

Job Performance and Individual Adaptability of Medical Representatives in Naga City

Dean Cedric C. Mesa

School of Business and Accountancy, University of Nueva Caceres, Naga City, Philippines

ABSTRACT

This study examined the relationship between individual adaptability and job performance of medical representatives in selected pharmaceutical companies in Naga City, Camarines Sur, Philippines. Individual flexibility was measured in cognitive, emotional, and interpersonal dimensions whereas job performance was evaluated in sales, contextual and adaptive performance. The research design used was a quantitative descriptive-correlational study. A total of 117 medical representatives was used to collect data based on a structured, researcher-adapted questionnaire. The profiles of the respondents and their individual adaptability and job performance levels were determined using descriptive statistics (frequency, percentage, mean, and ranking) whereas the relationships between the research variables were analyzed using inferential statistics. Findings revealed that the medical representatives demonstrated adaptability ranging from adaptable to highly adaptable levels, with interpersonal adaptability yielding the highest overall mean. Results further indicated that respondents exhibited a high level of job performance across sales, contextual, and adaptive performance dimensions. The analysis showed that individual adaptability was positively associated with job performance, suggesting that medical representatives who possess higher levels of cognitive flexibility, emotional regulation, and interpersonal effectiveness, tend to perform better in their roles. These results highlight the critical role of adaptability in sustaining employee performance within the dynamic and competitive pharmaceutical industry. The study concludes that enhancing individual adaptability among medical representatives can lead to improved job performance. It is recommended that pharmaceutical companies implement targeted training programs focusing on cognitive skill development, emotional resilience, and interpersonal communication to strengthen adaptability and sustain high levels of performance. The findings of this study may serve as a basis for organizational policy development and for future research on adaptability and performance in similar professional settings.

Keywords: cognitive adaptability, emotional adaptability, individual adaptability, interpersonal adaptability, job performance, medical representative.

In the current volatile and dynamic international business landscape, companies are constantly being exposed to technology and innovation, competitor pressures, and new customer demands. These transitions have greatly transformed demands in the workplace, where employee performance and flexibility have become critical parts of organizational success. The employees are not doing the same routine tasks either on their own this time, but they need to reflect flexibility, ongoing learning, and the skill of responding promptly to unforeseen obstacles. Companies that develop flexible staffing are better positioned to survive and continue being productive within an unpredictable environment (Allen, 2023;

Budriene and Diskaine, 2021; Hill and Birkinshaw, 2021). Studies have continuously demonstrated that more adaptable employees are more resilient, better decisions, and more capable of carrying out their functions, especially in a rapidly changing and innovative industry (Jundt et al., 2021; Kim et al., 2021; Van der Heijden et al., 2022). Adaptability and job performance are, therefore, the two key themes in modern organizational studies, as they bring about staff well-being and their long-term sustainability (Bakker, 2023; Liu and Yuan, 2024).

The need to remain flexible in healthcare and pharmaceutical sectors is even more significant, as medical progress, regulations, and the competition within the market remain dynamic. The role of medical representatives is crucial in the connection of pharmaceutical companies and healthcare professionals with promotion of products, technical assistance, and the development of professional relations. Their orientation must encompass, not merely, a good understanding of communication and sales but also adaptability to the evolving product lines, physician profiles, and organizational policies. The COVID-19 outbreak also highlighted the importance of flexibility, as workers were forced to move to online platforms and remote interaction and find new ways to market themselves (Pathiranage et al., 2021; Testa and Sipe, 2023). Research findings indicate that employees with cognitive flexibility, emotional stability, and interpersonal competence can maintain their performance in the event of organizational disruptions and a challenging working environment (Karatepe and Olugbade, 2022; Mendes and Stander, 2023; Zhu et al., 2023).

In the Philippines environment, the pharmaceutical sector remains to grow as both healthcare needs and the economy continue to rise. Pharmaceutical companies have turned into a more competitive business, which dictates medical representatives to be highly professional, credible, and performance-oriented to meet the organization objectives. Their efficiency mostly relies on how they can keep up with the changes occurring in the industry, technology, and customer demands. Past studies reveal that adaptability has a substantial impact on employee engagement, motivation, and job satisfaction, which subsequently determine the performance outcomes (Demetillo et al., 2021; Coetzee et al., 2024; Mendes and Stander, 2024). Regardless of these findings, there is a lack of empirical evidence analyzing the relationship between adaptability and job performance in the case of medical representatives within certain local contexts in the Philippines.

Pharmaceutical firms in Naga City, an emerging commercial and healthcare hub in the Bicol Region, attempt to make business in a competitive and dynamic setting. The medical representatives in this locality deal with different territories and meet the healthcare providers with different expectations and needs. Their jobs require them to be persuasive, ethical, and capable of responding to the situational pressures, like the introduction of new products, regulatory changes, and response to clients. The success of the medical representatives has a direct impact on the competitiveness of companies, sales effectiveness, and service provision to health facilities. But in this regard, there is a limited body of local studies investigating the interplay between personal adaptability and job performance. This gap exposes the necessity of empirical research that can give an evidence-based conclusion towards organizational development and workforce management in the pharmaceutical sector in the Naga City.

This paper thus responded to the following research question: how individual adaptability and the job performance of medical representatives relate in Naga City. Determining adaptability degrees and performance results, the study was intended to offer the insights that can inform the managerial approaches, professional development interventions, and performance improvement programs in the pharmaceutical organizations.

Research Objectives

This study aimed to examine the relationship between individual adaptability and job performance of medical representatives in Naga City. Specifically, it sought to:

1. Determine the profile of medical representatives in Naga City in terms of age, sex, educational attainment, marital status, and length of service.
2. Examine the level of individual adaptability of medical representatives in terms of cognitive, emotional, and interpersonal aspects.
3. Assess the level of job performance of medical representatives in terms of sales performance, contextual performance, and adaptive performance.
4. Determine whether a significant relationship exists between individual adaptability and job performance of medical representatives.
5. Identify whether selected profile variables significantly influence individual adaptability and job performance.
6. Propose a motivational framework grounded in established management theory to enhance individual adaptability and job performance of medical representatives.

Scope and Delimitation

The research was aimed at investigating the degree of personal flexibility and workplace performance of medical representatives working in chosen pharmaceutical firms within Naga City. Individual adaptability was researched on cognitive, emotional, and interpersonal dimensions and job performance was researched on sales performance, contextual performance, and adaptive performance. The research also examined the existence of important correlations between individual adaptability and job performance and variation in both variables when respondents were categorized based on chosen demographic factors like age, sex, educational attainment, marital status and length of service.

The sample size was 117 full-time medical representatives who are presently employed in selected pharmaceutical firms in Naga City. To ensure the consistency of the data, part-time workers, probationary workers, managerial workers, and workers working beyond the study area were not included. Data was collected in the fourth quarter of 2025 through a structured questionnaire.

The analysis was based on self-reported data, and this can be affected by the perceptions of the respondents as well as their honesty in response to the questionnaire. Moreover, the results were specific to the selected pharmaceutical companies that participated in the research and might not be general to all medical representatives elsewhere. Others that might affect job performance, like organizational culture, leadership style, and remuneration, were not factored. Despite these constraints, the study offers sensible findings regarding the association between adaptability and job performance among medical representatives.

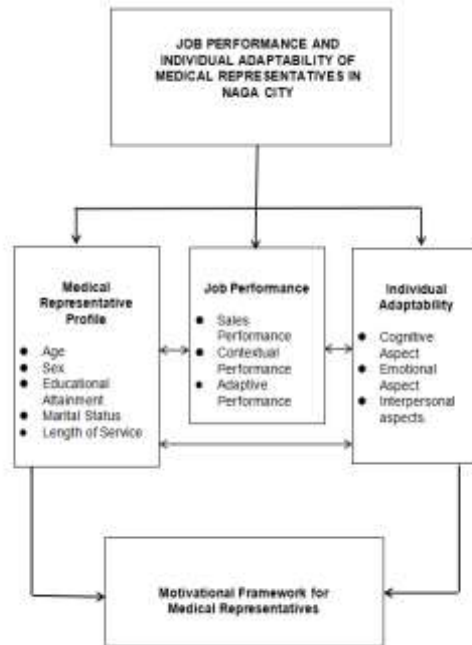
Conceptual Framework

The theoretical framework of the present study presents the correlation between personal flexibility and the performance at work among medical representatives. The independent variable is individual adaptability, comprised of **cognitive**, emotional, and interpersonal performances, and the dependent variable is job performance, comprised of sales, contextual, and adaptive performances. Profile variables **are thought** of, as those factors which might affect adaptability and performance results.

The framework presupposes that medical representatives with increased adaptability will be more competent to realize better performance results. Study findings are used to formulate a motivational model

to be applied in improving adaptability and job performance by training and organizational support.

Figure 1.
Conceptual Framework



METHODOLOGY

Research Design

The research design adopted in this study was quantitative descriptive-correlational to investigate both the degree of job performance and personal adaptability of medical representatives and to indicate whether there is any significant correlation between them. The quantitative approach was suitable since the study had to measure measurable behaviors and perceptions with numerical data that could be analyzed statistically to draw objective conclusions (Creswell and Creswell, 2023; Saunders et al., 2023).

The descriptive part enabled the researcher to demonstrate the status quo of job performance and adaptability among the respondents, and the correlational part facilitated the analysis of the variables association without the researcher controlling the study setting (Hair et al., 2022; Pallant, 2020). It is a common method of conducting organizational and behavioral studies where the purpose is to learn about relationships between factors within a workplace as it happens (Field, 2023; Mertler, 2021). Given that medical representatives work in a dynamic environment where performance is required, plus

life and flexibility, this model was realistic to analyse (Rudolph et al., 2021; Park and Park, 2021).

Research Locale

The research was carried out in a sample of pharmaceutical companies in Naga City. The site was selected, as there are active pharmaceutical institutions using medical representatives who promote products and generate sales and professional interaction with medical professionals. Such workplace conditions demand the flexibility, communication abilities and the ability to perform steadily, which is the reason why the setting will be suitable when studying the variables of the study (Aguinis, 2020; Griffin et al., 2020).

The location was also affected by the availability of respondents and the collaboration of the involved or-

ganisations. It was reasonable to conduct the research on the actual workplace ground, as it assisted in ensuring that the responses were based on the actual experience and were not created based on hypothetical perceptions (Saunders et al., 2023; Hair et al., 2022).

