

**Araştırma Makalesi / Research Article**

**MANAGERIAL PROXEMIA IN THE PUBLIC INSTITUTIONS AND  
ITS IMPACT ON THE PUBLIC PERSONNEL' MOTIVATION**

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**ABSTRACT**

Interaction with subordinates being one of the most important part of the administration activity is a matter that has to be handled carefully for administrators who wish to indicate that they keep the managerial performance and efficiency high. If the administrator does not establish and continue an interaction that operates as trouble-free between himself and his subordinates, he may be subject to major managerial issues.

Especially as for public institutions, there are many differing factors that shape the behaviour of the administrators associated with interaction including the management mentality that is adopted by the administrator, his character and experience; the service that is provided by the institution, the quality and number of the subordinates, the corporate culture, the informal groups and the political impacts. These factors shape the task-based relationship with his subordinates personally with all the other managerial practices apart from interaction in mind and position his subordinates at differing conceptual "managerial distances" according to him depending on his will or as a requirement of the circumstances. In consequence, the administrator can be personally safe, carry on with the administration as trouble-free and can act "as special to the situation and person."

This study, which has been prepared with the purpose of concept development, tries to reveal the quality and causality of the given managerial distances within the context of public institutions. To this end, the impacts of the concept of managerial proxemics" which was developed as an effort to eliminate the conceptual gap in the field literature on the work motivation of the civil servants were examined. In order to examine the hypothesis relating to the fact that there is a linear and strong relationship between the position of the managerial proxemics field being perceived and the task motivation, a

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research was conducted using the method of face to face survey on the personnel members of public institutions that operate in different service areas as part of the central and local administration. As a result of the research, the conclusion derived was that the managerial proxemics fields which were perceived by the personnel as present had a direct and strong impact on the task motivation.

**Keywords:** Public Personnel, Managerial Proxemics, Motivation.

## **KAMU KURUMLARINDA YÖNETSEL PROKSEMİ VE PERSONELİN MOTİVASYONUNA ETKİSİ**

### **öz**

*Yönetim faaliyetinin en önemli unsurlarından birisi olan astlar ile iletişim, yönetsel performansını ve etkinliğini yüksek tutmak isteyen göstermek isteyen yöneticiler için üzerinde dikkatle durulması gereken bir konudur. Yönetici, kendisi ile astları arasında sorunsuz işleyen bir iletişim oluşturmak ve sürdürmez ise büyük yönetsel sorunlar yaşayabilir.*

*Özellikle kamu kurumları söz konusu olduğunda, yöneticilerin iletişime yönelik davranışlarını şekillendiren; yöneticinin benimsediği yönetim anlayışı, karakteri ve tecrübesi; kurumda sunulan hizmet, astların niteliği ve sayısı, kurum kültürü, informal gruplar, siyasi etkiler gibi farklı birçok etken söz konusudur. Bu etkenler, iletişimin yanı sıra tüm diğer yönetsel uygulamalar bakımından astları ile olan görevsel ilişkisini kişi özelinde şekillendirmekte ve astlarını, kendi isteği veya durum gereği olarak kendisine göre farklı kavramsal “yönetsel mesafelerde” konumlandırmaktadır. Yönetici bu sayede kişisel olarak güvende olma, yönetimini rahat sürdürme ve “duruma ve kişiye özel” davranabilmektedir.*

*Kavram geliştirme amaçlı hazırlanan bu çalışma, söz konusu yönetsel mesafelerin niteliğini ve nedenselliğini kamu kurumları bağlamında ortaya koymaya çalışmaktadır. Bu amaçla, alan yazınındaki konu ile ilgili kavramsal boşluğu gidermeye yönelik bir gayret olarak geliştirilen “yönetsel proksemi” kavramının, kamu personelinin çalışma motivasyonuna etkileri incelenmiştir. Algılanan yönetsel proksemik alan konumu ile görev motivasyonu arasındaki doğrusal ve güçlü bir ilişkinin olduğu hipotezini incelemek amacıyla merkezi ve yerel yönetim kapsamında farklı hizmet alanlarında faaliyet gösteren kamu kurumları personeli üzerinde yüz yüze anket yöntemi kullanılarak alan araştırması*

*yürütülmüştür. Araştırma sonucunda personelin bulunduğu yönetsel proksemik alanların, görev motivasyonu üzerinde doğrudan ve güçlü bir etkisinin olduğu sonucuna ulaşılmıştır.*

**Anahtar Kelimeler:** Kamu Personeli, Yönetsel Proksemi, Motivasyon.

## INTRODUCTION

One of the common topics of the studies that are conducted around the concept of leadership is the communication between the leader and his subordinates and the quality of it. Different leadership approaches, particularly situational leadership approach theories bring about different interpretations and suggestions relating to the particulars and significance of the given communication. However, no approach rejects the existence of such communication because the dual (managing party and managed party) of the managerial activity necessitates the existence of such communication.

On the other hand, the theory that is called the Leader-Member Exchange Theory and that was developed by George Graen is the study, which emphasizes the communication relationship between the leader and his subordinates most and which centralizes the given relationship as well. The theory suggests that it is the condition of "closeness" of his subordinates that determines the level and quality of their communication (Anderson, 2001: 88). As based on this, the leader categorizes his subordinates into two in the form of "those who are within the group" and "those who are outside the group" and performs the managerial and personal communication with the part of his subordinates which he determined as those within the group as more well-quality, continuous and close if compared with those who are outside the group.

The studies and the observations that were conducted may be verifying this dual distinction of the theory (Graen and Scandura, 1987; Graen and Uhl-Bien, 1995; Liden and Maslyn, 1998; Anderson, 2001; Lambe et al., 2001; Bolat et al., 2009 ...) but if handled as related to the public institutions which include many differing effectors and leaders managerially, it is considered that the given distinction remains inadequate. As the relationship of the managers with their subordinates does not solely remain limited to hierarchy and cannot be explained as such, it is considered worth holding an examination on this matter.



