



## **SALESPERSON’S SUPPORT SYSTEMS: OPTIMIZING JOB PERFORMANCE IN THE NIGERIAN PHARMACEUTICAL INDUSTRY**

Igwe, Peace

Department of Marketing,  
University of Port Harcourt, Rivers State, Nigeria  
(ORCID iD: 0009-0005-5565-9392);

Nwiamanie, Liikii Lewis

School of Graduate Studies, University of Port Harcourt

Nathan, Umoroye Meni

School of Graduate Studies, University of Port Harcourt

<b>ABSTRACT</b>	<b>KEYWORDS</b>
<p>This study investigates the relationship between Salesperson Support Systems (SSS) and Job Performance (JP) in the pharmaceutical industry in the South-South region of Nigeria. Through the use of cross-sectional survey design, data were administered and collected from 170 sales representatives transversing 25 pharmaceutical firms within the region under review. The size of the study sample was determined using Taro Yamane’s formula however, the purposive sampling technique guided the questionnaire distribution. The research findings specify a positive and statistically significant relationship between the proxies of the Salesperson Support Systems (SSS) and Job Performance (JP), signifying those organizational mechanisms; management support, technological devices (tools), training initiatives, and performance monitoring are critical to salesforce performance discourse. Consequently, the outcomes of the findings highlight that Salesperson Support Systems (SSS) is catalyst of sales efficiency and ultimately enhance job performance in a vastly competitive business environment. In conclusion, prioritizing and implementing an all-inclusive support system is critical in improving job performance and sustaining a competitive edge. Practical implications reflect on the need to integrate salesforce support systems with strategic goals and ensuring that support system’s outlay would translate into quantifiable performance increases.</p>	<p>Salesperson Support System, System Interface, Data Management Subsystem, Morale, Turnover.</p>

### **Introduction**

The Nigeria's pharmaceutical industry is known to have contributed immensely to the health and wealth of the nation. characterized by local manufacturers, corporate' affiliates, franchise, independent distributors, private and public-owned hospitals, a number of Patent Medicine dealers as the final point

of dispensary for millions of Nigerians. The industry is considered to be highly structured with stringent regulatory control by National Agency for Food and Drug Administration and Control (NAFDAC) and Pharmacists Council of Nigeria (PCN) contending with associated structural constrictions, frequent interruptions in supply chain, organization slits with persistent domineering efforts to chase out drug frauds out of the Nigerian pharmaceutical eco-space.

The pharmaceutical firms have shown to be deeply reliant on salesforces, medical sales representatives, even big account managers and several other network of dealership to drive the medical eco-system, coordinate channel membership, guarantee safety, ethical compliant and apprise healthcare professionals on market trends. This claim is on the premise of Tareq, (2016) assertion, that pharmaceutical companies' ability to survive and expand depends on the effectiveness of its salespeople. This encompasses the capacity to fulfill sales goals, hold onto customers, provide correct product information and adjust to shifting market conditions. Though, salesforce efforts are not the only factors that affect performance (Tett & Meyer, 2019). Their results are typically used to evaluate their JP. Arguably, the performance of salespeople directly impacts market penetration, product perceptibility and profitability. As critical as Salesperson's efforts would be, their contributory impact is contingent on the support systems provided by their organizations (Mabuza, 2021).

However, there appears to be no significant interest from the Nigerian context, to promote SSS. The market breakdown that affects public and private services, public pharmacies, medical outlets in urban and rural communities, requires territory development and specific segmentation. More so, frequent travel periods, overcrowded traffic, irregular and unpredictable connectivity exacerbate network planning and other valuable utilities. Regulations surrounding ethical promotion, product source and negative reporting would need systems that is compliance driven and entrenched into daily workflows. lastly, the increasing fame of health insurance schemes and the increasing group buying power is reshaping pharmaceutical industry and call for account-based selling competences that are reinforced by recent and relevant data.