Respondents of the Study

The sample size was 117 full time medical reps working with chosen drug firms in the city of Naga. The participants were deemed suitable to the study on the basis that they are engaged in sales performance, customer interaction, use of product knowledge and flexibility to the various market conditions.

The inclusion criteria required respondents to:

1. be currently employed as full-time medical representatives.
2. have at least six months of work experience; and
3. provide voluntary consent to participate

When employees have enough exposure to their work, they can better judge their performance and adaptability, thus enhancing the credibility of the gathered information (Creswell and Creswell, 2023; Tabachnick and Fidell, 2019). Statistical validity and the meaningful interpretation of correlations among variables are also backed by an adequate sample size (Hair et al., 2022).

Data Gathering Tools

The sample size was 117 full time medical reps working with chosen drug firms in the city of Naga. The participants were deemed suitable to the study on the basis that they are engaged in sales performance, customer interaction, use of product knowledge and flexibility to the various market conditions.

The inclusion criteria required respondents to:

1. be currently employed as full-time medical representatives.
2. have at least six months of work experience; and
3. provide voluntary consent to participate

When employees have enough exposure to their work, they can better judge their performance and adaptability, thus enhancing the credibility of the gathered information (Creswell and Creswell, 2023; Tabachnick and Fidell, 2019). Statistical validity and the meaningful interpretation of correlations among variables are also backed by an adequate sample size (Hair et al., 2022).

Data Gathering Procedure

The researcher followed a systematic procedure in collecting the data:

1. A formal request letter was sent to participating pharmaceutical companies.
2. Permission was obtained from management before distribution of questionnaires.
3. Respondents were informed about the purpose of the study and confidentiality measures.
4. Participation was voluntary, and informed consent was obtained.
5. Questionnaires were distributed and retrieved after completion.
6. Responses were organized, coded, and prepared for statistical analysis.

Data collection was conducted during the fourth quarter of 2025. Following structured procedures helps maintain consistency, accuracy, and credibility of research findings (Saunders et al., 2023; Mertler, 2021).

Data Analysis Techniques

The study employed a quantitative research design using descriptive-comparative and correlational methods. The descriptive-comparative method was applied to determine the levels of individual adaptability and job performance of medical representatives and to examine differences when grouped according to demographic variables, including age, sex, educational attainment, marital status, and length of service (Esser & Vliegthart, 2023). The correlational method was used to establish the relationships

between individual adaptability and job performance, allowing the researcher to describe how these variables were associated with one another (Maithya, 2022; Nassaji, 2022; Voordt, 2024). Data were encoded and analyzed using appropriate statistical tools. Frequencies and percentages were used to summarize respondents' age, sex, educational attainment, marital status, and length of service. For individual adaptability and job performance, mean scores were computed to interpret the level of adaptability and performance using the following scale:

Mean Score Range	Verbal Interpretation
3.25 – 4.00	Very High
2.50 – 3.24	High
1.75 – 2.49	Low
1.00 – 1.74	Very Low

Ethical Considerations

Ethical guidelines were strictly observed throughout the study. The dignity, privacy, and confidentiality of respondents were ensured. Participation was voluntary, and respondents were informed of their right to withdraw at any time. All data collected were kept confidential and used solely for research purposes. The researcher also ensured that the administration of the survey did not disrupt company operations (Silverman, 2009).

Confidentiality and anonymity were strictly maintained throughout the research process. Survey responses and interview transcripts did not include personally identifiable information, and all data were securely stored and used solely for academic purposes related to the study. Only the researcher had access to the raw data, and findings were reported in aggregate form to protect participant identities.

Given the study's use of surveys and semi-structured interviews, special care was taken to respect participants' privacy and comfort, particularly, when discussing personal matter. All information was securely stored and deleted after transcription and analysis.

The researcher also affirmed adherence to academic integrity by properly citing all sources in accordance with APA 7TH edition guidelines. Plagiarism, data fabrication, or misinterpretation of findings were strictly avoided. The study was conducted with full respect for the dignity, rights, and welfare of all participants, guided by ethical principles at every stage- from planning and data collection to analysis and dissemination of results.

RESULTS AND DISCUSSION

Profile of Medical Representatives in Naga City

This part discusses the demographic profile of the 117 medical representatives in Naga City in terms of age, sex, educational attainment, marital status, and length of service. Table 1 shows the summary of the profile of the respondents. The data are presented and discussed in the succeeding pages.

Table 1
Profile of Medical Representatives in Naga City

Profile	Frequency	Percent	Rank
Age			
45 - 50	2	1.71	5
39 - 44	18	15.38	4
33 - 38	24	20.51	3
27 - 32	42	35.90	1
21 - 26	31	26.50	2
Total	117	100.00	
Sex			
Male	63	53.85	1
Female	54	46.15	2
Total	117	100.00	
Educational Attainment			
College Graduate	113	96.58	1
Undergraduate	3	2.56	2
Master's Degree Graduate	1	0.85	3
Total	117	100.00	
Marital Status			
Married	55	47.01	2
Single	62	52.99	1
Total	117	100.00	
Length of Service			
17 - 20	2	1.71	6
13 - 16	8	6.84	5
9 - 12	10	8.55	4
5 - 8	26	22.22	2
1 - 4	59	50.43	1
< 1yr	12	10.26	3
Total	117	100.00	

Age

The findings find that the majority aged 27-32 (35.90%), mostly male (53.85%), college graduates (96.58%), single (52.99%), and have 1-4 years of service (50.43%). The statistics show a labor force of many young professionals with limited career experiences. The issue of dominance of 27-32 age group indicates that pharmaceutical companies favor people who are in a stage of career, learning and occupational development. The findings indicate that most respondents were young and early middle-aged which means that pharmaceutical firms in Naga City have most of their staff made up of individuals in their most productive career stages. The employees in this age spread are mostly described as being highly energetic, receptive to learning and more adaptive to the dynamics of a work environment, which are critical qualities in a highly competitive and dynamic pharmaceutical business. According to past research, younger employees are more likely to portray superior adaptive performance owing to their technological literacy and adaptability in managing new tasks (Pulakos et al., 2020; Griffin et al., 2021). This population structure suggests a workforce that is in a good position to address quick shifts in sales tactics, product information, and market contacts.

Sex

Relatively speaking, the results show that there is a relative balanced representation between males and females in the medical representative side of the pharmaceutical sales business, indicating that there is an equal opportunity in the pharmaceutical sales profession with gender. This ratio indicates that the industry is not gender specific in terms of roles but competencies including skills in communication, adaptability, and performance. It was found out that job performance and adaptability do not strongly depend on sex but individual skills and work experience instead (Kim et al., 2021; Liu and Yuan, 2024). The diversity in the representation of males and females can also positively impact organizational outcomes by enhancing various ways of thinking and social atmosphere when interacting with healthcare professionals.

Educational Attainment

Regarding the level of education, the majority of the respondents were college graduates, which is aligned with the professional demands of medical representatives. Enhanced educational accomplishment is

regularly connected to superior cognitive adaptability, problem solving talents, as well as complex medical information processing. A high rate of college graduates is attributable to the technical and knowledge-based aspect of the pharmaceutical sales which necessitates understanding of the medical terms, mechanisms of drugs and clinical aspects. The competencies are beneficial to work performance, especially in the field of pharmaceutical sales when it is necessary to describe the technical characteristics of the products and make the information more convincing and correct (Al Hawari et al., 2023). These results indicate that education level has a significant influence on improving personal flexibility as well as the level of sales in medical representatives.

Marital Status

In terms of marital status, higher percentages of the respondents were single, then there were the married employees. Single employees can exhibit more flexibility in working schedule, traveling needs and territory placement which will contribute to adaptive performance. Nevertheless, married workers might be more responsible, stable and committed to work, and this fact has the positive impact on the contextual performance. Research shows that marital status can have an impact on work behavior, although its impact on job performance is highly dependent on personal coping and adapting resources (Van der Heijden et al., 2022; Jundt et al., 2021).

Length of Service

Finally, regarding length of the service, a majority of the respondents had rather brief to average duration of service in their organizations. It is worth noting that over fifty percent of the participants are not very experienced (1-4 years), indicating either high turnover rates in the sector or positioning at the beginning of the careers. This trend can support the existence of competitive recruiting methods and retention systems based on performance typical of pharmaceutical sales procedures. The age structure is an indication that pharmaceutical companies in Naga City are involved into a very dynamic and competitive environment that bases on the preference of young and educated professionals who are adaptable. This observation is indicative of the fact that the pharmaceutical sales business is very mobile and competitive. Workers who are younger and have lower tenure are more likely to be flexible because they are still learning and adapting to the needs of an organization, whereas ones that are older and have served longer are more likely to have great mastery of tasks and tend to perform more steadily. The literature proposes that experience increases confidence and control which are important elements of adaptability that, in its turn, leads to the overall improvement of job performance (Savickas and Porfeli, 2022; Bakker, 2023).

Level of Individual Adaptability of Medical Representatives

Indicators	Mean	Rank	Interpretation
1. The medical representative quickly understands new product information and guidelines.	3.30	6	Adaptable
2. The medical representative adjusts sales strategies based on changing market conditions.	3.36	5	Adaptable
3. The medical representative thinks of alternative solutions when usual approaches do not work.	3.52	1	Highly Adaptable
4. The medical representative learns from past experiences to improve future performance.	3.50	2	Adaptable
5. The medical representative processes complex medical information effectively.	3.44	4	Adaptable
6. The medical representative modifies work plans when circumstances change unexpectedly.	3.47	3	Adaptable
Overall	3.46		Adaptable

Note: 3.01 – 4.00 = Highly Adaptable; 2.51 – 3.50 = Adaptable; 1.51 – 2.50 = Slightly Adaptable; 1.00 – 1.50 = Not Adaptable

This part presents the level of individual adaptability of medical representatives in terms of cognitive, emotional, and interpersonal aspects. Table 2-4 shows the results of the data.

Cognitive adaptability is the capability of an employee to make shifts in modes of thinking, styles of learning and decision-making when facing new tasks, information new to him or when there are unanticipated situations at workplace. This aspect of flexibility is especially important in the pharmaceutical selling context, as medical representatives are required to continuously learn new information on drugs and clinical studies and change in regulation demands. They also have to decode complex information in the medical sphere into simple and convincing explanations in communication with medical workers. Table 2 results provide the levels of flexibility in learning, analyzing, and applying medical knowledge in the daily work activities of the medical representatives.