The concept of “managerial proxemics” which intersects the Leader-Member Exchange Theory with the Proxemics Field Theory which is a communication theory and which suggests that the condition of physical closeness determines the character of communication by being inspired from it was developed as an effort to eliminate this negativity of categorical inadequacy.

The survey which was prepared to determine the reflections of the concept in practice and the level of relationship between “the task motivation of staff members” that is considered to have an impact due to its connection with the mode of management was applied on the staff members who work in public institutions conducting different public services which are selected as a sample within the central and local administration in Turkey, using face to face interviewing technique. As a result of the statistical evaluation of the data that were obtained, it became evident that there is a linear and strong relationship between the managerial proxemics position which the personnel perceive to be present and the task motivation which they sense as possessed.

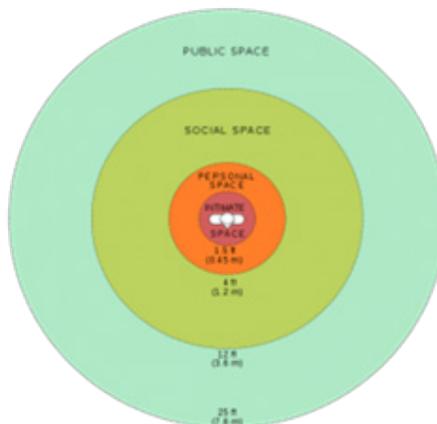
## **1. CONCEPT OF PROXEMICS**

The concept of “proxemics” whose translation was considered as “yakınlık” in Turkish as a possibility, was first used in the article titled “A System For The Notation Of Proxemic Behavior” written in 1963 by Edward T. Hall as an anthropologist and in his book titled “The Hidden Dimension” that was written in 1966 as more clearly (Griffin, 2011: 85; Hall, 1966). Hall who emphasized the importance of effectiveness of spatial distances in communication, states that all living beings form an area of communication where they are at the center “in line with their own needs” and “by being aware or not”. The living beings shape their communication relationships with other creatures meaning that the physiological and emotional reactions to them according to the condition of the spatial distance to them remaining within the given area (Hall, 1966: 18).

The concept of space which is defined as the area that is covered in space physically and the position at which you are present at the same time bears significance as a unit of comparison which affects the relationships of living beings directly and indirectly (Watson, 1970: 22). According to Persson, the manner the living beings establish a physical communication with the world as based on proxemic mentality is spatial. Human beings, like all living beings, divide

the environment with which they are surrounded into divisions, draw specific distances and borders according to their needs and determine the permeability level of such borders within the framework of the conditions in which they are present together with their characters. As a city occupies an area with borders within a map; a house within a city, the rooms within a house, the individual too occupies an area with borders within the room. In other words, the borders being definite physically are reshaped individually according to the physical borders spatially depending on the character and conditions. As such borders that were determined are crossed for any reason, the body gives emotional (fear, sorrow, surprise, excitement, happiness etc.) and physical reactions in connection with it (Persson, 2003: 105).

Hall, as a conclusion of his studies, suggested that human beings establish fields with reactional differences for which they drew borders with differing effectors and determinants (cultural, social status, sex etc.) around them and they position other human beings surrounding them in the given divisions and put forward "proxemics field theory". As based on this, the spatial fields of human beings are defined taking into account the relevant distance to them; intimate (private) field (50 centimeters), personal field (50-150 centimeters), social field (150-350 centimeters) and public field (exceeding 350 centimeters) (Hall, 1966: 45). Human beings position other human beings according to the given distance fields taking into account the degree of interest, trust and sincerity and determine the distances at which they can approach them without feeling discomfort.



**Figure 1: Proxemics Fields of a Human Being (Hall, 1966 :85)**



The studies that are conducted on Proxemics Field Theory reveal the diversity of the factors that determine the field distances at first. Watson and Graves (1966); Aiello and Aiello (1974); Barnard and Bell (1982); Remland and Jones (1995); Madden (1999); Naidoo (2000); Beaulieu (2004); Çelik (2005); Forston and Larson (2006); Sert (2006); Tiljander (2007); Brown (2007); Gershaw (2008) ve Aliakbari et al. (2011) established in their studies that the distances of proxemics field were differentiated by culture, sex, race, degree of affinity, geographical position, demographical density, social status, character, physical appearance and managerial position. Besides, Persson, being from among the given researchers, giving the example that people who do not know one another closely in a crowded elevator look to the front and abstain from eye contact from which it can be concluded that if the proxemic distance is surpassed not only physically but even with “a look”, human beings feel discomfort (Persson, 2003).

It will not be incorrect to state that proxemics according to which the spatial distances have a social and psychological function possesses a highly determining position in the communication of human beings apart from all living beings (Türkgeldi, 2016: 98) and the proxemics field theory is considerably a significant tool for the interpretation of the social relationships.

In our study, how the proxemic perception will reflect on the managerial relationships has been tried to be examined. As it has been assessed that it will not be meaningful for this purpose, the metrical measurement values belonging to the proxemics field will not be focused on. Proxemics will be tried to get interpreted managerially as it resembles to the fields of communication which are formed by the manager and then position his subordinates by interpreting it from close to farther and will be tried to get explained with the concept of “managerial proxemics”.

