Reflections of Intrusion and Intrinsic Motivation on Organizational Citizenship Behavior: The Mediator Role of Relational Energy

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Özel Alan İhlalinin ve İçsel Motivasyonun Örgütsel Vatandaşlık Davranışı Üzerindeki Yansımaları: İlişkisel Enerjinin Aracı Rolü	Reflections of Intrusion and Intrinsic Motivation on Organizational Citizenship Behavior: The Mediator Role of Relational Energy
Öz	**Abstract**
Temeli kaynakları koruma teorisine dayanan bu araştırmanın amacı, özel alan ihlalinin ve içsel motivasyonun, çalışanların ekstra rol davranışları üzerindeki etkisinde ilişkisel enerjinin ne ölçüde aracılık ettiğini belirlemektir. Araştırmanın örneklemini, kolayda örnekleme yöntemi ile 2021 Kasım ve 2022 Ocak tarihleri arasında Zonguldak ilinde ulaşılan 228 sağlık sektörü çalışanı oluşturmaktadır. Araştırmada veri toplama aracı olarak anket tekniği kullanılmış olup, hazırlanan anket iki farklı zaman diliminde aynı kişilere uygulanmıştır. Analizler sonucunda, örgütsel vatandaşlık davranışı üzerinde özel alan ihlalinin negatif, içsel motivasyonun ise pozitif bir etkisinin olduğu gözlenmiştir. Ayrıca ilişkisel enerji aracılığı ile özel alan ihlalinin tam, içsel motivasyonun kısmi aracı rolüne sahip olduğu tespit edilmiştir. Sonuçlar, alan yazına katkı sağlamakta ve araştırmacılara fikir vermektedir.	The aim of this research, which is based on the conservation of resources theory, was to determine to what extent relational energy mediates the effect of intrusion and intrinsic motivation on the additional role behaviors of employees. The sample of the research consisted of 228 health sector employees reached in Zonguldak province between November 2021 and January 2022 by employing convenience sampling method. The survey questionnaire technique was used as a data collection tool in the research, and the prepared questionnaire was applied to the same people in two different periods. As a result of the analyses, it was observed that the intrusion had a negative effect on organizational citizenship behavior whereas intrinsic motivation had a positive impact. Also, it was determined that the intrusion through relational energy fully mediated while intrinsic motivation partially did so. The results contributed to the literature and gave ideas to researchers.
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1. Introduction

Human behaviors are tried to be interpreted according to physiological, psychological, and sociological needs. All things that provide the needs mentioned and are considered valuable for the individual are adopted as a "resource" (Hobfoll and Ford, 2007). The resource conservation theory classifies the resources valued by the individual under four categories situational, objective, personal, and energy (Hobfoll, 2001) while it claims that the individual strives to reach, advance, preserve and not lose resources (Hobfoll et al., 2018). Conservation of resources can also be accepted as a strategy to increase mental and vital well-being to achieve happiness and reinforce happiness (Hofmann, Groß and Kohlmann, 2020). The level of well-being that is desired can be obtained by protecting personal resources, such as self-esteem and resilience (Hobfoll, 2001), and the tendency to increase well-being enables behaviors to increase the quality of work in the work environment (Wright and Hobfoll, 2004). One of the behaviors to increase resources in the work environment is organizational citizenship behavior (OCB). *Organizational citizenship behaviors* are attempts to provide psychological benefits to the working environment (Blakely et al., 2003) that comes from within the employee (Greenberg and Baron, 2000; Podsakoff et al., 2014) and are not included in work descriptions or reward systems. OCB is the positive contributions that the employee makes from within and the organization expects the employee to make, and this is how it takes place in the literature (Greenberg and Baron, 2000; Podsakoff et al., 2014; Blakely et al., 2003; Turnipseed and Murkison, 1996; Organ et al., 2005).

Conservation of resources is also a factor that motivates the person (Hobfoll, 1989). Intrinsic motivation, which refers to the spontaneous expression of OCB, is the reason for basic human behaviors toward maintaining self-esteem, gaining competence, and satisfying the need for self-acceptance (Deci et al., 1981). The person can benefit from her/his intrinsic motivation to increase personal resources. Hobfoll and Ford (2007) also state that resources can be used as a means to achieve a goal.