The results suggest that medical representatives have a high ability to think through their changes in approaches and change the strategy they take when facing the evolving professional needs. Cognitive adaptability behavior that was the most dominant among respondents was the capacity to create alternative solutions in case of failure of traditional methods. This implies that the representatives can solve problems and be able to modify their sales strategies upon profession reactions or when the market conditions shift. The use of such flexibility enables representatives to be effective in very competitive pharmaceutical markets in situations where older sales tactics are not effective anymore.

The second remarkable finding is that the respondents can learn through past experiences and use them in future interpersonal interaction. The behavior is indicative of reflective learning that is regarded as one of the basic elements of adaptive expertise. The more proactive employees with regard to reviewing their previous performance levels are, the more equipped they are to improve on their strategies, eliminate past errors, and enhance their decision-making capabilities. Reflective learning can also ensure the ongoing professional development, so medical representatives can slowly accumulate greater knowledge of the products, as well as persuasiveness skills, as time progresses.

Despite the overall flexibility cognitive skills evident among respondents, there are some indicators reflecting comparatively lower confidence levels in dealing with new product releases or very technical physician requests. This result places a significant differentiation between the openness to learning and the mastery of complex information. Representatives can be eager to change and acquire new information but without a detailed training and practice, they might continue feeling uncertain bearing on discussing sophisticated clinical points or drug mechanisms comparisons with physicians.

Scientific competence is closely related to credibility in the pharmaceutical industry. Doctors generally seek medical representatives to exhibit the correct expertise on the efficacy of medication, drug safety, and evidence-based practices. A lack of adequate preparation of the representatives can make even minor issues influence the level of physician's confidence and lessen the efficiency of product detailing. As a result, cognitive adaptability should be nurtured under systems of continuous learning that will help representatives enhance their expertise.

Scholars assert that cognitive adaptability can help employees re-use information, revolve mental models, and solve novel problems when encountering challenging work situations (Pulakos et al., 2020; Griffin et al., 2021). Empowering creative employees the high level of cognitive flexibility enables them to cope more effectively with uncertainty, rapidly integrate new data, and use analytical thinking in relation to work issues (Park & Park, 2020; Singh and Venugipal, 2021). Research also demonstrates that training programs are structured, intentional, and experiential learning can the most effectively enhance cognitive

ability by making employees more efficient at processing unfamiliar information (Newman et al., 2020; De Meuse et al., 2022).

Sales studies also report that the representatives with high cognitive adaptability achieve better results in the dynamical markets due to the ability to adjust the selling strategies as well as interpret customer feedback and respond intelligently to competitive pressures (Mulki et al., 2022). Additionally, effective cognitive training can boost the credibility of communications between representatives and healthcare professionals (Schwepker and Dimitriou, 2021) in the context of explaining scientific data.

These outcomes confirm the outcomes of the current research, implying that medical representatives of Naga City exhibit a high level of cognitive preparedness to embrace the knowledge-intensive essence of pharmaceutical sales. Nonetheless, the findings also show that cognitive adaptability needs to be reinforced using formal professional development programs.

They should thus offer and give continuous product training, clinical briefing, and simulating scenarios through which representatives have a chance to rehearse their responses to difficult physician questions. Through such programs, cognitive adaptability can be changed into a response mechanism as opposed to a strategic facility that reliably expands professional credibility and sales success.

Table 3

Level of Individual Adaptability of Medical Representatives in terms of Emotional Aspect

Indicators	Mean	Rank	Interpretation
1. The medical representative remains calm when faced with rejection from clients.	3.46	6	Adaptable
2. The medical representative manages stress effectively during high-pressure situations.	3.48	5	Adaptable
3. The medical representative maintains motivation despite work-related setbacks.	3.50	3	Adaptable
4. The medical representative controls emotional reactions when encountering difficult clients.	3.55	1	Highly Adaptable
5. The medical representative remains confident despite changes in targets or expectations.	3.50	4	Adaptable
6. The medical representative recovers quickly from emotionally challenging work situations.	3.51	2	Highly Adaptable
Overall	3.50		Adaptable

Note: 3.51 - 4.00 = Highly Adaptable, 2.51 - 3.50 = Adaptable, 1.51 - 2.50 = Slightly Adaptable, 1.00 - 1.50 = Not Adaptable

Emotional adaptability can be defined as the capacity of workers to check emotional responses, stay motivated, and tense psychologically when faced with stressful or uncertain work environment. Emotional adaptability is quite crucial in the pharmaceutical sales profession as often the representatives experience rejection, high-performance goals, and tight schedules. Doctors might choose to refuse meetings, demand product demonstrations or show doubt in promotional work, which puts the representatives in a situation that is emotionally straining and which demands they remain professional and calm.

The findings provided in Table 3 explain the flexibility of medical representatives to adapt emotionally to the pressures encountered at the workplace, the motivation factor to have confidence in the situations that present tough challenges.

The results show that the medical representatives are usually highly skilled at regulating their emotions. Respondents indicated that they were very calm about meeting problematic clients and recovered fast after engaging in emotionally challenging situations. This implies that even in case of criticism, rejection or someone who experiences stressful negotiations, representatives can remain professional.

Being able to stay otherwise when facing difficult interactions is a significant sign of emotional intelligence. Through emotional control, the representatives are in a position to shun the defensive response, and rather address the concerns raised by the physicians in a more constructive manner. Emotional control enhances relationship management in client-oriented professions since it enables employees to be respectful, patient, and solution-based when engaging in challenging conversations.

The other significant outcome is that the respondents are now able to be continually motivated even when they are set back occasionally. The kind of work in sales is usually characterized by variable performance results and those employees who do not drop out after unsuccessful efforts tend to persevere and finally reach their goals. Emotional strength thus aids in long-term productivity and long-term work.

Nevertheless, slightly worse ratings in terms of long-term motivation under continuous sales pressure indicate that long-term exposure to challenging targets could have a slow impact on employee morale. Although the representatives seem to be able to cope with temporary emotional stressors, prolonged pressure can lower the level of enthusiasm and energy in the long term.

This trend depicts a general struggle in the sales world where performance expectations are always high. Emotional exhaustion can result when there is chronic pressure that is compounded with little recognition or support. Workers might be able to retain their work and experience decreased engagement, which, in the long run, can affect productivity and job satisfaction.

Academic sources indicate that emotional flexibility is an essential indicator of high-pressure job performance. With excellent emotional regulation and resilience, employees can better handle stress at work and maintain their steady performance (Britt et al., 2020; Kuntz et al., 2021). Empathy can also be linked with better relationships with clients, conflict resolution, and mental health (O'Neill et al., 2020; Vogel et al., 2020).

Studies also show that resilience training and stress-management interventions can help employees to better handle tight work conditions (Newman et al., 2020; De Meuse et al., 2022). These interventions enable the employees to have coping mechanisms that avoid emotional exhaustion and encourage long-term motivation.

The research results of this study thus propose that medical representatives are highly adaptable in terms of their emotions, but organizational behavior ought to maintain the fact that the emotional demands are within control. Managers are supposed to supplement performance expectations with a provider leadership behavior that includes positive feedback, appreciation of effort, and free communication. Emotional resilience may also be enhanced with the help of wellness programs, peer support programs, and stress-management workshops. Emotional adaptability can be a long-term benefit that increases productivity and professional interaction when organizations are actively involved in supporting the welfare of employees.

Table 4
Level of Individual Adaptability of Medical Representatives in terms of Interpersonal Aspect

Indicators	Mean	Rank	Interpretation
1. The medical representative adjusts communication style to suit different healthcare professionals.	3.52	5	Highly Adaptable
2. The medical representative builds rapport with clients of diverse personalities and backgrounds.	3.59	1.5	Highly Adaptable
3. The medical representative responds appropriately to feedback from supervisors and colleagues.	3.56	3	Highly Adaptable
4. The medical representative cooperates effectively with team members during changes in work demands.	3.56	4	Highly Adaptable
5. The medical representative handles interpersonal conflicts professionally and constructively.	3.50	6	Adaptable
6. The medical representative maintains positive relationships despite work-related pressures.	3.59	1.5	Highly Adaptable
Overall	3.55		Highly Adaptable

Note: 3.51 - 4.00 = Highly Adaptable, 2.51 - 3.50 = Adaptable, 1.51 - 2.50 = Slightly Adaptable, 1.00 - 1.50 = Not Adaptable

Interpersonal adaptability describes how employees can change their style of communication, relationship-building, and collaborating in situations that involve people who hold different personalities, expectations and professional positions. Typically, interpersonal adaptability is critical in pharmaceutical sales as medical representatives need to communicate efficiently with physicians, pharmacists, nurses and other medical workers whose tastes and communication patterns can differ greatly.

Table 4 presents the findings that show just how flexible medical representatives are in terms of handling professional relationships, taking feedback, and collaborating with professional colleagues under the conditions of change.

The results show that medical representatives are highly interpersonally adaptable. Respondents indicated that they had high ratings of effectiveness in establishing rapport with clients and sustaining positive professional relationship despite the pressure of work. This means that the representatives can adapt their communication strategies to suit various personalities and styles of interaction.

In pharmaceutical sales relationship building, is a critical success factor since physicians tend to deal with the representatives, they have trust and comfort in communicating with. Team members with a quality of empathy, respect and active listening are more likely to build positive working relationships that enhance sustained cooperation.

Another important conclusion is the readiness of the respondents to collaborate with other colleagues and be constructive when receiving a supervisory reaction. This attitude is an indicator of openness to cooperative work and learning that are valuable attributes in organizational settings that depend on teamwork. Employees open to new and constructive feedback will be in a better position to hone their career aptitude and enhance their performance in the long-term.

Nevertheless, the marginally lower scores in managing interpersonal conflicts also suggest that some representatives can still have difficulties in their interactions with conflicts or ethical issues. These tensions can be the case in pharmaceutical selling where the promotion fact may be challenged by the doctor or where the promo staff have to strike a balance between sales goals and ethical communication principles. Such circumstances demand professional judgment and integrity, as well as proficiency. The representatives should be tactful to strike a balance between being credible and yet carry out their promotional duties.

Studies indicate that interpersonal adaptability is a key driver of efficient operation at an organisation as it facilitates teamwork, confidence and healthy conflict management (Charbonnier-Voirin and Roussel, 2020). Flexible interpersonal behavior by employees enables them to regulate various work relationships and positive climates of communication (Anaza et al., 2020).

