisor support of the employees had a significant effect on employee performance. Coefficient of explainability of the model was (R^2) 0.086. When examining the results of the *t*-test concerning the significance of regression coefficient in the regression model,

TABLE 3 Results of the regression analysis aiming to measure the effect of mushroom management on employee performance

Variable	B	Standard error	Standardized β	95% confidence limits		T	p	VIF
				Lower limit	Upper limit			
Constant	4.545	0.196	-	4.158	4.931	23.153	0.000	-
Inadequate information sharing	0.001	0.072	0.001	−0.141	0.143	0.011	0.991	2.037
Anxiety of power loss	−0.109	0.072	−0.165	−0.252	0.034	−1.503	0.134	2.941
Inadequate communication	−0.022	0.077	−0.024	−0.175	0.130	−0.289	0.773	1.730
Lack of participatory management	−0.051	0.055	−0.085	−0.160	0.058	−0.920	0.359	2.074
R = 0.248 Durbin Watson = 1.975								
R^2 = 0.061 F = 3.738 p = 0.006								

TABLE 4 Results of the regression analysis aiming to measure the effect of perceived supervisor support on employee performance

Variable	B	Standard error	Standardized β	95% confidence limits		T	p	VIF
				Lower limit	Upper limit			
Constant	3.682	0.123		3.440	3.923	30.033	0.000	
Tangible support	0.181	0.062	0.310	0.060	0.302	2.945	0.004	2.682
Intangible support	−0.084	0.058	−0.151	−0.199	0.031	−1.434	0.153	2.682
R = 0.212 Durbin Watson = 1.927								
R^2 = 0.045 F = 5.417 p = 0.005								

it was observed that the mushroom management subscales had a negative effect on performance. However, the subscales had no significant effect on the model ($p > 0.05$). Intangible support subscale of the perceived supervisor support scale had a significant effect on the model ($p < 0.05$). While tangible support had a positive effect on performance, intangible support had a negative effect. Thus, the Hypothesis 3 was accepted.

Table 6 shows results of the regression analysis aiming to measure the effect of perceived supervisor support on mushroom management perceptions of employees. According to these analysis results; perceived supervisor support levels of employees in general had a significant effect on their mushroom management perceptions ($p < 0.05$). It accounted for 51.3% of the total variance. Accordingly, the healthcare professionals within the scope of the study had negative supervisor support. In other words one-unit decrease in perceived supervisor support reduced mushroom management ($t = -15.619$; $p < 0.05$). Thus, the Hypothesis 4 was accepted.

4 | DISCUSSION

This study investigated the effect of mushroom management style and perceived supervisor support on employee performance and the effect of perceived supervisor support on mushroom management style, via an application performed with administrative staff working in a university hospital.

TABLE 5 Results of the regression analysis aiming to measure the combined effect of mushroom management and perceived supervisor support on employee performance

Variable	B	Standard error	Standardized β	95% confidence limits		t	p	VIF
				Lower limit	Upper limit			
Constant	4.737	0.403	-	-	-	11.746	0.000	-
Inadequate information sharing	−0.019	0.075	−0.024	−0.166	0.128	−0.251	0.802	2.225
Anxiety of power loss	-0.124	0.078	−0.187	−0.278	0.031	−1.581	0.115	3.473
Inadequate communication	−0.055	0.079	−0.060	−0.211	0.101	−0.696	0.487	1.846
Lack of participatory management	−0.037	0.055	−0.062	−0.146	0.072	−0.670	0.503	2.118
Tangible support	0.121	0.064	0.208	−0.005	0.247	1.895	0.059	2.981
Intangible support	−0.151	0.063	−0.273	−0.276	−0.027	−2.395	0.017	3.222
$R = 0.293$	Durbin Watson = 1.972							
$R^2 = 0.086$	$F = 3.558$	$p = 0.002$						

TABLE 6 Results of the regression analysis aiming to measure the effect of perceived supervisor support on mushroom management perception

Variable	B	Standard error	Standardized β	95% Confidence Limits		t	p	VIF
				Lower limit	Upper limit			
Constant	4.452	0.100	-	4.254	4.649	44.479	0.000	-
Perceived supervisor support	−0.504	0.032	−0.716	−0.568	−0.440	−15.619	0.000	1.000
$R = 0.716$ Durbin Watson = 1.827								
$R^2 = 0.513$ $F = 243.939$ $p = 0.000$								

The study examined the effect of mushroom management on employee performance and concluded that inadequate information sharing, anxiety of power loss, inadequate communication and lack of participatory management dimensions did not create a significant effect on employee performance alone. When reviewing the international literature on mushroom management perception; we have encountered no study. On the other hand, there are several studies conducted in the health sector in the national literature.[3,4,9] Among these studies, the study by Kilic (2015) aimed to examine mushroom management style of a group of superior supervisors and employees working in the health sector. In this context, the interviews revealed that 84% of the supervisors used mushroom management style and 87% of the subordinates perceived these management behaviours.[4] In another study conducted by Kilic and Olgun (2017) with 200 employees in a private healthcare organization, 58% of the participants stated that supervisors would neither contact with subordinates directly, nor share certain information about the organization with them.[3] In the study conducted by Orgev and Sahinli (2018) with 253 individuals working in moderate and lower degrees in a public hospital and a private hospital in Istanbul, it was found that

based on perception of the subordinates, there was a mushroom management perception of 65%.[9] Common ground of all these studies is that they examine mushroom management style of the personnel and supervisors working in an organization in the health sector. The studies have revealed that this perception of supervisors who think that they apply mushroom management style, is not the same for employees. This explains the reason behind why there was no effect of mushroom management on employee performance in this study. This is because supervisors who apply mushroom management style do not intend to keep their power and knowledge in only one centre and be questioned by employees. Additionally only a very small part of employees are aware of their work in the organization and the organizational performance.[5] In the study conducted by Kulekci et al (2020) on healthcare professionals, Kulekci et al (2020) determined that mushroom management perception had a negative effect on job stress and intention of quitting the job.[31]