An individual can develop different behavioral strategies to avoid this situation in case there is a loss in exchange for efforts to develop resources (Hobfoll, 1989). For example, withdrawal behaviors, such as a decrease in work effort, decrease in performance, and inefficient work (Anjum et al., 2021; Özcan, 2022; Pearson et al., 2000) can occur. The personality, Hobfoll (2001) emphasized as a personal resource also plays a role in regulating the links between individuals. Interpersonal links are shaped according to the distance that will provide the privacy space desired by the individual (Ehrhardt, 2014). This link can be broken when the person feels that the boundaries of personal privacy are exceeded (Mikulincer and Shaver, 2019). *Intrusion* is a relational experience that is performed to meet psychological needs. The level of relation, which occurs as social and psychological needs are met, will cause alienation when it is perceived as violating the boundaries of private life (Cupach and Spitzberg, 1998). The decrease in positive behaviors is a preventive reaction to the decrease in personal resources (Hobfoll and Ford, 2007), and it is thought this situation is related to the perception of violation of personal boundaries.

One of the resources suggested by the resource conservation theory is energy. Increasing energy resources can be possible by benefiting from social networks. Psycho-social needs can be met by developing social networks (Buchwald and Schwarzer, 2010). These networks are the energy sources that prevent resource loss (Hobfoll and Ford, 2007). The efforts to be useful can spread through interaction between individuals, and this interaction maintains

energy. Relational energy is a tool that enables individuals to transfer their experiences to the individuals around them through their emotions, and positive sharing between people has an impact on productivity (Owens et al., 2016). It has been observed that a positive supervisor's behaviors positively affect the employee's well-being (Gilbreath and Benson, 2004), and the transfer of work passion positively affects the employee's perception of being supported (Weng et al., 2020). In brief, it is possible to state that the supervisor's relational energy will contribute to the protection of the employee's personal resources. Moreover, relational energy increases creativity (Yang et al., 2021). Relational energy has been discussed in the context of positive relations with the concepts such as leadership, job performance, creativity, and engagement (Yang et al., 2019; Yang et al., 2021; Cummings, 2004; Owens et al., 2016). Its role in the negative relationships between managerial jealousy and OCB was also taken into consideration (Deng, 2021). As it is seen, there is a limited number of research studies (Tuna et al., 2018; Yang et al., 2019) focusing on relational energy, and this research does not deal with the factors that reduce relational energy.

It is significant for healthcare professionals to make OCB sustainable with dedication in each process. It was seen that health employees were exposed to negative behaviors such as violence from relatives of patients, experienced difficulties such as being on duty, long working hours, took off from their personal lives, and could not go on leave, by virtue of the legal obligation during the COVID-19 process (Eyitmiş and Sezer, 2022). This research can be used to deal with the difficulties mentioned and how resources can be increased by using relational energy. It has been aimed to explain the protection of personal resources with the theory of conservation of resources, that the behavior of selflessly helpful to colleagues (OCB) is affected by intrinsic motivation and the perception of violation of private space through relationships among the existing concepts through relational energy. It is thought that this research will contribute to the discovery of unknowns about relational energy just as the results obtained will contribute to managers, researchers, and the literature.

2. Theoretical Framework and Hypotheses Development

This research explains the relationship of the variables with each other through the theory of resource conservation. The theory calls "resources" things that an individual feels the need and deemed valuable for him (Hobfoll and Ford, 2007). The individual focuses on accessing the resources, protecting the resources they have accessed, and not losing them (Hobfoll et al., 2018). The efforts to be accepted, recognized, and respected, as well as perseverance and resistance to difficulties to achieve them, are considered personal resources by Hobfoll (2001). Access to the desired resources makes the individual happy. The person strives from infancy to the end of her/his life in order to sustain the feeling of happiness. Attachment theory can be used to explain individuals striving to gain access to elements or persons who encourage them to lead a normally accepted life. The persons become attached to the person or object of interest (Spitzberg and Cupach, 2003). This link between them supports the feeling of "trust, being loved, and reclaiming". According to *cognitive evaluation theory*, human behavior emerges after a cognitive evaluation is carried out. Behaviors are shaped by rewards and constraints. Rewards are considered factors enhancing vital well-being while constraints are seen as factors reducing vital welfare. The person acts towards whichever she or he wants to achieve. With this aspect, an individual, who has knowledge about rewards and constraints, can control her or his behaviors (Deci et al., 1981). Reward can be considered as being happy while constraint can be evaluated as exceeding personal limits. Individuals in

the organization warn each other regarding the assumption of social contagion theory. Efforts to be useful can spread through interaction between individuals. This interaction is a tool that enables the maintenance of relational energy and the transfer of individuals' experiences to the individuals around them through their emotions, and sharing between people is effective in productivity (Owens et al., 2016). The resources can also be augmented through social networks (Hobfoll, 2001). Self-affirmation behavior is approved in the consequence of performing the behaviors related to individual roles (Anderson and Chen, 2002). Also, motivation affects the sustainability of relations or how long the person maintains role behaviors (Pinder, 2014). It is assumed that the theories that help construct the research model serve the conservation theory as a whole.

