

WRITING A SUMMARY OF A RESEARCH PAPER SAMPLE

The Relationship between Job Performances among First-Level Managers

Summary

The authors of this study evaluated the actual relationship between the job performances among first-level managers. This is according to the rating of their supervisors. Also taken into consideration are continuance commitment, affective commitment, as well as job satisfaction. Continuance commitment is often based on the actual costs that the employees often link with leaving the business organization.

Affective commitment, on the other hand, is characterized as an emotional attachment towards the organization (Williams, Popper, Gelom & Johnson, 1991). Job performance was also evaluated depending on three different dimensions. The first is composite performance, which depends on an average of 6 distinct activities. The second one is overall performance, which is typically based on a specific subjective rating that is provided by the immediate supervisor, and third which is promotability.

The participants are composed of 23 district managers, 65 unit managers, all coming from a big food service company. The researchers have found that affective commitment was related positively to the overall performance, as well as the individuals' promotability. The correlations existing between continuance commitments, along with the other three performance dimensions were significant and negative.

Overall, what I have learned from this research paper, and the findings along with it, is that supervisor ratings based on promotability and performance also increase as the employees' affective commitment also increases. On the other hand, ratings from supervisors regarding promotability and performance also decrease as the continuance commitment continues to increase.

Reference

Williams, O., Popper, W., Gelom, B. & Johnson, A. (1991). Commitments among organizations and their relationship with job performance: it's the nature of the organizational commitment that counts. *Applied Psychology Journal*, 75, 123-145.



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Avdhesh Jha



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