## **2. CONCEPT OF MANAGERIAL PROXEMICS**

The reputable antiquity historian Herodotus tells about the Persian civilization in its History as below: “The most respectable neighbor of them is the closest one to them in comparison to the other civilizations. Then it continues as the one coming after the first being the closest and so on, as they grow away their worth reduces; the one which is valued least are the nations which are farthest to

them because they deem themselves more noble in every respect in comparison to the other nations; others may gain virtue to the degree of their relationship with themselves, those who remain farthest are at the back." (Herodotus, the 1st volume: 134). This statement which extends to our time from the 5<sup>th</sup> century B.C. reveals the relational meaning of the concept of proxemics pretty explicitly. If we should define this situation individually, a person keeps whom he cares most at the closest point; whereas, whom he cares least at the farthest point.

If this case is handled as related to the managerial relationships, it may be stated that the manager positions his subordinates according to the degree of importance he places on them. The proxemic behavior of managers has become the topic of many researches. However, these are the type of researches that concerns many different elements and mostly, that are based on metrical measurements among the studies that are conducted on the effectors that determine the causes of the proxemic behaviour and the borders of the proxemics field. Dinçer has established that the social and managerial position expands the borders of the proxemics field and defines this fact as the power distance (Dinçer, 2004). Hudson has established that those with legal and social authority ask for a higher proxemics field in comparison to those who are less powerful (Hudson, 1980: 123). Leffler has established that a person who has a higher status managerially asks for a higher proxemics field in comparison to those who are less powerful (Leffler et. al., 1982); likewise, Jiaoqian has stated that individuals with lower status are eager to accept the proxemics fields which are determined for them by individuals with higher individuals (Jiaoqian, 2004). It has been established that Nova and Gershaw are conducting studies showing that there is a linear relationship between status and proxemics field (Nova, 2005; Gershaw, 2008).

However, the concept which is defined as managerial proxemics is personal, based on character and related to behavioral distances that is based on various reasons and that could be determined on formal or informal hierarchy rather than the numerical expression of the distance of the top-bottom relationships. From this perspective, the concept is closely related to the theory that was developed by George Graen and his colleagues in the year 1982 and that is defined as the Leader-Member Exchange (LMX).



Graen and his colleagues have based their theories upon the assumption that their leaders do not behave the entirety of their subordinates in the same way and therefore the relationship between the leader and his subordinates has to be examined separately for every single subordinate (Anderson, 2001: 88). As based on this theory, the relationships between the leader and members are established and continue with different degrees and qualities (Graen and Uhl-Bien, 1995: 239). While the leader establishes a formal or negative type of relationship with some of his subordinates, he is in a more positive and open relationship with the others (Lunenburg, 2010: 1).

The bidirectional relationship, which is stated to exist between the leader and the member as a part of the theory, is shaped when some members are accepted into the borders of an invisible group that is established by the leader; on the other hand, some of them are left outside. The leader trusts those remaining within the group to a higher degree, behaves friendly to them, they draw a great deal of interest from him and provide special interests if compared with the others. On the other hand, the leader spares less time for the members remaining out of the group and frequently maintains a formal-authoritarian way of relationship with them (Anderson, 2001: 88).

In this sense, the theory is based on determination of the relationship between the leader and his employees by way of classification in the form of within the group or out of the group. Moreover, no rules apply for whom will be chosen for the group and how it will be done. But, in general, the leader accepts the members for the group because they possess some personal particulars conflicting with his own personality (age, sex, world view), common history, joint interests or the degree of contribution they are making to the job (Sparrowe and Liden, 1997: 522; Lambe et al., 2001; Bolat et al., 2009: 219). Additionally, this theory suggests that those who are accepted into the group show higher performance than those remaining out of the group and as a result, obtain a higher job satisfaction (Graen and Scandura, 1987: 179). It may be stated that the theory is in a different position among other leadership theories since it has used the concept of bidirectional relationship between the leader and his subordinates and it emphasizes the significance of communication.

The Role and Social Exchange theories form the theoretical basis of the Leader-Member Exchange Theory (Liden et. al, 1997: 48; Scandura, 1999: 29). Within the scope of the role theory, the members who establish an organization conduct their tasks in line with the roles which they have adopted. Therefore, correct analysis of the given roles, defining them accurately and monitoring their development is highly significant for determining the impacts of the individuals on functioning of the organization (Dienesch and Liden, 1986: 618). If the managerial reflection of the approach of the Role Theory is to be assessed, it could be stated that the leaders assign various tasks and pay heed to their adaptation to such tasks, their degree of reliability in fulfilling them and their ability to take initiatives together with information sharing relating to the task. The degree of the given abilities has a direct impact on the type and density of the leader-member exchange relationship (Graen et al. 1987: 175; Liden and Maslyn, 1998: 45).

Graen has divided the managerial application phases of the role theory into "assigning a role", "fulfillment of the role" and "routinization of the role". At the first phase, the leader assigns roles to the members by way of which he makes an assessment of them. While the second phase corresponds to the formation and shaping of the relationship between the leader and the relevant members taking into account the degree and quality of the rules, the relationship that is established at the third phase becomes a routine and strengthened (Graen et al., 1987: 179). Additionally, it is possible that minor and sometimes even radical revisions may be done in the degree and quality of the given relationship from time to time (Yıldız, 2011: 324).

On the other hand, the Social Exchange Theory contributes to LMX Theory through benefit/cost research just like the relationship between the individuals at the center of the economic attitude. As based on this, the individuals who come face to face with a case of social exchange perform a benefit/cost analysis just like in an economic activity. If they witness to "a personal/social/economic benefit" that will make them accept "the social costs" that they will face after they accept this exchange, they become a part of this exchange (Lambe et al., 2001: 102). The leader and the member make observation from the perspective of trusting one another, fulfillment of one's responsibility, paying respect and supporting on



a mutual basis after starting the exchange. If the result of the observations is positive, the exchange between the leader and the member becomes strong; if it is negative, the exchange remains task-based (Sparrowe and Liden, 1997: 523).