## 2.0 Literature Review

### Salesperson Supports System

Sweller (1988), developed the Cognitive Load Theory (CLT) which highlights the limited nature of employee's memory for work with respect to information processing capacity. In the event of information load, there is bound to be cognitive overload, hindering assimilation, increase distraction and impacting performance (Sweller, Ayres, & Kalyuga, 2011). In most cases, sales managers are often under intense pressure when confronted with data-intensive tasks that would require understanding of customer taste and preferences, market trends and outcomes. Hence, the effect of CLT on SSS resonates how a thoroughly designed systems can reduce mental overload by isolating less critical tasks and leveraging on resourceful information in material time. SSS that uses AI-oriented signals, pictorial dashboards and predictive analytics can handle information in a very pleasing arrangements, letting salespeople to maximize their mental resources in strategic customer engagements than dealing with petty data categorization. van Merriënboer and Sweller (2010) argue that system support would naturally aid decision making and reduce mental exhaustion caused by poorly planned interface. SSS, present a myriad of value points; streamlined customer relationship management interface, automated lead assessment and qualification technique and situation-based forecasting tools that typifies flawless method that help salespeople attend to more result-oriented task.

Considering SSS from the IT space, as an interactive computer-based information system that assists decision makers in resolving unstructured or semi-structured business problems through an ordered collection of models, people, procedures, software, databases, telecommunication, and devices (Agyeman and Poku, 2019; Cassie, 2019). SSS are collaboration-based structures that support decision makers in using models and data to address unstructured problems. There are however, five main types of persons form the fulcrum of Salesperson Support System (SSS) projects who play major role in every support system: SSS Developers, Users, Decision-makers, Management, and consumers. The inclusion of the consumer is to close the gap in the trajectory of SSS discourse, while the first four others had been overly used in previous SSS studies (Maynard, 2017). Those who are directly impacted by the decision made in utilizing the SSS are included in the Consumer Group. Typically, salesperson Supports Systems (SSS) are developed to assist salespeople in choosing from a variety of potential solutions to an issue (Stern, 2023). As such, in a decision-making process, the nature of the problem itself is crucial (Brown & Eining, 2022). In any case, some of the decision-making procedures are highly advanced but may require human enablers. Mostly in assisting salespeople in refining quality, cutting expenses, raising profitability and expanding the company's market share.

Salesperson support system **includes** policies and practices designed to assist salespersons in achieving their performance objectives (Khurana & Sharma, 2017). it encompasses technological, managerial, informational, and emotional supports and are critical to enhancing JP, motivation, and retention (Okeke & Ayeni, 2021). Customer relationship management tools, training programs, performance feedback systems, interaction assistance, data management subsystems, incentives, and managerial backing are few examples of these supposed systems.

With the evolving world of healthcare and dynamic market, pharmaceutical salespersons face numerous challenges of increased product complexity, intense competition, and evolving customer expectations (Kenney et al., 2022). In this sector, they are majorly crucial go-betweens for pharmaceutical companies and healthcare providers, guaranteeing product distribution, brand awareness, and client interaction (Kim & Stoner, 2018). To navigate these challenges and perform optimally, salespersons would require robust support system that integrates multiple information sources, offering intelligent access to pertinent knowledge, and supporting the decision-making process hence, aiding obvious deficiencies (Bhatia, 2021). When decision-making tools are applied properly, they increase productivity, efficiency, and effectiveness and give a firm competitive advantage over rivals, enabling management to make appropriate decision for technological processes and their parameters, planning business operations, logistics, or investments (Stern, 2023).

In approaching existing discourse on SSS, The Multiple-Constituency Approach as adapted from Tareq (2016); Chan et al. (2019); Bernadrin and Russel (2018) explains in detail. In spite of enormous progress made by firms in adopting SS, a handful suffered full application of SS (Stern, 2023). Scholarly works are shown to have been halt by dearth of active involvement regarding the applicability of salespeople support system, this research piece suggests a number of scholarly initiatives that may support managers in making accurate predictions. With reference to data collected from respondents at the Patiala's branches of State Bank's strata of offices, Bhatia (2021) focused on crucial factors that could be consider in the formation of a SS framework in the banking sector. the results specify a strong correlation between the stated parameters. By investigating the alternate directions between the proxies so suggested in the framework, Chan et al. (2019) found that employees leverage on a SS with the response feature outperform those who practice a SS without the response feature. Johnson et al.'s

(2024) recommended that originators of SS should include constructive criticism in their SS designs. As Positive feedback is believed to boost performance by refining user's impression of a SS. Similarly, Modeling is an alternate element that is undeniably impactful on field salespeople. Salespeople gain direct experience by observing, admiring and living out the style of other senior salespeople who have made enormous successes in their job areas. Those who became acquainted with the required selling strategies learned from their role models are likely to replicate real-time performance. As observed, role models are embodiments of skills, knowledge tactics and rallying points in dealing with difficulties arising from special areas (Saks, 1995). Notably, personal reassurances and inspirations from a revered figure serves as a field booster in difficult conditions.