Research findings also reveal that good interpersonal skills are associated with increased client satisfaction, teamwork, and corporate performance (McFarland et al., 2020; Singh and Venugopal, 2021). In professions working with clients, the flexibility of communication patterns and the ability to develop trust usually can provide a more reliable predictor of success than the level of technical expertise alone. These findings corroborate the findings of the current study by indicating that medical representatives at Naga City have robust relation skills that favour successful physician and organisation interactions.

In order to introduce the principle of interpersonal adaptability even stronger, pharmaceutical companies are advised to reinforced ethical communication training and professional relationship management programs. The representatives should be advised on how to deal with difficult client interactions without compromising on the transparency and professionalism.

The development of communication skills and the clarity of ethics can allow organizations to make sure that the interpersonal adaptability promotes effective selling practices as well as the future professional reputation.

Level of Job Performance of Medical Representatives

This part presents the level of job performance of medical representatives in terms of sales performance, contextual performance, and adaptive performance. Table 5-7 shows the results of the data.

Indicators	Mean	Rank	Interpretation
1. The employee completes sales and reporting tasks accurately and on time.	3.48	6	Agree
2. The employee consistently achieves or exceeds assigned sales targets.	3.36	8	Agree
3. The employee plans and organizes daily field visits efficiently.	3.57	5	Strongly Agree
4. The employee demonstrates thorough product knowledge during client interactions.	3.60	1	Strongly Agree
5. The employee plans how to achieve work-related goals.	3.59	3	Strongly Agree
6. The employee handles customer inquiries and objections effectively.	3.59	3	Strongly Agree
7. The employee manages workload without requiring close supervision.	3.59	3	Strongly Agree
8. The employee achieves expected results even under tight schedules.	3.45	7	Agree
Overall	3.57		Agree

Note: 3.51 - 4.00 = Strongly Agree, 2.51 - 3.50 = Agree, 1.51 - 2.50 = Disagree, 1.00 - 1.50 = Strongly Disagree

Sales performance is the measure of how effectively the employees complete the main working duties especially those that are directly linked to meeting the organizational goals. Within pharmaceutical sales, this performance dimension incorporates the skills of the medical representatives to articulate product knowledge, strategically plan field visits, client relationships and meeting the sales targets. Since medical representatives act as a core between pharmaceutical companies and healthcare professionals, the number of sales plays a vital role in determining organizational revenue, brand equity, and competitiveness in the market. The indicators included in Table 5 evaluate the effectiveness of the representatives in fulfilling these core responsibilities in the course of their daily work activity.

The findings show that medical representatives are reported to be performing fairly well in fulfilling sales-related duties. Representatives were highly rated in their skills to be excellent in their product knowledge, field organization and responding well to client inquiries. The results of these findings imply that the respondents are technically competent to deliver complicated pharmaceutical knowledge in a clear and convincing tone. In drug promotion, the skills of stating the drug mechanisms and therapeutic or clinical use correctly is very important since doctors expect drug representatives to convey accurate and scientifically based information.

The good scores in both product knowledge and planning behaviors are also indications that the respondents can manage their daily schedules strategically. The planning will enable the representatives to maximize the productivity of the field visits by prioritizing the physicians, scheduling the travel time effectively, and providing suitable promotional materials. Particularly significant are those planning behaviors in the context of sales in inflammable pharmaceutical settings when a representative is required to navigate through multiple territories and ensure a regular contact with health care providers.

Nevertheless, the comparatively lower ratings that are linked to regularly meeting the sales target reveal the existence of the external factors that can be involved in the performance outcomes. The individual competence in pharmaceutical markets does not play a solitary role in determining the sales performance. Competing pharmaceutical brands, sales policies, and regulation, prescribing habits by physicians, among others can greatly influence the sales outcome. Even the representatives of high calibre would struggle to achieve the targets in markets that are unfavourable or where physicians are associated with other rival brands.

This observation indicates the multifacetedness of pharmaceutical sales performance, which is influenced by the interplay of individual performance, organizational resource, and business dynamics. The representatives have to keep changing their strategies to address the evolving preferences of physicians, newly found medical evidence, and the promotional efforts of its competitors.

The academic writings advocate the belief that individual capability and situational factors contribute to sales performance once combined. Research shows that those employees who have positive task planning, product knowledge, and problem-solving skills display greater effectiveness within the context of selling (Koopmans et al., 2020; Panagopoulos et al., 2021). The studies also indicate that cognitive adaptability increases the quality of representatives to change their sales strategies in the face of various physician attitudes or competitive conditions (Pulakos et al., 2020; Singh and Venugopal, 2021).

Moreover, emotional resilience is very important when it comes to maintaining stable sales. Committed workers who do not lose hope and encourage themselves in the face of rejection have a better chance of continuing with their work and eventually register better sales results (Karatepe & Olugbade, 2021). Interpersonal adaptability is also a factor that enhances performance by boosting the relationship-building ability and easing communication with clients (Mulki et al., 2022).

The results of the current research thus indicate that the medical representatives have good underlining competencies of conducting their sales functions. Nevertheless, organizational support is mandatory to guarantee that the representatives would be capable of consistently turning these competencies into quantifiable sales outcomes. Firms in the pharmaceutical industry are required to deliver in-service product training, market intelligence briefings, and strategic coaching so that representatives could polish their promotion strategies. Practical selling skills could be reinforced by mentorship programs which match new representatives with seasoned performers, as well. Through the integration of personal skills and favorable organizational procedures, businesses can improve the total sales performance of its representatives.

Indicators	Mean	Rank	Interpretation
1. The employee willingly assists colleagues when help is needed.	3.52	8	Strongly Agree
2. The employee shares useful information and techniques with team members.	3.56	6	Strongly Agree
3. The employee takes initiative in solving problems beyond assigned duties.	3.54	7	Strongly Agree
4. The employee maintains positive relationships with coworkers and supervisors.	3.62	1	Strongly Agree
5. The employee actively participates in meetings and company activities.	3.61	2	Strongly Agree
6. The employee demonstrates commitment to the organization's goals and values.	3.57	4.5	Strongly Agree
7. The employee goes beyond expectations to support team success.	3.59	3	Strongly Agree
8. The employee cooperates with management to achieve common objectives.	3.57	4.5	Strongly Agree
Overall	3.58		Highly Adaptable

Note: 3.51 - 4.00 = Strongly Agree, 2.51 - 3.50 = Agree, 1.51 - 2.50 = Disagree, 1.00 - 1.50 = Strongly Disagree.

Contextual performance is the kind of behaviors that favor the wider social and organizational context within which work is undertaken. However, in contrast to task performance, which entails the accomplishment of the principal job functions, contextual performance entails the voluntary activities which lead to the success of an organization, which may include collaboration with coworkers, the involvement of coworkers in the organisational operations and the desire to help others in case of need. Such actions have been termed as organizational citizenship behavior as they are far beyond job specification but are vital in ensuring the smooth running of a favorable and fruitful workplace atmosphere. The measures offered in Table 6 consider the levels to which the medical representatives practice collaborative behaviors, dedication to organizational objectives, and engagement in team-based activities. The results show that the medical representatives have a high degree of contextual performance. According to the respondents, the desire to have positive relationships with supervisors and coworkers, to actively engage in the company activities, and assist the team goals are strong. These findings represent an indication that representatives not only concentrate on individual sales performance but also acknowledge the necessity to make contributions towards a cooperative and supportive working atmosphere.

Interpersonal relationships in organizations are positive and cause the people involved to trust, communicate freely and propose common solutions to problems. With positive relationships among employees, both with other employees and their supervisors, the former tends to share information more, provide effective coordination of activities as well as collaborate to resolve work problems. Such cooperation may result in better management of the territory, exchange of information on physician preferences, and shared ideas on how to cope with competition in sales organizations.

The difference in score related to helping colleagues in need of help can be due to the individualized nature of sales work. Medical representatives usually have independent areas of operation and have heavy schedules that do not allow direct assistance. Consequently, even those workers who are ready to help other people might struggle to do it because of time and performance requirements.

However, the general trend in responses is that the respondents have strong organizational commitment and team spirit. The nature of these behaviors enhances organizational effectiveness entailing development of communication networks, boosting morale and creating a culture of collaboration.

The role of contextual performance in organizational success is identified by scholarly research. It has been demonstrated that organizational citizenship behaviors enhance the effectiveness of teams, harmony at work, and overall productivity (Podsakoff et al., 2020). Workers who are proactive in assisting their co-workers and participating in the activities of the organization support the establishment of a culture in which collaborative working and collective accountability are expected.

Research also reveals that good workplace relationships enhance worker engagement and job satisfaction (Kim and Beehr, 2021). By making employees feel tied to their workmates and supervisors, they will tend to give extra effort to aid organizational interests.

Contextual performance is similarly useful in sharing best practices between representatives in client-based industries like pharmaceutical sales. Communication about the strategies of physician engagement, promotion, and market understanding can greatly promote the overall team performance (Breevaart et al., 2020).

The results, thus, indicate that medical representatives in the Naga City exhibit quality contextual performance that can beneficially aid organizational operations. Organizations can also reinforce such behavior by promoting collaborative programs like team learning sessions, peer mentoring and recognition programs that emphasize cooperative behaviors. Nomination of employees that make a difference to team success (not just those who make individual sale) can support the importance of teamwork and maintain a good organizational culture.

Table 7
Level of Job Performance of Medical Representatives in terms of Adaptive Performance

Indicators	Mean	Rank	Interpretation
1. The employee adjusts easily to changes in assigned territory or work schedule.	3.39	8	Agree
2. The employee learns and applies new product information effectively.	3.56	2	Strongly Agree
3. The employee remains calm and effective when faced with unexpected challenges.	3.50	6.5	Agree
4. The employee modifies their approach when dealing with different types of clients.	3.54	3.5	Strongly Agree
5. The employee probes deeply into work-related questions.	3.54	3.5	Strongly Agree
6. The employee is flexible in handling multiple responsibilities simultaneously.	3.52	5	Strongly Agree
7. The employee adapts quickly to new marketing strategies and company policies.	3.50	6.5	Agree
8. The employee continues to perform well despite work-related stress or pressure.	3.56	1	Strongly Agree
Overall	3.53		Highly Adaptable

Note: 3.51 - 4.00 = Strongly Agree, 2.51 - 3.50 = Agree, 1.51 - 2.50 = Disagree, 1.00 - 1.50 = Strongly Disagree

Adaptive performance describes the capacity of employees to change well to new circumstances, emerging work demands, and other work surprises encountered at workplace. In a volatile business-like pharmaceutical sales, staffs have to continuously change due to changes in product lines, regulatory policies, marketing plans and physician demands. It is thus the responsibility of representatives to exercise a certain degree of flexibility with regard to adapting work techniques, communication and problem-solving techniques to various changing situations.