Another important result acquired within the scope of this study was that TS, one of the subscales of perceived supervisor support, had a positive and significant effect on employee performance. Accordingly, TS healthcare professionals receive from their supervisors, increases performance levels of employees positively. The changes in business world have also changed expectations of employees from their supervisors regarding support. Employees have TS expectations from their supervisors in some matters such as appreciating their performance, being proud of them, supporting their career goals, establishing their working hours and providing a flexible working opportunity and promotion.[10] Since positively perceived support in working life will create a sense of 'moral task' within the organization, employees who think that they are supported by their organization will give feedback and increase the performance of the organization.[32] This explains the finding acquired in the study, suggesting that tangible support employees received from healthcare supervisors affected their performance positively. Various studies also support this result. Neves and Eisenberg (2012), Rhoades and Eisenberger (2002), Moorman Blakely and Niehoff (1998) and Shore and Wayne (1993) have reported that there is a significant and meta-analytic correlation between perceived organizational support and performance.[14,33–35] Furthermore, according to the results of the studies examining the combined effect of perceived supervisor support and mushroom management style on employee performance, mushroom management style had a negative effect on employee performance. When assessing on the basis of dimensions; it was determined that anxiety of power loss reduced employee performance. In terms of perceived supervisor support, tangible support had a positive effect on performance and intangible support had a negative effect. In performance assessment process, the power of supervisors may affect employees. Negative effects of an authoritarian management style are an issue accepted by everyone. Thus, it is recommended that employee performance be enhanced by encourage to make their work meaningful.[36] In the study conducted by Ozdemir et al (2019) on education sector employees, they stated that leader support had a significant effect on employee performance.[37] In their study examining the effect of perceived supervisor support on employee performance, Tozkoparan and Tenteriz (2019) determined that in contradistinction to the results of this study, perceived supervisor support had no effect on employee performance.[38]

5 | CONCLUSIONS

As a consequence, the study indicated that mushroom management style had no effect on employee performance. Thus considering the positive effect of supervisor support, it was thought that displaying friendly attitudes toward employees, taking their opinions into consideration and minding employee values strongly enhanced the value and welfare in the organization and affected employee performance positively. Therefore, it is important to develop a management style encouraging health supervisors to take part in certain decisions that increase supervisor support and employee tasks and responsibilities, instead of applying mushroom management style. Therefore, it is recommended that health supervisors should support such applications. The findings of this cross-sectional study are limited to the target sample. The study was carried out in a university hospital, and the fact that public and

privately owned hospitals were not included in the study constitutes another limitation. Next studies may consist of larger population and other health professionals like doctor, nurse and technicians. Conducting various future studies examining other possible variables and conditions of mushroom management style would make contribution to the related literature and is extremely valuable because it supports relevant studies. In addition, mushroom management perception and perceived supervisor support are the subjects approaching management styles applied in organizations. Particularly in health sector, taking the opinions of the employees and support are important for the management functions of planning, service delivery, human resource management, hospital accreditation process, communication and secure information sharing. It can be recommended for future studies to focus on developing such administrative study subjects even further and approaching organizational management policies. Apart from this, there are several factors affecting employee performance. It can be asserted that it would be more useful for future studies to examine employee performance by taking more factors into the study. In addition, it is thought that conducting studies which reveal the relationship between mushroom management style and other organizational behaviour issues other than perceived manager support and employee performance will be beneficial.

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CONFLICT OF INTERESTS

Authors declare that they have no competing interests.

ETHICAL STATEMENT

The written consent was obtained and information about the study was provided to the participants prior to the data collection. The manuscript has been read and approved by all researchers. All authors have contributed to the study in accordance with the guides of the Council of Science Editors (CSE) and the International Committee of Medical Journal Editors (ICMJE). Ethical approval for the research was received from the University of Pamukkale Ethics Board.

AUTHOR CONTRIBUTIONS

The overall process evaluation in which this study is embedded was conceived by Gamze Yorgancioglu Tarcan, Gülsün Erigüç, Nazan Kartal, Gülsüm Şeyma Koca and Ayça Karahan. Gülsün Erigüç and Gamze Yorgancioglu Tarcan supervised the data collection. Gülsün Erigüç conceived the analytical strategy. The analysis was carried out by Nazan Kartal. All authors provided input into the final interpretation of results. Gülsüm Şeyma Koca and Ayça Karahan drafted the manuscript. All authors provided input into and approved the final manuscript.

DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request. The dataset hasn't been used in any research or published article.

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