## **Job Performance**

Job performance (JP) has become one of the most contentious issues in marketing literature, outlining arrays of opposing thoughts as to what serves its purpose. In the main, scholars had remained discretionary in conceptualizing JP. Yet, few are left admired as a result of its comprehensive approach. Some Scholars are of the view that, in order to provide a balanced viewpoint to the valuation of job performance of a salesperson, multiple-constituency approach must be advanced. This approach is premised on preventing needless preconceptions and distortions that could result from utilizing a very narrow system of measurement. Nonetheless, staying on standard measurements that is robust to serve marketing objectives. Hence, the evaluation method must be such that is adaptable enough to also take into account subjective opinions regarding JP (Maynard, 2017). Though some JP assessment may not offer a shared viewpoint nevertheless, this approach offers a clear advantage in cases where contextual elements must be recorded in order to compare the performance assessments conducted over time.

One crucial aspect of the workplace is the performance of firm' employees (Tett & Meyer, 2019). Kenney et al. (2022), opine that an employee's JP is evaluated in relation to the performance standards established by the company; which may but not exclusively include the results of mental and psychological capacities. This can further be explicated as responses in the form of behaviors that represent what the employee has learned or the type of training and development the employee has acquired overtime (Faiza & Nazir, 2015). Employee job performance determines whether a business succeeds or fails. It can assist the organization in taking full advantage of the potential of its resources, meeting requirement within a specified time frame can be referred to as performance. Performance is defined as the record of outcomes achieved on a particular job function within a definite time period (Bernardrdin & Russel, 2018). It can further be described as responses in the form of behaviors indicating what has been learnt by the employee or the kind of training that the employee has gotten (Faiza & Nazir, 2015). JP improves the organization's processes generally, especially in terms of productivity, efficiency, commitment, and turnover intentions (Abualoush et al., 2018a). besides, encompassing the outcome of the mental and psychological capacities of the employee towards work assignment (Faiza & Nazir, 2015).

## **Morale**

Leadership exerts a significant influence on morale, often surpassing the impact of peer relationships on employee attitudes. Finger (2021) argues that morale is most effectively cultivated from the upper echelons of the organizational hierarchy, asserting that the tone and culture established by leadership profoundly affect workforce engagement. This perspective aligns with the conclusions drawn by Bass

and Riggio (2006), which suggest that transformational leaders, who inspire, intellectually stimulate, and demonstrate individualized consideration, are more inclined to foster elevated morale among their subordinates. When Salespeople perceive a system as open, supportive, and in consonance with their values, their morale tends to improve, consequently, enhancing performance. Salespeople morale forms up a critical concept within the spheres of organizational behavior and sales management, often closely related to the concepts of job fulfillment and work engagement. As articulated by Haddock (2010), morale represents the intangible, positive affective disposition of goodwill and support that employees exhibit towards their organization, exerting a considerable influence on both their attitudes and productivity levels. Therefore, morale should not be narrowly conceptualized; rather, it can be referenced from the degree to which salespeople perceive themselves as appreciated and derive gratification from their work.

The notion in question has also been associated with the fervor and emotional engagement exhibited by employees, resonating with the research conducted by Locke (1976), which elucidated job satisfaction as a pleasurable or agreeable emotional condition that emanates from the employee's experiences within the work environment. This affirmative sentiment serves as the foundation for elevated morale and enduring motivation within the workplace.