Table 7 indicators are used to assess the flexibility of medical representatives to workplace change, to deal with a variety of duties, and to remain composed despite pressure.

The results show that medical representatives demonstrate a high adaptive performance. Respondents have shown capability to learn and implement new information about products, adjust their ways of handling various clients and sustain performance even when confronted by work-related stress. Such findings indicate that the representatives can modify their behaviors and strategies to suit the changing requirements of the pharmaceutical industry.

The possibility to remain effective when under work-related pressure is one of the most remarkable discoveries made by the respondents. Sales environments can be described as having competitive markets, constantly evolving products and always challenging targets that need to be met. The employees who are resilient and well-equipped to cope with such conditions are the productive ones.

The other significant outcome is the capability of the representatives to absorb the information about new products and utilize them in the process of dealing with clients. More information: Continuous learning is also necessary in pharmaceutical marketing, as a company often launches a new drug or an update of clinical information. Representatives should promptly incorporate such information into their promotional programs to explain the prompt product updates to the physicians.

Nevertheless, comparatively low scores associated with adapting to changes in terms of territory or schedule reveal that structural adjustments can pose short-term difficulties to representatives. Several

alterations in territory assignments can compel staff to form new relations with physicians, to study foreign geographic units, and to adapt their schedules. Such transitions have the tendency of destabilizing existing routines and need more time to adjust.

The results underscore the fact that adaptive performance is a multidimensional phenomenon. Adaptability includes such aspects as cognitive flexibility as well as budget and humor as well as practicality in resolving problems. To efficiently address changing work requirements, employees need to combine these competencies.

The academic literature highlights that a key competency in current companies facing rapid technological and market transitions is adaptive performance (Rudolph et al., 2021). Flexible employees have more capacity to handle uncertainty, acquire new skills more easily, and remain productive across organizational shifts.

The research revealed that adaptive behaviors among employees were greatly boosted following structured learning programs and supportive leadership (De Meuse et al., 2022). Coaching and mentoring programs enable employees to build confidence in the presence of unfamiliar tasks or new work arrangements.

In sales, adaptive performance has a close connection to success since representatives will have to readjust their approaches to meet the various needs of clients and competitiveness (Singh and Venugopal, 2021). When employees are effective in responding to change, they will be more likely to sustain long-term performance stability.

The study findings also indicate that medical representatives are highly adaptive individuals with strong adaptability skill that facilitates their effectiveness in a dynamic pharmaceutical setting. Nonetheless, when rolling out operational measures like territory reassignments or changes in the schedules, organizations are encouraged to have systematic transition programs. Representatives can be trained to better deal with transitions by offering pre-change briefings, mentorship, and workflow adaptation training. Focusing on personal and organizational factors that affect adaptability, pharmaceutical firms may make sure that representatives of the company demonstrate a high-performance level even amid the changing working conditions.

Relationship exists between Individual Adaptability and Job Performance of Medical Representatives.

This part presents the significant relationship exists between individual adaptability and job performance of medical representatives. Table 8 shows the results of the data.

Table 8
Pearson's Correlation for the Significant Relationship between Job Performance and Individual Adaptability of Medical Representatives.

Individual Adaptability	Job Performance	Pearson's Correlation (r-value)	Significance (p-value)	N
Cognitive	Sales Performance	0.591**	0.000	117
	Contextual Performance	0.546**	0.000	117
	Adaptive Performance	0.428**	0.000	117
Emotional	Sales Performance	0.655**	0.000	117
	Contextual Performance	0.745**	0.000	117
	Adaptive Performance	0.603**	0.000	117

Interpersonal	Sales Performance	0.739**	0.000	117
	Contextual Performance	0.749**	0.000	117
	Adaptive Performance	0.587**	0.000	117

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The relationship between job performance and adaptability of the employee is significant as it helps to assess how personal competencies are converted into organizational results. Employees in dynamic industries like pharmaceutical sales often face shifting portfolios of the companies they work in, shifting layers of medical information, and fluctuating expectations of the clients. Consequently, adaptability becomes a key asset that helps representatives to be effective in their work with ongoing changes in the workplace. Table 8 shows the outcomes of Pearson correlation analysis of the relationship between three dimensions of individual adaptability: cognitive, emotional, and interpersonal and three dimensions of job performance: sales performance, contextual performance, and adaptive performance.

The findings indicate that there are high positive relationships between all dimensions of individual adaptability and job performance. This result suggests that when employees exhibit greater adaptability, they also work more effectively in different dimensions of their job assignments. The degree of these relationships demonstrates the significance of adaptability as a driver of employee performance in pharmaceutical selling settings.

Interpersonal adaptability shows the best association with sales performance and the contextual performance among the adaptability dimensions. It implies that those representatives, who can introduce changes in their communication strategy, establish relationships with physicians, and stay on good terms with colleagues, would be better placed to attain better performance results. Sales in pharmaceutical are heavily dependent on relationship building as the rates of prescription are frequently dependent on the degree of trust and credibility the physicians bear towards the medical representatives. The ability of representatives to flex their people relations to suit various personalities and professional values places such representatives in a better standing to maintain healthy clientship.

Job performance also shows strong relationships with emotional adaptability. The ability of the representatives to emotionally control themselves, not to lose it when being rejected, and to stay motivated when under pressure to make sales will help them to be more consistent in their performance rates. Stressful events that are common among employees in sales environments include rejection by physicians, comparisons of performance, and performance surveys. When employees have good emotional regulation abilities, they could settle such issues without letting bad experiences to deter their confidence or productivity.

Cognitive adaptation, though with a still large performance-related level of significance, shows moderate lower correlations with interpersonal and emotional adaptability. This observation implies that analytical thinking and problem-solving skills do not necessarily play a complete role in performance results in pharmaceutical sales. Although cognitive skills help the representatives to interpret intricate product knowledge and create selling strategies, successful work is often partly determined by the capability to communicate and have proper professional relations.

The findings relate to the hypothesis that adaptability is a multidimensional competency, which consists of intellectual flexibility, emotional resilience and interpersonal skill. Those representatives who build these capabilities at the same time can be better able to react effectively to the evolution of market circumstances and the demands of the clients.

The association between adaptability and employee performance is greatly supported by existing research. Research suggests that adaptive behaviors help employees to change their strategies, learn new things, and better cope with workplace issues (Pulakos et al., 2020; Griffin et al., 2021). Adaptable employees are more likely to respond to uncertainty than average employees, leading to better task skills and organisational citizenship functioning (Rudolph et al., 2021).

Research also shows the significance of interpersonal flexibility in client careers. Relationally flexible employees develop better professional networks and have a more resourceful communication with clients (Kuntz et al., 2021). In the same breath, emotional regulation has been associated with increased job satisfaction, reduced stress, and greater performance consistency within a sales setting (Vogel et al., 2020). The findings of the current research thus support the notion that adaptability is an underlying capacity to attain sustained performance in flexible workplaces. Development of the skill of adapting to changing circumstances amongst the representatives of pharmaceutical companies should be a priority and the training programs assisted by intellectual training, creation of emotional resilience, and practice of interpersonal communication ought to be offered.

Adaptability indicators can also be utilized in the performance evaluation systems by organizations. Rewarding employees who exhibit flexibility, problem-solving initiative and relationship-building skills can help foster the development of behavioral patterns that help an organization succeed in the long term.

Profile variables significantly influence Individual adaptability and Job performance.

This part presents the selected profile variables significantly influence individual adaptability and job performance. Table 9 &10 shows the results of the data.

Profile	Individual Adaptability	Chi-Square (X ² -value)	Significance (p-value)	N
Age	Cognitive	255.465	0.903	117
	Emotional	207.940	0.945	117
	Interpersonal	187.466	0.945	117
Sex	Cognitive	44.392	0.764	117
	Emotional	36.081	0.796	117
	Interpersonal	44.561	0.286	117
Educational Attainment	Cognitive	359.795**	0.000	117
	Emotional	365.462**	0.000	117
	Interpersonal	431.116**	0.000	117
Marital Status	Cognitive	73.739	0.616	117
	Emotional	73.799	0.238	117
	Interpersonal	100.323**	0.001	117
Length of Service	Cognitive	366.507	0.641	117
	Emotional	320.100	0.472	117
	Interpersonal	330.250*	0.050	117

Note: **. Relationship is significant at the 0.01 level (2-tailed); *. Relationship is significant at the 0.05 level (2-tailed).

Table 9 shows the outcomes of Chi-square test of independence performed to check whether or not the selected profile variables (i.e. age, sex, educational attainment, marital status, and length of service) have significant impact on the individual adaptability of medical representatives in terms of cognitive, emotional, and interpersonal adaptability. The analysis was conducted on 117 respondents with results being tested at 0.05 and 0.01 (2-tailed) levels of significance.

Age and Individual Adaptability

The Chi-square findings show that there is no significant correlation between age and any dimension of individual adaptability. Specifically, age is not significantly related to cognitive adaptability ($\chi^2 = 255.465$, $p = 0.903$), emotional adaptability ($\chi^2 = 207.940$, $p = 0.945$), and interpersonal adaptability ($\chi^2 = 187.466$, $p = 0.945$). The findings indicate that age differences are not significantly related to the level of adaptability of medical representatives since all calculated p-values are higher than the 0.05 level of significance.

Sex and Individual Adaptability

In a similar manner there is no statistical significant relationship between sex and individual adaptability. The Chi-square values for cognitive ($\chi^2 = 44.392$, $p = 0.764$), emotional ($\chi^2 = 36.081$, $p = 0.796$), and interpersonal adaptability ($\chi^2 = 44.561$, $p = 0.286$) all yield p-values greater than 0.05. This means that there are no significant differences between the male and female medical representatives in their adaptability levels in the three dimensions.

Educational Attainment and Individual Adaptability

Conversely, education is significantly related to every dimension of optimizing the adaptability of individuals. The results show significant associations with cognitive adaptability ($\chi^2 = 359.795$, $p = 0.000$), emotional adaptability ($\chi^2 = 365.462$, $p = 0.000$), and interpersonal adaptability ($\chi^2 = 431.116$, $p = 0.000$). The results conclusively show that educational attainment has substantial implications on the levels of adaptability among medical representatives since all their p-values are below 0.01. It indicates that cognitive flexibility, emotional control, and interpersonal skills could be increased with the elevation of education levels.