Thus, the concept of managerial proxemics is one which aims to bunch together The Leader-Member Exchange Theory, which tries to get explained above and which states that the manager categorizes his employees as those within the group and those outside the group and the concept of proxemics in the communication literature. This way, it states that particularly “those remaining within the group” will be classified among themselves taking into account the purpose and causality.

According to the managerial proxemics mentality, a new manager starts to observe and assess his employees as based on his personal and experience-based criteria starting from the day he commenced his activity. As such observations and assessments continue, he forms “fields of communication” around him and starts to classify and place his employees in the given fields by use of very diverse determinants. After a specific time period, which changes depending on the mission and size of the institution, experience and character of the manager, he determines the positions of the employees taking into account their fields of communication. He starts to assess his employees depending on the meaning he attributes to the given fields and begins to apply differing management techniques on them.

### **3. MANAGERIAL PROXEMICS FIELDS**

It may be stated that as similar to the Proxemics Field Theory and by differentiation from the Leader-Member Exchange Theory, there are four primary different communication fields that describe the semantic/correlational distances in place of the measuremental as part of the concept of managerial proxemics. Such fields that do not possess definite characteristics and standard people capacities, may be defined as “the private field”, “the personal field”, “the situational field”, “the formal field” starting from the closest one to the manager and continuing outwards. There are effectors that may be stipulated such as hierarchical status, job experience; nevertheless, positioning by the manager in such fields is being shaped by effectors including task that is being conducted,

the relevant sector, the character and experience of the manager and the nature of his subordinates. In addition, under the influence of the same effectors, the borders of the said fields expand, narrowed, cleared or blurred.

**Private Field:** This field, which is defined as private in the proxemics field theory and where the closest one to the individual may take place, describes the field where the manager shares on task-based topics as well as personal topics. The manager trusts his subordinates that are located in this field pretty much, talks about situations and issues peculiar to job and private life, consults them and is open to their opinions and direction. During and out of office hours, he meets them comfortably and frequently, is more indulgent to them if compared to their other subordinates and supports them professionally as well. He prefers to establish a brotherly or friendly dialogue with such subordinates rather than a manager.

To become a part of the private life of the manager, to be a part of this place and to leave it is rather difficult. No employee may be present within this field; already only a few employees at maximum are positioned within this field. The employees, who are well-known and were trusted before, possessing a number of common tastes and outside occupations, being referred by a respectable person or having proven himself to their superior within time and having gained his trust to a high degree may be positioned in this field by the manager. However, the manager may revise his subordinates whom he positioned in this field in terms of responsibility, loyalty and reliability from time to time by way of testing and assessment. The given area is one that is under the impact of Likert System4 model (Bakan and Bulut, 2004: 158) management practices.

**Personal Field:** The subordinates who are positioned in this field are those who are considered at the top level by the manager taking into account their work knowledge, reliability, maturity, discipline and sacrifice in particular and who are appreciated for the given reasons. The manager does not share his personal life with the subordinates that are located in this field, does not meet them out of office hours and meet and consult them on job issues and places importance on their opinions.

The employees who wish to work close to the manager due to an occupational reason and who supports him; who have experience and discipline;



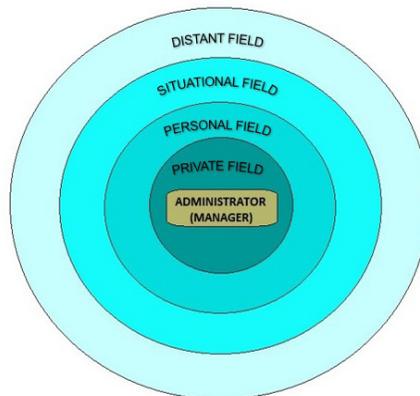
who have a high work knowledge and responsibility; who have proven their loyalty or who are reliable and self-sacrificing may get positioned within this field. As the manager gets to know his subordinates, he accepts some of his subordinates whom he positioned within this field into his private field or may keep them away from this field. The managers applies the consultative management style which was defined as System 3 by Likert (Bakan and Bulut, 2004: 158), approaches them more tolerantly and moderately in comparison to his subordinates who are farther to them and do not abstain from taking initiatives towards them.

***Situational Field:*** It is the field where the subordinates whose transitivity to closer and farther fields from the manager are the highest are located. The subordinates who are positioned within this field, are present at this location “as required by the conditions” and in general “temporarily”. The manager does not share any private matters with the subordinates to whom he is not close because of his character. Whereas, in case of job-related matters, he only shares the issues that concern them. Those who are positioned in this field are people who have not been tested in terms of reliability, loyalty and responsibility or who are not deemed adequate by the manager yet. Even the subordinates who are sometimes incompatible and who lack self-confidence and who are tried to be gained by the manager may be present within this field. Moreover, the manager keeps such subordinates under control for some personal or task-related reasons and wish them not to get away from him.

The subordinates who are relatively diligent but inexperienced; who have been referred to politically or administratively as a person; whose technical/legislative knowledge on a specific topic is high or who are at a leading position of one of the informal groups at the institution, may be an example to the profiles that are located within this field. Those, who are present in this field, are possible to get accepted into the personal field by the manager if they gain confidence and prove their loyalty and responsibility; otherwise, they are driven into the formal field. The manager behaves as “a helpful autocratic” manager as in the model of System 2 of Likert (Bakan and Bulut, 2004 :158) to those who are present in this field meaning that he tolerates them to a certain degree, questions their opinions relating to decisions which only concern them but he keeps them under control and does not provide initiatives since he does not trust them fully.

**Distant Field:** It is the field in which the manager positions his subordinates with whom he does not maintain any permanent communication in private or task-related topics. The subordinates who are present within this field may come together with the manager in the event of task-related topics or request/issue relating to their personal rights. The managers tend to establish dialogue with this field only “on time” and “as required”.