2.1. Relations Between Concepts

Intrusion is an assumption that the individual is nourished by relationships. Hobfoll (2001) expressed that self and self-esteem were elements that should have been protected as personal resources. Similarly, Andersen and Chen (2002) evaluated the self-concept as a resource that regulates interpersonal relationships. As cognitive evaluation theory suggests, the individual's perception of what is going on around him (reward-constraint) decides how she or he should behave, and thus she or he takes control her or his behavior (Deci, 1975). The relational tie between the employee and leader in collectivist cultures is perceived as showing closeness while such behaviors of the leader in individualistic cultures are perceived as a violation of personal boundaries (Aycan, 2006). It is stated that the guiding power of the leader, who wants to establish warmer relations with her or his employees, is based on the need for bonding, based on converging the relational distance (Gelfand et al., 2007; Wu et al., 2012). Relational distance may be gone up when showing closeness is perceived as interfering too much with the "privacy" of the individual. The distance can be extended with the perception of violation of private space, and it can get closer to the relationship (Andersen and Chen, 2002). On the other hand, the extension of the distance should be perceived as a signal to protect the individual's self. Otherwise, violating private space can cause individuals to withdraw from social relations by focusing only on work (Hardy and Barkham, 1994; Hazan and Shaver, 1990; Mikulincer et al., 2003). Maintaining self and self-esteem can manifest in different ways. For example, the feeling of self-confidence, which can be considered both a personal and a source of energy, dominates the feeling of trust in others (Mikulincer and Shaver, 2019), and the low level of trust in others leads individuals away from developing organizational commitment while causing them to cynicism (Nafei and Kaifi, 2013). However, it is stated that there are inverse relationships between cynicism and performance in the research conducted on nurses in the health sector (Tuna et al., 2018). Violation of private space, which is interpreted in line with the perception of the need for attachment, leads the individual to withdrawal behavior. It is possible to evaluate this situation as an attempt to prevent the loss of resources. It is claimed that the individual avoids OCB behavior in order not to lose more resources:

H_1: Intrusion has an impact on OCB(I).

Motivation is used to meet three main needs, such as success, power, and relation (Kim et al., 2020). It is stated that the feeling of happiness includes being satisfied with the feelings of self-affirmation and acceptance (Andersen and Chen, 2002), and it is a source that guides the behaviors performed without expecting an external response in the cognitive process (Deci and Ryan, 2000). The individual's effect on other individuals around him (Grant, 2008) makes

positive contributions to OCB, efficiency, and performance (Belinda et al., 2018; Grant, 2008) by providing the satisfaction of socio-psychological needs (Deci and Ryan, 2000), in terms of its results. If the success of the organization through its employees is valuable for the individual, it is possible to argue that intrinsic motivation plays a role in this relationship (Parker et al., 1997; Luo and Zheng, 2018). And thus, both personal resources and organizational resources are increased. On the other hand, that burnout has a negative relation to the intention to leave the job (Kim et al., 2020), and intrinsic motivation has been discussed. It is possible to argue that the relations mentioned are the behaviors that prevent the loss of resources.

There is also research that revealed the relationship of OCB with job satisfaction, performance (Indarti et al., 2017), commitment (Purba, et al., 2015), and leadership (Titisari et al., 2020). It is emphasized that motivation to meet the need for commitment is important in the effectiveness of service performance in tourism enterprises (Kim et al., 2020). With this aspect, it is highly probable that health employees in the service sector will engage in behaviors aimed at meeting their basic needs with their motivation. Okello and Gilseon (2015) stated that there was an increase in the research on the relationship between motivation and health employees, and that efforts have been made to increase performance by increasing motivation with financial rewards. However, Lohmann et al. (2018) emphasized that this effort was not effective for health employees. The focus should be on the psychological needs of healthcare employees and the change in the level of behavioral outputs should be monitored when these findings are taken into account. With this aspect, OCB acts with a sense of commitment to the organization as an object and colleagues as a person in the attachment theory. This behavior is called OCB(O) if it is towards the organization while it is called OCB(I) if it is towards the employees of the organization (Williams and Andersen, 1991). Intrinsic motivation reinforces OCB(I) behaviors that increase personal resources:

H_2: Intrinsic motivation has an impact on OCB(I).