Marital Status and Individual Adaptability

The analysis further reveals that marital status is not significantly related to cognitive adaptability ($\chi^2 = 73.739$, $p = 0.616$) and emotional adaptability ($\chi^2 = 73.799$, $p = 0.238$). However, marital status shows a significant relationship with interpersonal adaptability ($\chi^2 = 100.323$, $p = 0.001$). This implies that marital status can have an effect on interpersonal skills within communication and relationship management but has no significant effect on cognitive and emotional elements of adaptability.

Length of Service and Individual Adaptability

With respect to length of service, the results show no significant relationship with cognitive adaptability ($\chi^2 = 366.507$, $p = 0.641$) and emotional adaptability ($\chi^2 = 320.100$, $p = 0.472$). However, length of service exhibits a significant relationship with interpersonal adaptability ($\chi^2 = 330.250$, $p = 0.050$). This implies that interpersonal adaptability could be built in the course of longer tenure due to workplace interactions and experience.

It was found that the interpersonal dimension of personal adaptability showed a statistically significant difference, when respondents were clustered based on their length of service. The result of this finding shows that tenure at the organization also helps in enhancing the interpersonal competencies of the employees especially in the areas of communication, collaboration and relationship management with their clients and with fellow employees. The longer-serving employees are characterized by a greater interpersonal adaptability as constant exposure to the workplace interactions enables them to perfect their communication strategies, develop confidence, and gain a deeper insight into social dynamics in the workplace setting. With time, medical representatives are able to acquire the first-hand experience of working with all types of personalities, their concerns, and relationships with other professionals, which increases their effectiveness in interpersonal relationships.

This observation can be corroborated by modern studies that suggest work experience is a key determinant of interpersonal competence and social skills development in the environment (Charbonnier-Voirin and Roussel, 2020; Jundt et al., 2021). The longer employees stay within an organization, the more the experiential learning experiences that enhance teamwork behaviors, conflict management skills, and adaptive communication levels (Park & Park, 2020). Experience has a significant effect on interpersonal adaptability in sales-related careers since recurring client relationships enhance the persuasion process, trust-building, and professional confidence (Singh & Venugopal, 2021). On the other hand, shorter tenured employees also might be adapting to organizational expectations and professional communication needs, and as such, the difference among the groups is expected.

This lack of meaningful differences in cognitive as well as emotional adaptiveness implies that knowledge processing, as well as emotional regulation, can be contingent to individual traits, training, or personality as opposed to tenure (Rudolph et al., 2021). Nonetheless, personal skill in adapting interpersonally seems to be built up over time by experience in the workplace and social learning. This shows the relevance of mentoring programs, peer coaching and communication training especially to new recruited medical representatives who might have yet to build their interpersonal skills.

In general, the results support the notion that the length of service is a significant contributing element to the interpersonal adaptability, resilience of the fact that organizational experience is a key determinant of the capacity that employees operate efficiently in socially challenging jobs like pharmaceutical sales.

Overall, the Chi-square test shows that in relation to the profile variables under investigation, educational level is an influential variable in all aspects of individual adaptability of Medical Representatives. Also, marital status and length of service have a considerable influence on interpersonal adaptability only, whereas age and sex have no materially important influence on individual adaptability in any of its dimensions.

According to these results, the null hypothesis whether some significant relationship exists between the profile variables and individual adaptability of Medical Representatives is rejected partially because some profile variables, especially the educational attainment variables have significant associations with individual adaptability.

Table 10
Chi-Square Test for the Profile that Significantly Affect the Job Performance of Medical Representatives

Profile	Job Performance	Chi-Square (X ² -value)	Significance (p-value)	N
Age	Sales Performance	267.080	0.783	117
	Contextual Performance	241.823	0.491	117
	Adaptive Performance	253.372	0.918	117
Sex	Sales Performance	46.658	0.683	117
	Contextual Performance	34.804	0.838	117
	Adaptive Performance	56.310	0.317	117
Educational Attainment	Sales Performance	501.566**	0.000	117
	Contextual Performance	375.736**	0.000	117
	Adaptive Performance	336.322**	0.001	117
Marital Status	Sales Performance	89.383	0.178	117
	Contextual Performance	67.113	0.439	117
	Adaptive Performance	146.374**	0.000	117

Length of Service	Sales Performance	410.529	0.113	117
	Contextual Performance	315.006	0.553	117
	Adaptive Performance	398.827	0.211	117
Note: **, Relationship is significant at the 0.01 level (2-tailed).				

Table 10 shows the outcome of the Chi-square test of independence performed to ascertain whether specific profile variables namely, age, sex, educational attainment, marital status and length of service, have significant influence on job performance of Medical Representatives per sales performance, contextual performance, and adaptive performance. The test was conducted with 117 respondents, and statistical significance was checked on the level of 0.05 and 0.01 (2-tailed).

Age and Job Performance

The Chi-square results indicate that age has no significant relationship with any dimension of job performance. Specifically, age is not significantly related to sales performance ($\chi^2 = 267.080$, $p = 0.783$), contextual performance ($\chi^2 = 241.823$, $p = 0.491$), and adaptive performance ($\chi^2 = 253.372$, $p = 0.918$). Since all p-values exceed the 0.05 level of significance, the findings suggest that job performance of Medical Representatives does not significantly vary across different age groups.

Sex and Job Performance

Similarly, sex does not show a statistically significant relationship with job performance. The Chi-square values for task performance ($\chi^2 = 46.658$, $p = 0.683$), contextual performance ($\chi^2 = 34.804$, $p = 0.838$), and adaptive performance ($\chi^2 = 56.310$, $p = 0.317$) all yield p-values greater than 0.05. This indicates that male and female Medical Representatives demonstrate comparable levels of performance across all job performance dimensions.

Educational Attainment and Job Performance

On the other hand, education attainment has a statistically significant association with every aspect of job performance. The results reveal significant associations with task performance ($\chi^2 = 501.566$, $p = 0.000$), contextual performance ($\chi^2 = 375.736$, $p = 0.000$), and adaptive performance ($\chi^2 = 336.322$, $p = 0.001$). These p-values are not bigger than the level of significance of 0.01, which shows that the educational level has a strong influence on the job performance of Medical Representative. This implies that increased educational levels could help in better performance of duties, organizational citizenship practices and adjustment to changing work environment.

Marital Status and Job Performance

The findings further show that marital status has no significant relationship with sales performance ($\chi^2 = 89.383$, $p = 0.178$) and contextual performance ($\chi^2 = 67.113$, $p = 0.439$). However, marital status demonstrates a significant relationship with adaptive performance ($\chi^2 = 146.374$, $p = 0.000$). It means that the marital status can have a certain impact on how Medical Representatives adapt to the changes and deal with work related demands, but it has no serious influence on task related and contextual issues of performance.

Length of Service and Job Performance

With respect to length of service, the Chi-square results show no significant relationship with sales performance ($\chi^2 = 410.529$, $p = 0.113$), contextual performance ($\chi^2 = 315.006$, $p = 0.553$), and adaptive performance ($\chi^2 = 398.827$, $p = 0.211$). The findings imply that the length of service is not a major factor influencing the level of job performance of Medical Representatives.

On the whole, the findings of the Chi-square test demonstrate that with respect to the profile variables studied, educational attainment, but not marital status, influences all the dimensions of job performance,

whereas adaptive performance is influenced by marital status, but not educational attainment. Conversely, the data indicates that age, sex, and length of service are not important in influencing job performance of Medical Representatives on any performance dimension.

The findings indicate that better educated employees can think more flexibly, manage emotions more effectively, and engage in interpersonal communication more effectively. Conversely, age and gender are not significant determinants of adaptability meaning that the adaptability in pharmaceutical sales is more determined by knowledge and professional preparation as compared to demographic traits. The marriage and increased length of tenure response seem to positively enhance interpersonal skills, presumably through increased life experience and workplace social activity.

The results suggest the significance of education and professional growth in enhancing adaptability. They can also overcome complex product information, adapt strategies, and have a positive relationship with healthcare providers through representatives with good academic backgrounds. In the meantime, personal conditions, such as marital status, might only slightly increase the adaptability of interpersonal relationships, implying that the non-occupational experience can be regarded as a complement to professional excellence.

These observations are backed by existing researches. As Pulakos et al. (2020) highlight, formal education provides employees with problem-solving skills and analytical skill to ensure flexible adaptation. According to Rudolph et al. (2021), interpersonal adaptability is a matter of experience, both within and out of work. Another study by Van der Heijden et al. (2022) also showed that educational attainment is a significant predictor of cognitive and emotional adaptability in sales. In the same vein, Griffin et al. (2021) emphasis the importance that life experience plays on social competence in a professional context.

The company is supposed to focus on programmed learning and ongoing education. This may involve high-level training sessions, product knowledge micro-learning, and role-playing to promote their flexibility in cognitive, emotional, and interpersonal spheres. Also, a mentorship program, where less experienced representatives are paired up with the more experienced employees could be used to leverage tenure and experience in life to stronger interpersonal adaptability. By understanding that adaptability is developed through educational background and social exposure, companies can develop recruitment and development approaches which focus on the aspects of professional qualification and learning through experience.

Motivational Framework for Medical Representatives to enhance Job Performance and Individual Adaptability

This part presents the propose motivational framework grounded in established management theory to enhance individual adaptability and job performance of medical representatives.



Discussion Section B

The study results resulted in the creation of the A.D.A.P.T. Motivational Framework that is designed to improve the performance of medical representatives in their jobs and their personal flexibility. The model combines the research results with the existing organizational behavior theories to inform pharmaceutical enterprises on how to empower employees, motivate them, and make them flexible within a competitive environment of making sales.

The paradigm is supported by Herzberg Two-Factor Theory explaining that motivation (achievements, recognition, growth) and hygiene (organizational support, policies, and working conditions) are two categories that determine the employee performance. When it comes to pharmaceutical sales, a combination of these factors has dictated the ability of medical representatives to adapt to the changes the market will undergo, stay motivated, and continue with professional relationships with healthcare providers.

According to the findings of the study especially the close interrelationship between personal adaptability and job performance and the impact of education and experience on individual adaptability, the framework suggests that there are five strategic elements rejuvenated in the acronym A.D.A.P.T.

