

## DATA MATCH SORTING MAT

### Behavioral Engagement

When employees are behaving in a manner that they believe will have a positive effect on their job performance, this is known as behavioral engagement (Shuck et al., 2017; Macey & Schneider, 2008; Rich et al., 2010). It should be thought of as a psychological state that is “**forward moving**” or “**proactive,**” as a behaviorally engaged employee will often express a **willingness to put in extra effort** at their workplace prior to completing specific actions that will benefit their organization (Macey & Schneider, 2008). If you were to ask a behaviorally engaged employee how they felt about their job, they would tell you that they are willing to push themselves beyond what is expected of them (Shuck et al., 2017).

### Emotional Engagement

If an employee is experiencing emotional engagement, it means that they feel emotionally invested in the work that they do and in ensuring that their organization and coworkers will be successful (Macey & Schneider, 2008; Shuck et al., 2014, Shuck et al., 2017). The emotionally engaged employee feels an **emotional connection to the people** with whom they work and is a **strong believer in the mission** of the organization for which they work. They also derive a great deal of **personal meaning** from the work that they do. They are typically eager to tell others that they take great **pride** in working for their organization and care deeply about its future.

### Cognitive Engagement

Cognitively engaged employees are capable of remaining **attentive** and **focused** while performing various activities in the workplace. Researchers have theorized that someone who is cognitively engaged is able to **remain vigilant as they work**, so that they are able to successfully complete the tasks they have been assigned (Kahn, 1990; Shuck et al., 2017). They also have the ability to **recognize when they should question** their coworkers’ decisions or provide their coworkers with constructive criticism, and this ability has the potential to enable everyone at the organization to achieve a common goal (Kahn, 1990).

### Job Satisfaction

When high-performance work practices are implemented by organizations, **employees will often recognize that their employers care about their welfare**, and this will spark in them a sense of job satisfaction that will keep them engaged in the workplace. Job satisfaction is defined as “...the **positive emotional state** arising from one’s assessment of one’s workplace experiences” (Barling et al., 2003; Ogbonnaya & Valizade, 2018). An employee who is experiencing job satisfaction will tell you that they are **satisfied with the recognition and support they receive** from their colleagues and direct supervisor. They will also **feel valued** by their organization and **satisfied with the opportunities they have been given** to utilize their skills (Ogbonnaya & Valizade 2018).