2.2. The Mediator Role of Relational Energy

The individual also uses the power to endure difficulties in order to meet her or his psychological needs (Hon and Leung, 2011). At this point, she or he will protect her or his self and self-esteem if she or he thinks that she or he will be unhappy (Williams, 2007), and thus withdrawal (Hobfoll, 1989) or a decrease in the positive behaviors exhibited occur. It can be stated that the leader characteristics, which tend to be close and warm toward their employees (Aycan, 2006; Gelfand et al., 2007; Wu et al., 2012), will lead to withdrawal behavior, which is a conscious choice (Deci et al., 1981). The negative behaviors of the supervisor both cause a high level of negativity in the employee and reduce the energy of the employees (Giumetti et al., 2013). For example, it is expressed that manager jealousy reduces OCB(I) since it lowers relational energy (Deng, 2021).

Cummings (2004) stated that relational energy improved the job roles and psychological well-being of nurses in the face of dismissal and organizational structuring. As Eyitmiş and Sezer (2022) stated, healthcare professionals can perceive the working conditions as a violation of private space. With this aspect, relational energy assumes the role of a barrier against negative outputs causing more resource loss. Furthermore, it can be possible for those working with relational energy to warn each other, and the emotions can be transmitted to people as a result of the warning (Barsade, 2002). Consequently, it can be said that relational energy has a role as both a healing and strengthening mediator:

H₃: Relational energy has a mediator role in the relation between intrusion and OCB(I).
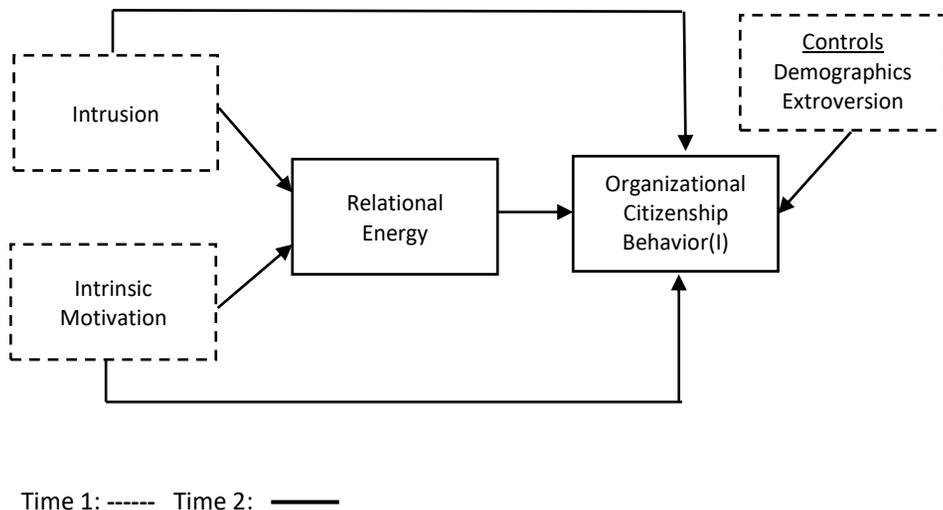
It is the power that initiates the movement (Pinder, 2014) and evokes feelings of energy, willingness, and vitality (McDaniel, 2011). Relational energy is when the energy human has "experience gained through emotions capable of realizing in different forms" is transferred to someone else (Barsade, 2002; Quinn and Dutton, 2005). Psychological needs push people to establish collaborative close relationships with others (Hon and Leung, 2011; Deci and Ryan, 2000; Ehrhardt, 2014). Amah (2018) stated that relational energy was an organizational resource, and that "it could be multiplied through the positive interactions among the individuals and could be used when desired". Using social relations is a way of gaining more resources with less effort (Buchwald and Schwarzer, 2010).

People aim to experience positive emotions, such as being happy and enjoying life. This objective requires the individual to have control over her or his life and enables her or him to establish useful relationships (Huppert, 2009). And thus, social relations are utilized to experience positive emotions, and the energy in the organization is also increased (Ehrhardt, 2014) while the energy is increased (Amah, 2016). Relational energy has a significant role in keeping commitment and job performance at a high level (Owens et al., 2016). On the other hand, the relational energy between the leader and the subordinate helps employees to exhibit higher performance (Baker et al., 2003; Cross and Parker, 2004) and strengthens OCB(I) (Chen and Li, 2013). Having positive experiences is effective in exhibiting positive behaviors (Owens et al., 2016). It is thought that the intrinsic motivation to achieve positive outcomes will further strengthen OCB(I) through relational energy, which is perceived as positive behavior:

H₄: Relational energy has a mediator role in the relationship between intrinsic motivation and OCB(I).