A.D.A.P.T Framework Components

A — Awareness of Adaptability

The initial aspect focuses on creating awareness of the medical representatives on the relevance of being flexible in their professional career. The study results revealed that medical representatives are highly cognitively, emotionally, and interpersonally adaptable, which highly correlates to job performance. But the flexibility should be constantly enforced with the aid of organizational awareness programs.

The organizations must have orientation and professional seminars where the value of flexibility in pharmaceutical sales require emphasis. These programs will make employees know that flexibility, emotional strength and strong communication will affect the relationships between physicians and sales. The spread of awareness should help the employees realize that adaptability is not only a characteristic of a person but a professional skill that can be fostered continuously.

D — Development of Professional Competence

The second aspect is concerned with enhancing the competence of employees via lifelong learning and career improvement. The research found that educational level is crucial in adaptability and job performance meaning that knowledge and training are very important in enhancing workplace performance.

Organizations should provide regular training programs focusing on:

- product knowledge
- medical updates
- communication strategies
- emotional resilience
- ethical sales practices

Cognitive adaptability is improved through structured training, which increases the way employees process complex information and change strategies based on the changes in the market. Confidence and readiness to work with professionals in healthcare also help and is enhanced through professional development.

A — Application of Adaptive Skills

The third element emphasizes the use of adaptive skills in practice in real work. The results revealed that

medical representatives exhibit high interpersonal adaptability and it also plays a significant role in contextual and sales performance.

To maximize this capability, organizations should implement experiential learning approaches such as:

- role-playing simulations
- field coaching
- mentoring programs
- peer collaboration activities

These strategies allow employees to apply their cognitive, emotional, and interpersonal adaptability in real sales interactions. Practical application ensures that theoretical knowledge gained from training programs translates into effective workplace behavior.

P — Performance Enhancement

The fourth component is empowered by reinforcing job performance by supportive lines of management. The research has discovered that adaptability has a significant role in all types of job performance such as sales, contextual and adaptive performance.

Structured performance management systems, which incorporate, should be implemented in organizations:

- regular performance feedback
- coaching sessions
- recognition programs
- realistic sales targets

These initiatives motivate employees to maintain high performance standards while supporting their ability to cope with workplace pressures. When employees are given appreciation of their efforts and the achievements, they will be more engaged and encouraged in a bid to perpetuate on performance improvements.

T — Transformation into Adaptable Professionals

The last component embodies the long-term result of the framework: how to ensure medical representatives become highly adjustable professionals who can work in a dynamical environment.

With organizational support over time, workers tend to build adaptability competencies progressively and, therefore, can:

- manage workplace stress effectively
- maintain professional relationships with physicians
- adjust strategies to market changes
- sustain consistent performance under pressure

This transformation benefits both employees and organizations by fostering a workforce that is resilient, competent, and capable of sustaining long-term professional success.

Implementation of the ADAPT Framework

To operationalize the framework, pharmaceutical companies may implement the following strategies:

1. Orientation and adaptability awareness programs

Introduce workshops emphasizing the role of adaptability in pharmaceutical sales.

2. Continuous training and development programs

Provide regular product training, communication workshops, and emotional intelligence development.

3. Mentorship and coaching systems

Pair experienced representatives with newly hired employees to strengthen interpersonal adaptability.

4. Performance monitoring and recognition systems

Implement structured evaluation and reward mechanisms to sustain motivation and performance.

5. Supportive work environment initiatives

Encourage teamwork, communication, and leadership support to maintain employee morale.

Expected Outcomes of the Framework

The implementation of the A.D.A.P.T. Motivational Framework is expected to produce several organizational benefits, including:

- improved job performance among medical representatives
- stronger cognitive, emotional, and interpersonal adaptability
- enhanced professional relationships with healthcare providers
- increased employee engagement and motivation
- reduced turnover and improved organizational commitment

By strengthening both adaptability and motivation, organizations can ensure that medical representatives remain effective even in rapidly changing pharmaceutical markets.

Summary

The A.D.A.P.T. Motivational Framework contains the systematic method of enhancing adaptability and job performance of medical representatives. The framework is based on the Two-Factor Theory of Herzberg with the assistance of the empirical results of the research and emphasizes the role of awareness, competence development, skills usage and performance management, as well as professional transformation.

By combining all these factors, pharmaceutical firms can develop a workforce that is not only knowledgeable and capable but also strong and flexible to the changing needs of the industry.

Data analysis and reporting results are fundamental aspects of conducting research. Researchers use numerous approaches to data analysis, and no approach is uniformly preferred as long as the method is appropriate to the research questions being asked and the nature of the data collected.

CONCLUSIONS

To determine the profile of the Medical Representatives in Naga City in terms age, sex, educational attainment, marital status, and length of service.

1. **Age.** The medical representative workforce is largely composed of young professionals in the early stage of their careers.
2. **Sex.** The presence of gender diversity within the medical representative career reflects an inclusive environment where individuals can participate regardless of gender.
3. **Educational Attainment.** This variation suggests that the organization benefits from a workforce with diverse academic preparation, contributing a range of skills, competencies, and professional knowledge.
4. **Marital Status.** This diversity reflects varying personal responsibilities and life experiences, which may influence work attitudes and perspectives within the organization.
5. **Length of Service.** The results further show that employees differ in their years of service within the organization. This combination of experienced and relatively new employees may contribute to knowledge transfer, professional development, and organizational continuity.

To examine the level of individual adaptability of Medical representatives in terms of cognitive, emotional and interpersonal aspects.

1. Cognitive Aspect

In conclusion, the results show that emotional intelligence significantly influences the cognitive dimension of employee engagement. Employees who can regulate their emotions tend to be more mentally focused and engaged in their tasks. This ability to manage thoughts and stay focused increases work engagement, productivity, and commitment to organizational goals.

2. Emotional Aspect

Emotional intelligence plays an important role in strengthening the emotional component of employee engagement. Employees with high emotional intelligence can better handle stress and manage negative emotions at work. As a result, they remain motivated, satisfied with their jobs, and develop stronger emotional attachment to their workplace.

3. Interpersonal Aspect

The results also result in the conclusion that emotional intelligence can greatly contribute to the interpersonal dimension of employee engagement. Highly emotionally intelligent employees are more socially aware and have high quality communication skills, which enhance workplace relationships and collaboration. This skill of positive interaction development can help provide a more cooperative work environment and facilitate employee involvement in general.

To assess the level of job performance of the Medical Representatives in terms of Sales Performance, Contextual Performance and Adaptive Performance.

1. Sales Performance

It can be assumed that emotional intelligence is a strong factor to enhance the sales performance of employees. Employees that have the capacity to organize their emotions are in a better position to communicate with their customers and create a good relationship that facilitates sales success. Emotional intelligence is thus a contributing factor to performance attainment of employees when it comes to the context of sales activities.

2. Contextual Performance

Another thing that can be concluded is that emotional intelligence improves contextual performance in the organization. Those employees who exhibit high levels of emotional intelligence tend to take on actions that are supportive of teamwork, cooperation as well as development of the organization. Such practices will help to create a more favorable workplace environment and increase the overall effectiveness of an organization.

3. Adaptive Performance

The results also show that emotional intelligence also plays a role in adapting performance of employees. The highly emotionally intelligent employees are more able to adapt to changes and challenges at the workplace. Regulation of emotional responses enables them to be productive and strong enough to operate in highly dynamic environments. Emotional intelligence thus is rather significant in enhancing the adaptability of the employees.

To determine if there is a significant relationship between Job Performance and Individual Adaptability of Medical Representatives.

Hypothesis: There is a significant relationship between job performance and individual adaptability of

Medical Representative.

1. Cognitive Adaptability and Sales Performance

It is possible to conclude that cognitive adaptability helps enhance the sales performance of medical representatives. Such flexible thinking and reaction to new information equip employees with the ability to deal with the dynamism of pharmaceutical marketing.

2. Emotional Adaptability and Contextual Performance

The results further imply that emotional adaptability enhances performance in a specific context, as it enables employees to sustain positive working relationships and professionalism under stressful events.

3. Interpersonal Adaptability and Adaptive Performance

Additionally, interpersonal adaptability will improve the capacity of the employee to adapt to the changes in the workplace and to maintain a good communication level with their colleagues and clients.

To identify profile that significantly affects the adaptability and job performance of Medical Representatives.

Hypothesis: There are profiles that significantly affect the adaptability and job performance of Medical Representative.

1. Age

The conclusion is that age diversity adds to the existence of the divergent views and experience in the organization, which can facilitate workplace cooperation and professional development.

2. Sex

The findings indicate that both male and female employees contribute to organizational performance, reflecting gender representation in the workforce.

3. Educational Attainment

Educational attainment contributes to employees' professional development by strengthening their knowledge, analytical abilities, and workplace competence.

4. Marital status

Marital status does not significantly influence the cognitive and emotional adaptability of medical representatives. However, it significantly affects their interpersonal adaptability, indicating that marital status may influence how they interact and relate with others.

5. Length of Service

Length of service enhances interpersonal adaptability as employees gain experience in communication, collaboration, and workplace interaction over time.

To propose a motivational framework for medical representatives to enhance job performance and individual adaptability.

Using the Two-Factor Theory developed by Herzberg, the results support the idea that hygienic factors and motivators do affect the performance. Lack of dissatisfaction occurs because hygienic factors like clear expectations, availability of sufficient work materials, workload that is manageable, and company policies are in place to offer a stable base that averts dissatisfaction. Engagement, initiative and intrinsic motivation can be promoted by motivators that include recognition of achievement, skill development and responsibility in making decisions. This two-fold strategy is vital to the sales environment of pharmaceuticals, as medical representatives are exposed to continual market dynamics, intense pressure to perform, as well as recurring rejection of their clients.

This research proves that training, structured feedback, and recognition as part of a motivational system lead to increased individual adaptability and job performance. Those representatives who get a chance to learn constantly and promptly hear the rewards of their work are more likely to adapt strategies, stay emotionally balanced in a tense situation, and establish more successful relationships with clients. The insights also emphasize the necessity to correlate motivation with the performance indicators and the development of the adaptability, such that employees can be informed about how their improvement can be measured by the success attained in quantifiable metrics.