The subordinates, who do not possess any distinctive characteristics that require being positioned within other managerial proxemics fields; who are dissatisfied with the manager/management or who have problems with them; who are not located within any informal group; whose career goals and task-related expectations are low, are located within this field. The manager in general applies the System 1 management style that is named as “exploitive autocratic” by Likert (Bakan and Bulut, 2004: 158) to his subordinates. They do not trust such subordinates at all, they do not give any initiatives to them and they receive their opinions only relating to them and on a rarely basis. The key element that shapes their relationships with the given subordinates is the legislation provisions including laws and regulations.



**Figure 2: Managerial Proxemics Fields**

#### **4. PHASES OF POSITIONING OF THE SUBORDINATES IN THE MANAGERIAL PROXEMICS FIELDS BY THE MANAGER**

**a. Initial Assessment:** It is the phase in which the new manager is in an effort to get to know and assess his subordinates. At this phase, the manager assigns tasks to his subordinates relating to the inside or outside of their job



fields, holds interviews with them and observes them taking into account the hierarchical structuring of the institution. He tries to detect the informal groups and their leaders at the institution. He establishes personal intimacy with his employees whom he has been knowing before or who have reliable personal references and therefore who are prone to be present within “the private” proxemics field and benefit from to gather institutional information.

**b. Design Positioning and Informing of Subordinates:** After the manager finishes his initial assessments for his subordinates, he starts to place them in the positions which he deems fit within the managerial proxemics fields. He informs his subordinates as related to their managerial proxemics positions that they are located taking into account the manager by way of indirect messages such as authority and task allocation done, mode of management he applied to them, personal attitudes that he developed towards them and types of communication he made use of. The subordinates who are dissatisfied as related to the proxemics field where they are located as a result of the informing made –it may be stated that these are subordinates who wish to get located closer to the manager- may make such efforts as harder work, trying to penetrate to the fields of personal interest of the manager, showing adulatory attitudes, finding personal references etc. At this phase, the assessment process of the subordinates continues and it is possible that the subordinates go through positive or negative significant transitivity between the given fields.

**c. Reassessment and Primary Positioning:** The process of assessment and observation of the subordinates is one that is bound to continue along the time period of functioning of the manager. As a reflection of this continuity, the managerial proxemics positions of the subordinates taking into account the manager may change. However, the subordinates who are considered to get assessed adequately by the manager and who are located at the position “which they definitely deserve” are positioned as primarily in the managerial proxemics fields. Following the primary positioning, the subordinates deal with the personal/task-related advantages or disadvantages that are determined by the manager and that belong to the relevant field fully. Then, it is being expected that the subordinates for whom no highly positive or highly negative situation (observation, speculation, experience-based learning and such outcomes)

emerge about them personally or as task-related continue to officiate in the present managerial proxemics field.

## **5. RELATIONSHIP BETWEEN TASK MOTIVATION AND MANAGERIAL PROXEMICS**

In literature, motivation is a concept that is being defined in various forms as the entirety of the efforts which sets a person in motion and ensure the continuity of this motion positively (Eren, 2015, p.498; Şimşek et al., 2010, p.177), a person's starting to a motion willingly to obtain a certain purpose (Koçel, 2013, p.619); the process of being affected to start to motion to cover his needs (Vural and Coşkun, 2009, p. 115); factors that lead a person to act in a certain way depending on the situations that they encounter (Fındıkcı, 2009, p.371); the entirety of the efforts that are conducted to lead people to motion in line with a purpose (Ceylan and Anbar, 2014, p.350); efforts to ensure that the member of staff is set in motion to realize organizational purposes (Başaran, 2008, p.90); the internal and external power relating to which the start, direction, violence and impact time change per person and that lead a person to carry out a certain behaviour (Pinder, 1998); the entirety of emotions that we have as we conduct a behaviour keenly (Bentley, 2000, p.179); the process during which the needed willingness is aroused in a person for a certain target behaviour (Berkman et al., 2007, s.293) or the driving force that aims that the personnel members obtain certain personal and organizational targets (Kati and Düşükcan, 2017, p. 3).

Its high impact on the personnel members ensured that motivation has a great significance in terms of management. The studies that are conducted and the theories that are suggested on motivation may be examined in two groups that are "scope theories" and "process theories" (Kanfer and Chen, 2016; Eren, 2015; Gröpel and Kehr, 2014; Koçel, 2013; Chen and Mathieu, 2008):

Scope theories consist of studies that focus on the motivating factors (Asan, 2001, p. 226-227). This group of theories includes *the Theory of Hierarchy of Needs* in which Maslow states that the motivation of people depends on the type of the level of needs with a specific hierarchy in which he is present; *ERG Approach* in which Alderfer examined the personal needs that provide motivation and that have to get satisfied by dividing them into three in the form of developing



personal needs, establishing a relationship and existing; *Herzberg Model* in which Herzberg has defined the exterior elements of motivation in the form of “hygiene factors” and that they affect the state of impact of interior elements as directly; the theory that belongs to McClelland named *the Achievement Motive* in which he determines the personal needs as “success, loyalty and strength” and in which he puts forward that the person gets motivated by the internal factors rather than external factors and Locke’s theory named *Individual Goals and Job Success* in which he emphasizes that the degree of motivation of a member of staff is being determined according to the degree of overlapping between the goals of the organization and those of himself.