The research model, which was created in line with the hypotheses expressed so far, is shown in Figure 1.

Figure 1: Research Model

Time 1: ------   Time 2: ———

3. Method

In the research, quantitative research was conducted to determine the effect of intrusion and intrinsic motivation through relational energy on the extra role behavior of employees. Statistical analyses of the research were carried out using IBM SPSS Statistics and IBM AMOS software packages. Within this scope, descriptive statistics, correlation analysis, and measurement models were calculated, and structural equation modeling (SEM) was used to test the hypotheses. According to Iacobucci et al. (2007), SEM is a technique that statistically examines the causal relations of theoretical and empirical research and is more useful than the regression approach when investigating the mediator roles of structures.

3.1. Sample and Procedure

The coronavirus epidemic has been the most important disease of recent years, and it has affected people from every race, continent, and nation in the world dramatically (Shanafelt et al., 2020). The epidemic process has caused healthcare employees to face many problems, and it has a negative impact on the psychology of health employees. The sudden change in living conditions, changes in job descriptions, differentiated and restricted social life, and increase in workload can negatively affect the extra-role behaviors of healthcare professionals. Moreover, there can be a violation of private space due to the frequency of interaction with colleagues since the working time in hospitals gets longer. However, the motivation of health employees can make positive contributions to OCB(I), in terms of the results it forms. For this reason, it is thought that the effects of private space violation and their intrinsic motivations on OCB(I) through relational energy should be examined, in compliance with the purpose of the research.

In this context, the universe of the research is full-time employees consisting of 8,165 people serving in the health sector in Zonguldak (Provincial Directorate of Health). On the other hand, the sample comprises 228 healthcare personnel reached by the convenience sampling method, due to the difficulty of reaching the entire population. The number of samples to be reached in this research was determined between 100 and 300 since the number of samples, the q value, to be reached by Shirsavar et al. (2012) was formulated as (n): 5q ≤ n ≤ 15q to express the number of items in the questionnaire. It can be said that the majority of the participants are female (59.2%), married (69.9%), the age average of the participants is 33.78 years, and the average period of professional experience is 14.03 years when the sample of the study is examined.

The research data were collected online using the questionnaire technique in line with the time interval procedure recommended by Podsakoff et al. (2012). In other words, the questionnaires were applied to the same participants between November 1 and 30, 2021 and between January 3 and 31, 2022 (a 1-month gap and in two different periods) in order to control the common method variance error and increase the reliability of the results (Podsakoff et al., 2012). In the first period (Time 1), data on prediction and control variables were collected while data on the mediator and outcome variables were gathered in the second time slot (Time 2). Participants were asked to write a code consisting of the first letters of their name, surname, and place of birth at the end of the questionnaire. And thus, both personal information is secured and data belonging to the same participants were easily matched.

322 out of 453 participants responded to the questions (return rate was 71%) in the first period. 322 participants were asked to respond to other questions on the questionnaire for

the second time (one month later). However, the number of people who responded the questions that were the continuation of the first survey was limited to 268 (return rate is 83%) in the second period. 20 questionnaires whose codes did not match were excluded from the scope after the examination. Moreover, 10 questionnaires that failed to respond to the control question correctly were excluded from the dataset. Lastly, it was observed that 10 of the 238 participants, who participated in the research, were outliers in the extreme value analysis. The analyses were carried out with 228 participants after excluding these determined data from the research.

The fact that the skewness and kurtosis values of the items belonging to the variables of the research are within acceptable limits (absolute |3|) indicates that the data are normally distributed as a consequence of the analysis of the dataset (Kline, 2016).

3.2. Measures

The scales, which were used in previous research and whose values (reliability and validity) were tested, were used in this research. The "Guiding Principles for the Translation and Adaptation of Scales" updated by the International Test Commission (ITC) in 2017 were taken as a basis for the adaptation process of the scales. The 5-point Likert-type measurement method was employed in all of the scales used in the research.

Intrusion Scale: The scale, consisting of four items and a single factor, and developed by Ehrhardt and Ragins (2019), was used to measure the perception of intrusion.