Scholars have further broadened the conception of morale to encompass psychological and social dimensions. Seroka (2019) exemplifies morale as the shared self-efficacy or optimism associated with an individual(s), which directly influences their inclination and willpower. This differentiation from mere compulsion illustrates the intrinsic motivation that manifests when employees perceive themselves as confident and supported. High morale facilitates employees in exhibiting greater initiative and discipline, as posited by Luthans and Youssef (2007), who hypothesize that psychological capital, which includes hope, efficacy, resilience, and optimism, is a crucial component for enhancing morale and overall performance. Consequently, morale emerges as a catalyst for discretionary effort, wherein employees willingly exceed the minimum job expectations.

The ramifications of low morale are profound, extending beyond mere dissatisfaction to adversely affect organizational outcomes such as absenteeism, diminished productivity, and overall profitability. Ewton (2017) correlates poor morale with heightened levels of absenteeism, characterizing it as a "fuel" for discontent and reduced output. Such findings are corroborated by Wright and Cropanzano (2000), who discovered that emotionally healthy and content employees demonstrate increased productivity and reliability. Additionally, low morale typically serves as a contributing factor to presenteeism—where employees are physically present but mentally disengaged—thereby undermining organizational performance over time (Johns, 2010). The repercussions of low morale are thus not merely human but also economic, impacting the financial viability of the organization.

Conversely, high morale has been linked to various positive behaviors within the workplace. Mazin (2010) indicated that employees with elevated morale exhibit greater punctuality, enhanced communication skills, and increased innovation within their roles. They also contribute more positively to the organizational culture, thereby improving recruitment and retention of employees. Such assertions are bolstered by Tetrick and Peiró (2012), who theorize that favorable psychological climates lead to heightened creativity, reduced stress, and greater organizational commitment. In this framework, morale functions as a cohesive force that drives the organization forward, nurturing individual excellence and overall performance. It is therefore essential for leadership to prioritize the cultivation of morale as a strategic initiative for achieving sustained organizational success.

## **Turnover**

In a vastly competitive business environment, attracting and retaining high performing top talent are central bases of organizational success. Considering human capital resource as critical, organizations must constantly devote its efforts in practices that encourages their retention and engagement (Carmeli and Schaubroeck, 2015). The retention of salespeople in organizations does not only cuts on the cost of hiring and training them but supporting organized knowledge and operational sustainability within the industry. As a result, salespeople turnover has become a critical area to explore and emerging concern in organizational behavior and in the management of salespeople. Meanwhile, Bakker et al. (2014) note that at the inception of the early 20th century, salespeople turnover had remained a recurring focus of inquiry due to its direct impact on the salesperson's morale, viability and business performance.

Turnover is typically seen as an intended and considered choice showed by employees to exit a work place which may have been caused by implicit or explicit influences. Bothma and Roodt (2012) opine that this cautious decision to discontinue service to the organization of employment. Kim and Stoner (2018) further maintain that intent surrounding turnover is formed by an employees' perception of the organization, attendant job dissatisfaction, inefficient leadership and lack of meaningful career advancement. This however conveys the Mobley model of turnover curve, which explains a method that starts with job dissatisfaction, quitting option, assessing alternatives, and the ultimate decision to leave (Mobley, 1977). Extant literature revealed that job features; workload, autonomy, role clarity, and company's support can either intensify or reduce turnover intents (Griffeth, Hom, & Gaertner, 2000).

Besides, the psychological process associated with turnover is much more than mere exit; it involves the several emotional and cognitive phases. Kim and Stoner (2018) maintain that turnover is the last stage of the cognitive withdrawal, which comprise the pre-occupational opinions of exiting the organization, looking out for alternatives and concluding to exit. Hom, Lee, Shaw, and Hausknecht (2017), categorize turnover as an aggregation of a dynamic process that is defined by management practices, employee commitment, and work culture. nevertheless, in handling turnover challenge, management would require certain measures of proactive strategies; career development pathways, open communication, employee engagement and recognition systems. Organizations that place priorities on these factors can be sure of successfully maintaining competitive edge in sales management, reducing voluntary turnover and boosting employee satisfaction.