RECOMMENDATIONS

To determine the profile of the Medical Representatives in Naga City in terms age, sex, educational attainment, marital status, and length of service

1. **Age.** It is recommended that organizations encourage collaboration between employees from different age groups through mentoring programs and team-based projects. Such initiatives may promote knowledge sharing and strengthen workplace relationships.
2. **Sex.** Management should continue to support gender equality in the workplace by ensuring equal access to professional development opportunities, leadership roles, and career advancement regardless of sex.
3. **Educational Attainment.** Providing continuous learning opportunities such as seminars, workshops, and training programs may help employees further develop their skills and competencies regardless of their educational background.
4. **Marital Status.** Organizations may consider implementing policies that promote work-life balance, such flexible scheduling or employee support programs, to accommodate the diverse needs of employees with different personal responsibilities
5. **Length of Service.** It is recommended that organizations establish mentorship or peer- learning programs where experienced employees can guide newer staff member. This approach may enhanced professional development while preserving valuable organizational knowledge.

To examine the level of individual adaptability of Medical representatives in terms of cognitive, emotional and interpersonal aspects

1. Cognitive Aspect

Organizations have been encouraged to employ training programs that improve the emotional intelligence of the employees, especially in matters concerning self-awareness and emotional regulation. Such programs can also involve workshops, seminars, and professional development programs aimed at enhancing the capacity of employees to regulate their thoughts and feelings during the work activities. Organizations can enhance emotional intelligence, which allows more people to be engaged in cognition and enhances the focus and decision-making skills of employees.

2. Emotional Aspect

In order to amplify the emotional part of employee engagement, companies are advised to make supportive work conditions where employees are likely to develop emotional well-being and resilience. The management can also initiate stress management programs, mentoring programs and well-being activities which can enable the employees to be in positive emotional positions. Such programs are able to lead to increased rates of motivation, job satisfaction and organizational commitment.

3. Interpersonal Aspect

Organizations also ought to give the employees a chance to build interpersonal skills that include communication, empathy, and conflict management skills. The interaction skills of employees with colleagues can be promoted through team-building activities, leadership development programs, and work projects carried out in a team. The enhancement of interpersonal competencies is a practice that can enhance interpersonal relationships and make organizations more cooperative.

To assess the level of job performance of the Medical Representatives in terms of Sales Performance, Contextual Performance and Adaptive Performance.

1. Sales Performance

Organizations ought to offer training programs which will enable employees acquire emotional intelligence skills which are applicable in dealing with customers and sales performance. The programs could consist of communication training, emotional control methods, and customer-service training. Emotional intelligence creates the potential to enhance understanding of customer needs and sales performance on a large scale by organizations after they are strengthened.

2. Contextual Performance

The management must promote a working culture that is based on collaboration, supportive attitude, and good relationship between people. Employee incentives, such as rewarding employees who can prove themselves to be helpful and effective in working with their colleagues may encourage other employees to participate in the contextual performance. The commitment of organizational goals by **employees can be** enhanced through organizational policies that encourage them to work together.

3. Adaptive Performance

Organizations are also pushed to come up with programs that help employees to become flexible and resilient in order to respond to change. Employees can be better adapted to a dynamic working environment through training programs on emotional intelligence, problem-solving, and stress management. Promoting flexibility, organizations can also make sure that their employees are productive and allow them to address changing organizational expectations.

To determine if there is a significant relationship between Job Performance and Individual Adaptability of Medical Representatives.

1. Cognitive Adaptability and Sales Performance

Companies can enhance cognitive flexibility by organizing training sessions that teach workforce to engage in analytical abilities, problem solving and product familiarization.

2. Emotional Adaptability and Contextual Performance

Management may implement emotional intelligence and stress-management programs to help employees maintain emotional balance and professionalism in the workplace.

3. Interpersonal Adaptability and Adaptive Performance

Organizations should promote communication training, mentor-ship programs, and collaborative activities that enhance employees' interpersonal adaptability.

To identify profile that significantly affects the adaptability and job performance of Medical Representatives.

1. Age

Organizations may encourage collaboration among employees of different age groups through mentoring programs and team-based activities.

2. Sex

Management should continue promoting equal opportunities for career development and professional growth regardless of gender.

3. Educational Attainment

Organizations are encouraged to support continuing education and professional development programs that enhance employees' knowledge and competencies.

4. Marital Status

Since marital status has a significant relationship with interpersonal adaptability, organizations may consider providing team-building activities and communication training to further enhance the interpersonal skills of medical representatives regardless of their marital status. This can help ensure that all employees develop strong professional relationships and effective collaboration in the workplace.

5. Length of Service

Mentorship programs can be implemented to allow experienced employees to guide newer staff members in developing interpersonal and professional skills.

To propose a motivational framework for medical representatives to enhance job performance and individual adaptability.

The companies must have a defined system of motivation in which flexibility and performance will be cultivated by continuous training, awarding, and communication of expectations. Frequent feedback, professional development, and positive work environments support intrinsic and extrinsic motivation, improvement of overall job performance, and satisfaction of employees.

Motivational Framework for Enhancing Individual Adaptability and Job Performance

1. Hygiene Factors (Prevent Dissatisfaction)

Clear Work Guidelines & Expectations → Ensures representatives understand targets and roles.

Adequate Resources & Tools → Access to updated product information, CRM tools, and market data.

Supportive Policies → Flexible work schedules, travel allowances, and reasonable workload distribution.

2. Motivators (Promote Engagement and Performance)

Recognition & Reward → Acknowledgment for achieving sales goals, adaptive solutions, or strong interpersonal interactions.

Skill Development & Training → Continuous learning programs for cognitive, emotional, and interpersonal adaptability.

Career Growth Opportunities → Promotions, mentorship, and expanded responsibilities to reinforce ownership and intrinsic motivation.

3. Adaptability Development

Cognitive Adaptability → Rapid comprehension of new product information; problem-solving skills.

Emotional Adaptability → Resilience under stress, managing client rejection, maintaining motivation.

Interpersonal Adaptability → Effective communication, conflict resolution, rapport-building with healthcare professionals.

4. Job Performance Outcomes

Task Performance → Accurate, timely completion of sales and reporting tasks.

Contextual Performance → Cooperative behaviors, positive organizational citizenship, participation in team activities.

Adaptive Performance → Flexibility in responding to changes in territory, schedules, and marketing strategies.

5. Feedback Loop

Continuous monitoring and feedback ensure that hygiene factors and motivators remain aligned with employee needs, sustaining both adaptability and performance.

Overall Principle: By combining hygiene factors to prevent dissatisfaction and motivators to encourage engagement, the framework strengthens individual adaptability, which in turn improves task, contextual, and adaptive performance among medical representatives.

References

1. Akkermans, J., Richardson, J., & Kraimer, M. (2020). The Covid-19 crisis as a career shock: Implications for careers and vocational behavior. *Journal of Vocational Behavior*, 119, 103434. <https://doi.org/10.1016/j.jvb.2020.103434>
2. Almeida, F., Santos, J. D., & Monteiro, J. A. (2020). The challenges and opportunities in the digitalization of companies in a post-COVID-19 world. *IEEE Engineering Management Review*, 48(3), 97–103.
3. Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 26(1), 1–10.
4. Chong, S., Huang, Y., & Chang, C. H. (2020). Supporting interdependent telework employees: A moderated-mediation model linking daily COVID-19 task setbacks to next-day work withdrawal. *Journal of Applied Psychology*, 105(12), 1408–1422.
5. Derkach, O. (2024). Adaptability as a core leadership competency: Navigating change in the modern workforce. *American Scientific Research Journal for Engineering, Technology, and Sciences*, 101(1), 45–57.
6. Fletcher, L., & Griffiths, A. (2020). Digital transformation during the pandemic: Implications for employee adaptability and work performance. *Human Resource Development International*, 23(5), 505–514.
7. Grant, A. M., & Parker, S. K. (2021). Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals*, 15(1), 193–241.
8. Johnstone, R., & Wilson-Prangley, A. (2021). The relationship between mindfulness and individual adaptability in dynamic work contexts. *South African Journal of Business Management*, 52(1), a2421. <https://doi.org/10.4102/sajbm.v52i1.2421>
9. Krijghsheld, M., Tummers, L., & Scheepers, F. (2022). Job performance in healthcare: A systematic review. *BMC Health Services Research*, 22, 149. <https://doi.org/10.1186/s12913-021-07357-5>
10. Kumi, E., Osei, H. V., Asumah, S., & Yeboah, A. (2024). The impact of technology readiness and adapting behaviours in the workplace: The mediating role of career adaptability. *Future Business Journal*, 10, 55. <https://doi.org/10.1186/s43093-024-00355-z>
11. Lee, M. C. C., Idris, M. A., & Delfabbro, P. H. (2021). The link between workplace adaptability and job satisfaction: The mediating role of psychological capital. *International Journal of Environmental*

- Research and Public Health, 18(15), 7956.
12. Li, Y., Sun, J., & Zhang, P. (2022). Psychological capital and adaptive performance: The mediating role of change readiness. *Journal of Hospitality and Tourism Management*, 51, 491–501.
 13. Liu, Y., Wang, H., & Chen, Z. (2021). Emotional intelligence and employee adaptability in dynamic work environments. *Frontiers in Psychology*, 12, 728556.
 14. Miao, C., Humphrey, R. H., & Qian, S. (2020). The relationship between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 41(4), 395–413.
 15. Nguyen, T., Malik, A., & Sharma, P. (2021). Proactive behavior and employee adaptability in the digital workplace. *Personnel Review*, 50(7–8), 1799–1817.
 16. Pelgrim, E., Hissink, E., Bus, L., van der Schaaf, M., Nieuwenhuis, L., & Kuijer-Siebelink, W. (2022). Professionals' adaptive expertise and adaptive performance in educational and workplace settings: An overview of reviews. *Advances in Health Sciences Education*, 27(5), 1245–1263.
 17. Raghuram, S., Hill, N. S., Gibbs, J., & Maruping, L. (2021). Virtual work: Bridging research clusters. *Academy of Management Annals*, 15(1), 308–341.
 18. Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., Shockley, K., Shoss, M., Sonnentag, S., & Zacher, H. (2021). Pandemics: Implications for research and practice in industrial and organizational psychology. *Industrial and Organizational Psychology*, 14(1-2), 1–35.
 19. Shin, Y., Hur, W. M., & Kang, S. (2020). Employees' emotional intelligence and proactive behavior: The role of psychological empowerment. *International Journal of Human Resource Management*, 31(3), 363–386.
 20. Spurk, D., Hofer, A., Kauffeld, S., Barthauer, L., & Nixon, N. (2025). Adapt to survive? Career adaptability and exhaustion through career insecurity. *Scandinavian Journal of Work and Organizational Psychology*, 10(1), 8.