On the other hand, within the scope of “the process theories” which considers motivation as continuing permanently rather than for a specific period of time and which emphasizes the impact on the personal differences on the motivation process (Eren, 2015, p.532; Koçel, 2013, p.622); The *Hope (Expectation) Theory* in which Vroom states that motivation emerges if the behaviour that is being expected from the person is rewarded as expected by them; the *Enhanced Hope Theory* in which Lawler and Porter defend that the rewarding for behaviour could have a positive impact on motivation only if fulfilled justly; *the Reward Equality Theory* in which Adams emphasizes that it may be decisive on the personnel members when the elements of equality and balance as part of rewarding are applied in correct form; *the Simplified Process Model* in which Cranny and Smith emphasize that the organizational success will be provided as based on the personal efforts of the personnel members that are motivated in the right direction and *the Conditioning (Reinforcement) Theory* in which Pavlov and Skinner put forward that supporting the positive and desirable behaviours and reacting to the negative undesirable behaviours is a required condition for formation of motivation.

As both theory classes get examined in terms of the elements that provide motivation, the tools that an administration could make use of as relating to the personnel to provide motivation could be classified as follows taking into account the target, direction, objective and form of the effector (Batmaz ve Gürer, 2016, p.481; Kanfer and Chen, 2016, p.9; Rawolle et al., 2016; Eren, 2015, p. 516; Cihangiroğlu ve Uzuntarla, 2015, p.348; Barutçu ve Sezgin, 2012, p.91; Şenel et al., 2012, p. 5; Ergül, 2005, p.72; Ölçer, 2005, p.3; Akçakaya, 2004, p.211):

**Economic Tools:** Such tools are the tools for motivation that are being made use of for satisfying the material needs of the personnel members. Practices that aim to increase the economic opportunities of personnel members such as increase of wages by the administration of the organization (increasing wages, providing premiums, accepting for partnership, allocating of shares etc.), granting awards with material value, food and housing benefits, procurement of transportation opportunity/contribution may be preferred as motivation tools with economic purposes.

**Psychosocial Tools:** These are the motivation tools that aim to satisfy the personnel members psychologically and to motivate them by making contribution to their social relations. Providing the personnel members with the authority to use initiative with the task that they conduct, being sensitive to the personal problems and disturbances of the personnel member, appreciating and honoring him by the hand of his colleagues and his superiors, taking into account their advice relating to administrative decisions and activities, providing them with a professional title as well as holding social activities aiming at personnel members (personnel acquaintance meetings, activities held together with the families of the personnel members, tours etc.) are from among the tools are made use of as part of this class.

**Managerial and Organizational Tools:** Together with the management mentality and the organization culture that is applied in the organization, a work environment where the personnel members can work in harmony, safely and efficiently is established as a result, the practices that aim to improve the career of the personnel members and to eliminate the uncertainties on this matter are evaluated as part of this motivation-based tool group. Procurement of job safety in the organization, improvement of the physical conditions of the workplace, building a competitive environment at the workplace, carrying out a job rotation and enrichment, procurement of in-service trainings in relation to the current task requirements, provision of career counseling support, establishment of a disciplinary system with a standard rule and an objective and just character as well as the building of a managerial communication system that operates efficiently and without interruption may be given as an example to this class of motivation tools.



Different leadership styles include different task-based expectations and working methods stemming from personnel members. Therefore, it may be stated that there will be a significant degree of relationship between which kind of motivation tools will be made use of to what degree and with what density and the styles of leadership and management that the administrator possesses and applies (Eren, 2016; Zhu, May and Avolio, 2004; Dess and Picken, 2000; DeMato, 2001: 23-24; Beer and Walton, 1990; Purcell, 2003: 97-101; Lindler, 1998; Gürüz and Gürel, 2006; Ünlü etc., 2013; Frey and Osterloh, 2002; Barutçugil, 2004; Genç, 2005: 237; Şahin, 2004; Sezici, 2008: 183...).

The administrator tries to have an impact on the personnel members together with the tools of motivation as based on the management mentality that he has adopted. As explained above, he shows different style of management practices in every single managerial proxemics field that was established himself. In consequence, he may make use of different kinds of, different content and density of motivation tools in every single field. Therefore, personnel members encounter motivation practices with different forms and density according to the managerial proxemics field in which they are located. It may be stated that this condition will give rise to different motivation levels and motivation perceptions for personnel members who are located in the administrator's different proxemic fields.

## **6. ASSESSMENT OF THE DATA THAT ARE GATHERED TO DETERMINE THE IMPACT OF THE PRACTICES OF GOVERNMENT EXECUTIVES WITH A CONTEXT OF MANAGERIAL PROXEMIA ON THE WORK MOTIVATION OF CIVIL SERVANTS**

In this section, the findings that are gathered from the survey data on the connection between the managerial proxemics position of the civil servants and their motivation level are being assessed. After stating the personal traits of the survey participants, the data gathered will be shown in the form of tables and assessed.

### ***6.1. Purpose, Scope and Method of the Research***

The research was conducted in the Turkish Grand National Assembly (188) as well as Nevşehir Municipality (112), the Local Health Authority (84), Provincial

Directorate of Security (76), the Provincial Directorate of Social Security Institution (68), the Provincial Directorate of Environment and Urbanization (64), the Provincial Directorate of Youth and Sports (58) and the Provincial Directorate of Agriculture and Forestry (46) that are located in the province of Nevşehir and give public service in different areas of activity and 696 staff members that officiate within this structure so as to determine the condition and level of impact of the managerial proxemics fields that the government executives established around themselves and the practices that are associated with it on the work motivation of civil servants. The survey method was made use of in the research by being applied as face to face.

The survey that was arranged for the research consists of three sections. The first section consists of 3 questions that were arranged so as to determine the demographic traits of the participants. The second section consists of 10 questions with the purpose of determining the level of motivation relating to the task of the institution employees; on the other hand, the third section is made up of 10 questions with the purpose of determining the managerial proxemics field of the managers of the institution employees that were arranged as based on the 5 point likert scale.