## **Salesperson Support System and JP**

Burnout, low morale, unfavorable working conditions, and inadequate compensation have all been linked to declining JP. Salespeople often face pressure to meet sales goals in a highly regimented market. They are faced with unprecedented hurdles, a wide range of customer needs, and fierce competition while meeting high performance ethics. Consequently, lack of training, deprived access to digital resources, poor managerial support, and emotional exhaustion often cause salesperson not to reach expected performance level. Johnston and Marshall (2016), noted that salesperson productivity and customer engagement were greatly increased by some sorts of aids. The importance of coaching as a means of raising morale and bridging performance differences were emphasized by Onyemah (2009). Singh and Koshy (2010), observed that pharmaceutical companies' quarterly sales performance improved by 20% in India as a result of planned support systems. Eze et al. (2018) held that controlled

support systems impacted on salespeople's performance in pharmaceutical companies in Lagos. Higher sales performance was found to be positively correlated with regular and superior training. In the work of Adebayo and Iweha (2021), companies with organized support systems performed better in the market and recorded lower staff turnover rates. Udo and Akpan (2022), also recommended more reliable administrative and organized support systems for field sales teams. Extant literature that dwelt on human-computer interface argues that the outcome of the interaction would help in positioning user's cognitive constituents towards improved performance and subsequently reduce employee stress (Chen et al., 2020). In order to achieve a high level of job performance, a salesperson support system should be designed in a more coordinated form that elicits opinion exchanges between salespeople and managers of the subsystems.

## **System Interface and JP**

The level of interface between a salespeople and a support system is dependent on the support system's design (Silver, 2020). When a system offers a degree of Interface, participants may feel obliged. The enthusiasm to be a recipient of support system (SS) may be positively influenced by sense of its flexibility. In fact, allowing people access to the choice of pertinent information relevant to their job, boosts their motivation (Johnson et al., 2021). Employees who use a SS that allows for choice making seem to be more motivated than those who are teleguided (Roth et al., 2018). From the discourse so advanced, allowing employees some degree of inclusion on a Support System (SSS) can pointedly enhance performance. Roth et al. (2018) argue that when employee develops a sense of inclusion and contribute to system formation, they are most conceivable to belief in the system and adopt its workflow. This sense of involvement contributes to a more resilient user-system connection, ultimately enabling improved performance outcomes.

Extant investigation explored different modes of users' interaction with various SS designs (Eining et al. 2019). They discovered that employees working in proficient systems would align very closely with the system's dictates than those that depends on checklist-based systems. In joining these conclusions, Brown and Eining (2022) maintained that the System Interface is central in encouraging SS usage. A System that delivers a robust, collaborative and supportive line of interaction, inspires users to depend on them always hence, increasing on system use.

## **Data Management Subsystem and JP**

Database has remained one of the constituents of database management subsystems (DBMS) which serves a repertoire for pertinent data. Moreso, a corporate data collector for corporate decision-making (Tripathis, 2015). The data management mechanisms are assigned with the responsibilities of keeping and storing data that would be used by the SS (Haag and Cummings, 2010). Other relevant task of DBMSS is in retrieving and deploying a time series of internal company data and external and real-time data (Power, 2007). Adebayo and Iweha (2021), argue that, with organized support systems, firms would exhibit superior market success consequently lowering salesperson turnover rates. Udo and Akpan (2022), opine that field sales teams would like have resilient administrative and logistical support, leveraging on DBMSS.

**Methodology**

This study adopted a cross-sectional research design and determined a list of pharmaceutical companies as enlisted in the directory of the Nigeria Chamber of Commerce and Industry. The given population was however used to determine the accessible population. The sample was drawn from 25 pharmaceutical firms considered from identified population through a purposive sampling method. Hence, the researcher selected respondents from each firm through direct and indirect contacts. Three hundred respondents were identified through our key informant’s contact. The study's respondents were however determined based on unanimous criterion which amounted to 171 study elements. Out of the 171 respondents who received copies of the questionnaire respectively, 21 copies were dropped during data cleaning as a result of irregularities.