Intrinsic Motivation Scale: The scale, consisting of a single factor and four-item, developed by Grant (2008), was utilized to measure participants' intrinsic motivational behaviors.

Relational Energy Scale: The scale, developed by Owens et al., (2016) and adapted into Turkish by Özkan and Üzüm (2022), was preferred in order to detect relational energy levels. The scale consists of five items and a single factor.

Organizational Citizenship Behavior (OCB-I) Scale: The scale, used by Williams and Anderson (1991) in their research, was beneficial in order to measure the organizational citizenship levels of the participants. The scale consists of two factors. However, the seven items sub-dimension aimed at individuals were used in this research.

Control Variables: Control variables are seen as important factors in determining the causality between the variables studied in research models (Atinc et al., 2012). The effects of these variables in the model were fixed since there are significant relations between extroversion, age, gender, marital status, educational status, professional experience, and organizational citizenship behavior in the previous research (Combs et al., 2010; Greene, 2003; Zhong et al., 2016). The scale, consisting of two items and a single factor, developed by Gosling et al. (2003), was used to measure the perception of extroversion.

3.3. Findings

The mean, standard deviation, and correlation values for the variables of the research are given in Table 1. According to the correlation values, intrusion and relational energy are negatively correlated with organizational citizenship behavior and extroversion (r=-.41, p<.01; r=-.32, p<.01; r=-.17, p<.01, respectively). Intrinsic motivation and relational energy were associated with organizational citizenship behavior and extroversion positively (r=.48, p<.01; r=.45, p<.01; r=.45, p<.01, respectively). Also, it was observed that the relationship between organizational citizenship behavior and control variables (r=.26, p<.01; r=.17, p<.01,

respectively) was significant. The hypotheses of the research were supported by the significant correlations between the studied variables, and they could be considered supporting indicators.

Table 1: Descriptive Statistics and Correlations

Variables	Mean	S. D.	1	2	3	4	5	6
1. Intrusion	2.23	0.98	1	-	-	-	-	-
2. Intrinsic Motivation	3.36	1.13	-.29**	1	-	-	-	-
3. Relational Energy	3.29	1.24	-.41**	.48**	1	-	-	-
4. Organizational Citizenship Behavior(I)	3.27	1.14	-.32**	.45**	.65**	1	-	-
5. Extroversion	3.67	0.98	-.17**	.45**	.25**	.26**	1	-
6. Gender [a]	--	--	.05	.06	.13*	.17**	.09	1

Note. n=228; *p<.05; **p<.01; a=Dummy Variable 1=Female, 2=Male

The measurement model was calculated in the research after descriptive statistics and correlation analysis.

3.4. Measurement Model

The measurement model used in the research consists of four latent variables (intrusion, intrinsic motivation, relational energy, and organizational citizenship behavior) and twenty indicators (observed variable) belonging to these variables. Reliability and validity analyses of the constructs were made before testing the hypotheses of the research. The results for internal consistency reliability and convergent validity are shown in Table 2.

Table 2: Test Results for the Measurement Model

Structures	Item	Factor Load	α	CR	AVE
Intrusion	INT1	.85	.92	.92	.74
	INT2	.87			
	INT3	.86			
	INT4	.86			
Intrinsic Motivation	IM1	.85	.95	.95	.83
	IM2	.91			
	IM3	.94			
	IM4	.91			
Relational Energy	RE1	.94	.96	.96	.83
	RE2	.92			
	RE3	.95			
	RE4	.89			
	RE5	.86			
Organizational Citizenship Behavior(I)	OCB(I)1	.90	.97	.97	.84
	OCB(I)2	.93			
	OCB(I)3	.86			
	OCB(I)4	.94			
	OCB(I)5	.94			
	OCB(I)6	.93			
	OCB(I)7	.87			
Fit Indices					
χ^2/df=1.77; RMSEA=.05; SRMR=.04; GFI=.89; TLI=.97; CFI=.97					

Note. α=Cronbach's Alpha; CR=Composite Reliability; AVE=Average Variance Extracted

It was seen that the fit index values of the measurement model were at an acceptable level and met the criteria specified for the indices as a consequence of the CFA (Hu and Bentler, 1999). The fact that Cronbach's Alpha and CR values were ≥.70 revealed that internal consistency reliability was provided (Hair et al., 2018; Ringle et al., 2014). On the other hand, the fact that factor loads were ≥.70, combined reliability coefficients were ≥.70, and average variance was≥.50 indicated convergent validity (Hair et al., 2006; Fornell and Larcker, 1981).