The scale that was arranged aiming at the managerial proxemics fields by being revised as part of the leader-member exchange (LMX-MDM) scale that was arranged by Liden and Maslyn (1998), the leadership applications scale that was developed by Taylor et al. (2014) and the proxemics field scale that was being applied by Aliakbari et al. (2011) within the scope of their researches as based on the concept of managerial proxemics. On the other hand, the scale that was arranged so as to determine the level of motivation of employees was formed after examining and adjusting the scales belonging to Allen and Meyer (1990) and Kuvaas (2006) that has the same purpose.

The results of the test on reliability of scale as a part of the research survey that were calculated using the SPSS P.18 programme have been given below:

**Table 1: Results of the Test on Reliability of Scale**

	Cronbach's Alpha Value	Number of Items in the Scale
Scale of Managerial Proxemic Field Position	,909	10
Scale of Task Motivation	,887	10
Unified Survey Scale	,943	20

As a result of application of Cronbach's Alpha Test; the reliability of the Scale of Managerial Proxemics Field Position has been calculated as “.909”; whereas the reliability of the Scale of Task Motivation as “.887”. The given values indicate that both scales have “high amount of reliability” (Büyüköztürk, 2007).

Within the scope of the research model, the independent variable was assumed as the proxemics field position; whereas, the dependent variable as the level of motivation. In the research; in order to test the hypothesis as “*H: As the managerial proxemics field positions of the institution employees get close to the manager, their task motivation levels increases.*”, the correlation analysis and the regression analysis from among the statistics tests were applied together with SPSS P.18 programme.

### **6.2. Assessment of the Findings of the Research**

In this section of the study, the demographic and occupational traits of the participants of the survey and the findings for testing of the hypothesis (existence, dimension and level of the possible relationship between the managerial proxemics field and task motivations of employees) of the study have been given place.

#### ***Demographic Traits of the Participants***

The frequency and percentage shares that were calculated as relating to the variables associated with the demographic traits of the participant institution employees on whom the research survey was applied have been indicated in Table 2.

**Table 2: Demographic Traits of the Participants**

<b>Gender</b>	<b>f</b>	<b>%</b>	<b>Term of Office</b>	<b>f</b>	<b>%</b>	<b>Hierarchical Position</b>	<b>f</b>	<b>%</b>
<b>Woman</b>	240	34,5	<b>1-5 years</b>	161	23,1	<b>Subordinate Officer</b>	470	67,5
<b>Man</b>	456	65,5	<b>6-10 years</b>	161	23,1	<b>Mid-Level Manager</b>	176	25,3
<b>16 and above</b> 247			<b>11-15 years</b>	127	18,2	<b>Top-Level Manager</b>	50	7,2
			35,5					
<b>Total</b>	696	100	<b>Total</b>	696	100	<b>Total</b>	696	100

As is evident from Table: 2, 34,5 % of those participating in the survey are women; on the other hand, 65,5 % of them are men. While the participants consist of staff members who started to officiate relatively recently that worked for 1-5 years with the rate of 23,1 %, 23,1 % of them stated that they officiated for 6-10 years, 18,2 % of them that it was 11-15 years and 35,5 % that it was 16 years and above. While 67,5 % of the participant staff members have the position of subordinate officer at their institutions, 25,3 % of them are mid-level managers (chief, unit superior, department authority, branch manager) and 7,2 % of them are top-level managers (department head, assistant manager and manager).

### **6.2.1. Analysis of the Findings of the Research**

The findings that were gathered may be analyzed under two titles in the form of managerial field positions and condition of motivation.

#### **Managerial Proxemics Field Positions**

The responses of the employees to the questions that bear the purpose of determining the type of proxemics field they are located in that belong to the institution managers have been analyzed as given below;

- 29,2 % of the employees state that they can discuss their personal problems that remain out of office comfortably with their superiors; on the contrary, an employee rate of 36,4 % states their negative opinions on this matter.



- Only 15,8 % of institution employees state that they meet their superiors at casual time. In addition, an employee rate of 26,8 % states that this happens none at all.

- The rate of those who discuss the problems that they go through at the office with their superiors comfortably has been determined as 33,8 %. A portion of 25,4 % states their negative opinions on this matter.

- While an employee rate of 36,9 % states that they can meet their superiors every day in their room, those at a rate of 23,8 % states negative opinions.

- While the rate of employees who state that the superiors gets their opinions as well for the decisions that they will take is 21 %, the rate of those who state that they cannot contribute to the decisions is equal to 35,8 %.

- The rate of employees who gives information to their superiors about the matters that go wrong at the institution is 36,8 %; whereas, the rate of employees who state their negative opinions on this matter is equal to 25,9 %.

- While the employees who state that they are given initiatives by their superiors is equal to 25,7 %, a rate of 31,4 % gives their negative responses.

- While the rate of those who gets the support of their superiors for development in their careers is equal to 20,3 %, a participant rate of 38,6 % state that they do not get that kind of support.

- Contrary to the portion equal to 21,5 % who state that their superiors trust them too much, a portion equal to 23,7 % is of the opinion that their superiors trust them none at all.

- 21 % of the participants states that their superiors tolerate the mistakes that they make; on the other hand, a portion of 40,3 % say that they are being tolerated none at all in case of a mistake.

Whereas, if the results of the survey are analyzed in rate as a whole, it may be possible to state that the superiors in the sampled institutions position a portion of their employees equal to approximately 20-25 % in the managerial proxemics fields that are relatively closer to them; on the other hand, the other employees are positioned in the relatively farther managerial proxemics field.