**Table 1: Measurement Model: Reliability and Validity for System Interface, Data Management Subsystem, Morale and Turnover**

Construct	Item	Loading	CR	AVE	$\alpha$
System Interface	<i>IS1</i>	0.911	0.95	0.82	0.802
	<i>IS2</i>	0.895			
	<i>IS3</i>	0.922			
	<i>IS4</i>	0.901			
Data Management Subsystem	<i>DMS1</i>	0.855	0.91	0.73	0.809
	<i>DMS2</i>	0.871			
	<i>DMS3</i>	0.898			
	<i>DMS4</i>	0.788			
Morale	<i>M1</i>	0.844	0.90	0.74	0.901
	<i>M2</i>	0.875			
	<i>M3</i>	0.869			
	<i>M4</i>	0.887			
Turnover	<i>T1</i>	0.819	0.94	0.80	0.831
	<i>T2</i>	0.945			
	<i>T3</i>	0.877			
	<i>T4</i>	0.941			

**Source: SMARTPLS Result Output**

Due to factor loadings ranging from 0.788 to 0.945, all of the observed variables (statement items) had strong factor loadings against their elemental factors (latent variables), as shown in Table 1. All of these values are over the recommended cutoff point of 0.6, suggesting that they were reliable indicators of their latent components. Additionally, Cronbach Alpha ( $\alpha$ ), AVE, and CR were all greater than the recommended threshold values of 0.5 for each case. All of these suggest that convergent validity is achieved by our data. As is customary, we compare the multiple regression coefficients between the constructs and the Cronbach Alpha ( $\alpha$ ) to assess discriminant validity. Overall, our measurement analysis demonstrates that the statement items in our study instruments for System Interface, data management subsystem, morale, and turnover are all legitimate and objectively measured.

**Data Analysis and Presentation**

The data analysis was done using multiple regression.

**Table 2: Regression Analysis showing the relationship between SSS and JP**

Model	R	R <sup>2</sup>	Adjusted (R <sup>2</sup> )	Std. Error of the Estimate	F	Sig.	Durbin-Watson
1	.962 <sup>a</sup>	.926	.924	.23949	492.266	.000**	.435
2	.913 <sup>a</sup>	.833	.829	.31420	195.570	.000**	.197

**Regression Model 1:  $M = 0.473 + [(0.119IS) + (0.026DMS)]$**

The data management subsystem (DMS), System Interface (IS), and morale (M) all showed a linear connection, according to model 1. The outcome showed a regression square (R<sup>2</sup>) = 0.926, or 92.6%, and a regression relationship (R) = 0.962. This demonstrated that, as the decision rule suggested, there was a strong and positive relationship between the variables. This further clarified that 92.6% of the variation may be accounted for by elements in the study's model, with the remaining 7.4% only being indicated by other factors in the model. The strength of the model employed for the investigation was demonstrated by the f-ratio (F<sub>2, 120</sub>=492.266), which indicated the presence of substantial effects. The System Interface and data management subsystem had a substantial effect on morale, according to the t-ratio statistic. The results of this investigation showed that the data management and System Interface subsystem significantly improved the morale of pharmaceutical companies in South-South Nigeria. The established null hypotheses one and three, according to which there is no significant association between System Interface, the data management subsystem, and the morale of pharmaceutical enterprises in South-South Nigeria, were also rejected since the p-value was less than 0.05.

**Regression Model 2:  $T = 1.853 - [(0.070IS) + (0.173DMS)]$**

The multiple regression variables' findings showed that the model's explanatory strength was 83.3%, with R = 0.913 and R<sup>2</sup> = 0.833. That indicates that only 83.3% of the variation can be accounted for by components in the model itself, while 16.7% can only be accounted for by additional external quantitative and qualitative factors in the study's model. The suitability of the model utilized for the paper was demonstrated by the f-ratio (F<sub>2, 120</sub>=195.570), which indicated the presence of substantial effects. The two dimensions of the predictor variable to the current referral status were significant according to the t-ratio statistic. These findings showed that both of the predictor's proxies contributed significantly. Additionally, H<sub>2</sub> and H<sub>4</sub>'s p-values were less than 0.05, indicating that they were all rejected as regard to referrals.