Alternative models were created in order to determine whether the variables in the measurement model had different, and these models were tested. A four-factor structure was determined (intrusion, intrinsic motivation, relational energy, and organizational citizenship behavior) in the first model, and it was observed that each item was distributed to the factor it is related to. In the second model (S2), a three-factor structure was created, intrusion and intrinsic motivation were taken as separate factors, and relational energy and organizational citizenship behavior were combined. In the third model (S3), a two-factor structure was formed, intrusion and organizational citizenship behavior were received separate factors, and intrinsic motivation and relational energy were combined. In the fourth model (S4), a single-factor structure was generated, and four variables were gathered under a single factor.

Table 3: Fit Indices for Alternative Models

Models	X^2 (df)	X^2/df	CFI	SRMR	RMSEA	Model Comparison	ΔX^2	Δdf
S1. Four-Factor	281.14[*] (158)	1.77	.97	.04	.05	--	--	--
S2. Three-Factor	1375.05[*] (166)	8.28	.78	.11	.17	2 vs. 1	1093.9[*]	8
S3. Two-Factor	1125.8[*] (164)	6.86	.83	.10	.16	3 vs. 1	844.6[*]	6
S4. Single-Factor	2536.9[*] (167)	15.1	.58	.16	.25	4 vs. 1	2255.8[*]	9

Note. [*]p<.05; CFI=Comparative Fit Index; SRMR=Standardized Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; ΔX^2=Chi-Squared Difference; Δdf= Degrees of Freedom Difference

According to the differences in chi-square and degrees of freedom in Table 3, it was detected that the model with the best fit index was S1. When all these findings and results were evaluated together, it was seen that the measurement model provided sufficient convergent and divergent validity.

3.5. Structural Model

The hypotheses of the research were tested by the SEM method, and it was determined that the model fit indices were at an acceptable level. Also, it was detected that extroversion and gender, which were added to the model as control variables, did not have any effect on the dependent variable.

Table 4: Research Model Coefficients

Total Effect	β	Standard Error	t	p
Intrusion → Organizational Citizenship Behavior(I)	-.331	.078	-4.821	***
Intrinsic Motivation → Organizational Citizenship Behavior(I)	.451	.064	6.932	***
Direct Effect	**β**	**Standard Error**	**t**	**p**
Intrusion → Organizational Citizenship Behavior(I)	-.041	.069	-.680	.496
Intrinsic Motivation → Organizational Citizenship Behavior(I)	.175	.060	2.86	.004
Indirect Effect	**β**	**C.I. (95%)**	**Result**	
Intrusion → Relational Energy → Organizational Citizenship Behavior(I)	.203	(.126; .292)	Significant	
Intrinsic Motivation → Relational Energy → Organizational Citizenship Behavior(I)	-.175	(-.263; -.096)	Significant	
Fit Indices χ^2/df=1.77; RMSEA=.05; SRMR=.04; NFI=.95; TLI=.97; CFI=.97				

Note. ***p<.001; Coefficients are standardized (β); C.I=Confidence Interval

It was detected that the effect of intrusion on organizational citizenship behavior was found to be negative and significant (β=-.331; p<.001) while the effect of intrinsic motivation on organizational citizenship behavior was positive and significant (β=.451; p<.001) when the values in Table 4 were examined. These results supported the H_1 and H_2 hypotheses of the research.

It was observed that the indirect effects of intrusion and intrinsic motivation on organizational citizenship behavior through relational energy are significant when the values in the table were analyzed. Also, whether the mediator role of relational energy was statistically significant or not was examined by the bootstrap method (Preacher and Hayes, 2008). The mediator effect was tested through a sample size of 5,000 and a 95% confidence interval in this method. It can be said that the effects were significant since the calculated confidence interval values did not include the zero (0) value (MacKinnon et al., 2004).

According to Zhao et al. (2010), the fact that the independent variables on mediator variables and the effect of mediator variables on dependent variables were significant was considered as the presence of a mediator effect. It was observed that relational energy had a full mediator role in the relationship between intrusion and organizational citizenship behavior since the indirect effects in the path of Intrusion → Relational Energy → Organizational Citizenship Behavior(I) were significant while the direct effects in the path of Intrusion → Organizational Citizenship Behavior(I) were insignificant. It was revealed that relational energy has a complementary partial mediator role in the relationship between intrinsic motivation and organizational citizenship behavior because the indirect effects in the path of Intrinsic Motivation → Relational Energy → Organizational Citizenship Behavior(I) were significant, and the direct effects in the path of Intrinsic Motivation → Organizational Citizenship Behavior(I) path were significant and the specified path coefficients were also

positive. As a consequence of the findings, the hypotheses H_3 and H_4 of the research were supported.