### ***Level of Motivation***

After analyzing the responses that were given to the question that bear the purpose of measurement of the levels of motivation of the employees of institutions; it was determined that an employee rate of 75,8 % identified the success of their superiors with their own success; on the other hand, a portion of 13,6 % gave a negative response to that question. Moreover, it is evident that 90,4 % of the employees stated that they were satisfied with working for the success of the institution. It is evident that a difference of 14,6 % in between almost overlapped with the portion of 13,6 % who did not identified the success of the superior with himself in rate. It seems possible to state that this fact arises from the portion that has problems with their superiors despite their high motivation level on the part of their institution.

Despite the fact that the rate of the employees who state that the tasks that they perform are encouraging them was equal to 67,2 %, it may be stated that the reason why the rate of those who are of the opinion that the work that they perform is significant was equal to 88,5 % being relatively high is that the employee has task-related monotony" though he deems his task (and himself as well) very significant for the institution. Indeed, the fact that only a portion of employees that is equal to 59,5 % being relatively low talked about their institution and job proudly in the society though they were of the opinion that they performed a significant job and additionally, the rate of those who were satisfied at their department was equal to 51 % is supporting the existence of the feeling of task monotony indicating that the employees belong to a specific portion.

It was determined that while the rate of the employees who were at peace coming to work in the morning was equal to 80,5 %, the rate of those going home after work in the evening was 73,3 %. Closeness of the rate in between may be stated to be significant as it indicates that a certain level of peaceful working environment was provided at the institutions. Additionally, the fact that the rate of those stating that they get along well with their colleagues and support them was at a relatively high rate as 94 % makes it possible to state that uneasiness that is being felt by a some portion of the employees is based on superiors rather than the institution or their colleagues.

**6.3. Findings relating to the Relationship between the Managerial Proxemics Fields and the Level of Task Motivation of the Employees together with the Testing of the Hypothesis**

To test the hypothesis of the research as “*H= As the managerial proxemics field positions of the institution employees get close to the manager, their task motivation levels increases*”, correlation and Anova f variance tests were conducted using SPSS 18.0 statistics analysis programme.

**Table 3: Anova F Variance Analysis of the Condition and Dimension of the Relationship between the Managerial Proxemics Position and the Task Motivation of the Employees**

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>P (sig.)</i>
<i>Regression</i>	19920,823	1	19920,823	1523,768	,000 <sup>a</sup>
<i>Residual</i>	9072,934	695	13,073		
<i>Total</i>	28993,757	696			

The fact that p value (.000) is equal to  $p < 0.05$  indicates the existence of a very strong relationship between the managerial proxemics field positions and their level of task-related motivation in the positive direction.

**Table 4: Correlation Test of the Relationship between the Managerial Proxemics Position and the Task Motivation of the Employees**

		<i>Managerial Proxemics Position</i>	<i>Task Motivation</i>
<i>Managerial Proxemics Position</i>	<i>Pearson Correlation (r)</i>	1	,829**
	<i>Sig. (2-tailed) (p)</i>		,000
	<i>N</i>	696	696
<i>Task Motivation</i>	<i>Pearson Correlation (r)</i>	,829**	1
	<i>Sig. (2-tailed) (p)</i>	,000	
	<i>N</i>	696	696

There is a significant connection between the managerial proxemics field and the level of task motivation of the employees which is directly proportional

and at a degree of, "829". As based on it, it seems possible to state that the change in the task motivation may be associated with the change in the managerial proxemics field position with the rate of 82.9 %.

As a result, if handled together with the statistics test application that are given place in the Table 3 and the Table 4 ( $p= ,000$ ;  $r= 0,829$ ), it becomes evident that there is a positive and significant relationship between the managerial proxemics position of the employees and the task-related motivation level of the employees. Additionally, it was determined that the degree of relation is at a high rate being equal to 82,9 %. Therefore, the hypothesis of the researcher as "*H= As the managerial proxemics field positions of the institution employees get close to the manager, their task motivation levels increases.*" was accepted.

### **CONCLUSION**

The necessity to develop an efficient communication with subordinates is one of the essential elements of the fact of management. Therefore, the managers who want to show an efficient and high performance place great importance on communication with their subordinates. For a manager who acts with this awareness, to form and maintain a smoothly operating communication between himself and his subordinates is a very important requirement taking into account the corporate culture and the service being conducted.

In addition, particularly in case of public institutions, there may be many elements that are affecting and leading the behaviour of the managers. The given elements that are reflecting the type and practices of management that has been adopted are high in number and diverse in nature such as the character and experience of the manager, the service that is being provided, the quality and number of subordinates, corporate culture, informal groups, and political impacts. The manager remains under the impact of the given elements at the time of establishing and conducting a personal communication with his subordinates.

This fact shapes the task-related relationship of the manager with his subordinates with communication and managerial practices at personal level and he positions his subordinates at different conceptual "managerial distances" by choosing himself or as required by circumstances. The manager aims to keep himself safe personally and to conduct the management much more comfortably and "as special to person" as a result.



In the face of the given attitudes of the managers, the subordinates give different reactions. As those who are at closer fields to the manager in terms of proxemics are more advantageous if compared with those at farther fields, they may give positive reactions such as possessing the manager and the institution more, increase in motivation, feeling of confidence and comfort. Contrary to this, some negative reactions may arise such as criticism directed to the manager and institution, abstaining from additional contributions out of their routine task, alienation to the institution, low task motivation level.

It is highly significant that accurate forming and positioning of the managerial proxemics fields that may cause that various impacts for both the manager and the subordinates are performed as reasonably and justified as much as possible. The fact that the manager abstains from arbitrary and random actions in the fields of proxemics as much as possible out of "his personal field" may ensure that such fields are well accepted and respected by the subordinates. This case of acceptance and respect may hinder the negative attitudes that the subordinates who have the feeling that they are positioned in different managerial proxemics fields develop against one another.

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