**Discussion of Findings**

The results from this research work highlights the central empirical evidence that support and reflect positive and statistically significant relationship between the proxies of Salesperson Support System (SSS); System Interface and Data Management Subsystem and Job Performance (JP) which is measured by employee morale and turnover of pharmaceutical firms in the South-South region of Nigeria. From the stated hypotheses, four were tested and the two dimensions revealed a significant and positive relationship with employee morale and turnover indices, in so doing, showing that

advanced technological infrastructure and proficient data handling skills would markedly impact staff participation and consequent retention.

Considering the System Interface, the findings showed strong and high coefficients of determination ( $R^2 = 0.926$  for morale;  $R^2 = 0.833$  for turnover) which explains that employee morale and turnover to a great extent given the variation in the value and functional efficiency of the system interface. Similarly, the Data Management proxy which confirmed analogous effect patterns of  $R^2 = 0.926$  for morale and  $R^2 = 0.833$  for turnover, hence confirming the findings that providing systematically, organized and accessible data systems is essential in framing well-organized, competent and stable salesforce. Even though the high  $R^2$  values in evaluation to Durbin-Watson statistics which indicated possible model specification difficulties, the seeming low probability values recorded for all ( $p < 0.05$ ) signified the statistical import of relationships determined therefore, all the null hypotheses were rejected.

These findings complement and reinforce extant academic researches done in related areas. System Interface shows positive influence on JP which re-emphasizes and agrees with Chan et al. (2019), Bhatia (2021), and Johnson et al. (2024) findings, who also recorded significant performance improvements in circumstances that were characterized by workers' engagement with well-designed system interface. In same manner, the stated effect of the Data Management Subsystem agrees with the claims of Tareq (2016), Eze et al. (2018), and Adebayo and Iweha (2021), who argue that rigorous data management processes reinforce the accomplishment of high impact performance and retainment of employees. The common ground of these findings, relating them to extant literature, corroborates the theoretical debate that technologically enabled work environments will always create good interfaces and good data management as crucial enhancers to organizational performance in knowledge-intensive businesses.

From a more robust perspective, this research substantiates the very essence of SSS, mainly using system interface design and fault-moderated data management systems to improve salespeople morale and reduces the rate of turnover hence enhancing the overall job performance of pharmaceutical firms. These findings will not only validate well-known theoretical baselines and structures but would infuse thought provoking practical implications in sales management policy, such that investing in user-focused technological devices and endways data architectures would produce reckonable improvements in performance in high-sales impact industries.

## Conclusions

The findings on salesperson support system; System Interface and data management subsystem, all contribute significantly towards achieving JP (morale and turnover) of pharmaceutical firms in the South-South, Nigeria. In light of this, the study therefore concludes that:

- i) The findings revealed that System Interface significantly influence morale and turnover of pharmaceutical firms in the South-South, Nigeria.
- ii) Furthermore, data management subsystem has significant and positive relationship with morale and turnover of pharmaceutical firms in the South-South, Nigeria

## Recommendations

Relying on this research findings, Salesperson Support System (SSS) has indicated a significant and positive relationship with job performance (JP) of pharmaceutical firms in the South-South zone of Nigeria hence, the following recommendations are suggested:

- i. Improvement of Salesperson Support System (SSS) Integration: Pharmaceutical firms should prioritize their acceptance and the implementation of Salesperson Support Systems as a tactical means of enhancing job performance. In any case, businessowners must create an enabling environment that supports continuous and unified integration of SSS into their routine selling activities.
- ii. Improve on Data Collection Mechanisms: pharmaceutical organizations must broaden their network of data collection from external and internal business layouts hence, a robust mechanism for analysis and data collection would improve on business decision making process, creating a more proactive and practical market involvement and enhance the routine use of Salesperson Support Systems.
- iii. frequent System Upgrade: to ensure consistency, significance and performance over time, pharmaceutical organizations must constantly improve and promote Salesperson Support Systems platforms. The entrenchment of professional judgment, artificial intelligence and pragmatic knowledge will improve predictive validity and the overall system performance.
- iv. regular training and exposure through Capacity Building: we suggest that pharmaceutical firms capitalize on systematic and specific training conferences for salespersons to build their capacity to explore Salesperson Support Systems. This suggested training ought to be such that is meticulously designed based on salesperson job roles without relegating the ever-changing streams of the marketplace to achieve optimal effect of the systems on job performance.

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