4. Conclusion

This research, based on Attachment Theory and Cognitive Evaluation Theory, was conducted through health sector employees in order to question the effect of intrusion and intrinsic motivation on organizational citizenship behaviors of employees and the mediator role of relational energy in this effect. Various factors, such as trust, love, sharing, and communication that individuals need from infancy to youth, adulthood, and even all periods of life are shaped by the sharing and interaction among individuals (Bowlby, 1998). As a matter of fact, commitment whose effects can be seen easily in working life changes its structure depending on the fact that the interaction reassures or does not, the frequency and/or intensity of the interaction. In other words, individual changes form, owing to the treatment shown to her or him by another individual who is a colleague of the individual or by her or his manager, as Ehrhardt and Ragins (2019) stated. It is thought that it will also lead to undesirable results if the relation between the parties exceeds its limits as well as sharing, which can meet the needs of the individual, has positive returns both in the individual and organizational context (Spitzberg et al., 1998; Spitzberg and Cupach, 2002).

As Geller and Bamberger (2009) expressed, his or her exhibiting organizational citizenship behavior toward colleagues will decrease when the individual tries to contact others out of fear of rejection, fear of being alone, or fear of being excluded. And also, it is possible to experience tension among employees in the working environment as a result of intrusion whose boundaries are exceeded. Due to the tension, individuals, who refrain from contact with others, tend to have negative attitudes toward others and the organization. In the event of intrusion, the individual prefers not to make an effort for others. They tend to focus on only work in order to stay away from mutual sharing activities and avoid social interaction (Hardy and Barkham, 1994; Hazan and Shaver, 1990; Mikulincer et al., 2003). This will either prevent the individual's behaviors based on altruism and kindness, which are elements of organizational citizenship behaviors, or create a negative relationship (Desivilya et al., 2006; Frazier et al., 2015; Little et al., 2011; Reizer, 2019). The results obtained from this research is also similar to the results of previous research.

On the other hand, there is also a result that occurs with the effect of the mediator role of relational energy while a direct and significant effect of intrusion on organizational citizenship behaviors has been found. It is possible to evaluate that employees feel more energetic and go towards organizational citizenship behaviors as a consequence of the relationship they have with their supervisors. As Yang et al. (2019) stated in their research, positive results are observed in the job performance of the employee, as a result of the atmosphere created by the leader. When the period in which this research on health employees was conducted is considered, it is understood that it was during the COVID-19 pandemic process. Due to the conditions they are in, employees may be shy and fearful while they experience commitment in the work environment. However, it is seen that the employees feel more powerful in performing their duties and in combating these difficult epidemic conditions, thanks to effective communication with the supervisor. In addition, it would not be an exaggeration to express that the support of the supervisor to employees who are on duty during the epidemic (Shams et al., 2020), her or his unifying power (Wang et al., 2018), and the energy transferred by her or him are effective in supporting and helping each other (Zhang et al., 2021).

It is thought that employees tend to exhibit organizational citizenship behaviors when they are satisfied with their jobs, in other words, this happens when their intrinsic motivation is high (Mahmoud et al., 2021). It is possible to say that fact that the employees having a high level of intrinsic motivation exhibit higher levels of organizational citizenship behavior with the effect of the relational energy manifesting itself depending on the interaction with their supervisors (Shareef and Atan, 2018) carry out with the effect of reciprocity expectation (Ryan and Deci, 2000; Kim et al., 2020). It is understood that employees can generate relational energy and then engage in activities to support each other when the supervisor transfers her or his passion for work to her or his employees (Weng et al., 2020). As a matter of fact, the behaviors in the form of organizational citizenship behaviors are behaviors that are not included in the job descriptions of the employees, but that contribute to the organizational performance as a result of the employee's own motivation. As a consequence of this research, it has been proven that such behaviors are affected by intrinsic motivation, and that relational energy plays a partial mediator role in this relation.

The relations in this research were handled on an individual basis. If intrinsic motivation generates behaviors for the benefit of society, it is necessary to talk about prosocial motivation (Podsakoff et al., 2014). It is suggested that the relations between groups should be handled with prosocial motivation in future research.

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