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DRIVING FRONTLINE SALES PERFORMANCE IN MODERN RETAIL THROUGH DIGITAL INTRAPRENEURSHIP AND DIGITAL SALES ENABLEMENT: EVIDENCE FROM INFORMA ELECTRONICS

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Abstract
This study examines whether digital sales enablement and employee digital intrapreneurship are associated with frontline sales performance in modern retail. It also tests whether digital intrapreneurship moderates the relationship between digital sales enablement and innovative sales performance. A quantitative, cross-sectional, matched dyadic design was used involving 41 salesperson–supervisor pairs from two Informa Electronics branches in Indonesia: a stand-alone store in Living Plaza Bekasi (n = 31) and a mall-integrated store in Mall Bassura (n = 10). Salespeople reported their access to digital sales resources and intrapreneurial behaviours, while supervisors rated innovative sales performance. The study additionally reports six-month sales-quota records. The model was estimated using partial least squares structural equation modelling (PLS-SEM) with 5,000 bootstrap resamples. Digital sales enablement was not significantly associated with innovative sales performance ($\beta = 0.132$, $t = 1.162$, $p = .201$), whereas digital intrapreneurship showed a positive association ($\beta = 0.895$, $t = 13.817$, $p < .001$). The interaction between digital sales enablement and digital intrapreneurship was not significant ($\beta = 0.119$, $t = 1.463$, $p = .154$). Innovative sales performance was positively associated with quota attainment ($\beta = 0.827$, $t = 20.704$, $p < .001$). These findings suggest that employee initiative may be more closely associated with innovative selling than the mere availability of digital tools in the studied branches. However, the small, two-site sample and unresolved measurement-model concerns require cautious interpretation and replication with larger samples.

Keywords: digital sales enablement; digital intrapreneurship; frontline sales performance; retail; PLS-SEM; salesperson innovation

Introduction

Digital transformation is changing how retailers coordinate customer information, sales processes, and frontline interactions. Customer relationship management systems, mobile applications, digital product information, analytics dashboards, and online learning platforms can provide salespeople with timely information and reduce administrative friction. Yet technology availability does not automatically translate into effective use or improved performance. Research on digital selling emphasizes the importance of organizational and managerial conditions that

shape frontline readiness, technology use, and salesperson effectiveness (Mullins & Agnihotri, 2022). Recent work on sales enablement likewise shows that its value depends on the alignment of people, processes, and systems rather than the installation of technology alone (Lauzi et al., 2023; Mullins & Agnihotri, 2022).

This distinction is particularly relevant in modern retail, where frontline employees must combine interpersonal selling with digital tools during real-time customer interactions. Digital resources may improve access to product information and customer histories, but salespeople still need the capability and initiative to interpret information, personalize recommendations, experiment with promotional content, and respond to changing customer needs. Technology therefore functions as an enabling resource whose performance implications depend on organizational processes and employee agency (Barney, 1991; Nambisan, 2017; Orlikowski, 1992; Teece, 2007).

The resource-based view (RBV) explains how valuable, rare, difficult-to-imitate, and non-substitutable resources may contribute to sustained competitive advantage (Barney, 1991). However, widely available digital applications may be readily acquired by competing retailers. Their strategic value is therefore unlikely to arise from ownership alone. Rather, advantage may depend on how employees mobilize digital resources through learning, adaptation, and innovative action. This argument is consistent with the dynamic capabilities perspective, which emphasizes the capacity to integrate, build, and reconfigure resources in changing environments (Teece, 2007; Teece et al., 1997).

Digital intrapreneurship provides a complementary explanation for the role of employee agency. Intrapreneurial employees identify opportunities, initiate improvements, mobilize internal resources, and pursue new ideas within established organizations. Neessen et al. (2019) conceptualize intrapreneurship as a multilevel phenomenon shaped by individual characteristics and organizational conditions. Digital technologies may serve as external enablers of entrepreneurial action, but their effects depend on how employees interpret and use them (Nambisan, 2017; Rabl et al., 2023).

Despite increasing interest in digital selling and intrapreneurship, further evidence is needed on how these constructs relate to frontline performance in physical retail settings. Sales enablement research has developed largely in complex B2B contexts, while the dynamics of technology-supported selling in store-based retail warrant additional examination (Lauzi et al., 2023; Mullins & Agnihotri, 2022). Moreover, studies of salesperson performance have shown that outcomes depend on multiple individual, skill-related, motivational, and organizational factors, and that findings vary with how performance is operationalized (Churchill et al., 1985; Kerr & Marcos-Cuevas, 2024).

This study addresses this issue by examining 41 matched salesperson–supervisor dyads from two Informa Electronics branches. It investigates (a) the association between digital sales enablement and innovative sales performance, (b) the association between digital intrapreneurship and innovative sales performance, and (c) the moderating role of digital intrapreneurship in the relationship between digital sales enablement and innovative sales performance. In addition, the

study examines the reported association between supervisor-rated innovative sales performance and sales-quota attainment. The contribution is context-specific: it provides preliminary evidence from two physical retail branches using multiple sources of performance information, while identifying measurement and design limitations that future research must address.

Theoretical Framework

Digital sales enablement and frontline sales performance

Sales enablement refers to the coordinated provision of information, training, tools, and organizational support that helps salespeople conduct customer-facing activities effectively. In practice, this may include product-content repositories, customer relationship management systems, sales analytics, mobile applications, and structured learning resources. Sales enablement is not simply a technology deployment programme; it is a cross-functional arrangement that aligns sales, marketing, management, and technology resources around the work of the salesperson (Lauzi et al., 2023). Recent conceptual work further distinguishes people, process, and system components of sales enablement and emphasizes the need to align these components with performance indicators and contextual contingencies ("Conceptualizing an Integrative Typology," 2024).

Technology acceptance research suggests that perceived usefulness and perceived ease of use influence the acceptance of information systems (Davis, 1989; Venkatesh et al., 2003). However, acceptance and access are not equivalent to effective performance. Digital selling requires salespeople to integrate technology into customer interactions, use information appropriately, and adapt their selling activities. Mullins and Agnihotri (2022) show that organizational and managerial influences are important for frontline readiness and digital selling effectiveness. Thus, digital sales enablement is expected to support frontline performance when resources are accessible, relevant, and embedded in work processes.

H1: Digital sales enablement is positively associated with innovative frontline sales performance.

The study's conceptualization of employee initiative also draws on the foundational intrapreneurship literature, which emphasizes entrepreneurial action within established organizations (Pinchot, 1985; Pinchot & Pellman, 1999). Individual self-efficacy provides a relevant psychological mechanism for initiating and persisting in challenging activities (Bandura, 1997).

Digital intrapreneurship and frontline sales performance

Intrapreneurship concerns entrepreneurial behaviour within an established organization. At the employee level, it includes opportunity recognition, proactivity, risk-taking, networking, and the implementation of new ideas (Neessen et al., 2019). Digital intrapreneurship refers here to employees' initiative in using digital resources to identify customer opportunities, develop or adapt promotional approaches, collaborate on digital content, and improve selling practices. Digital technology can broaden the range of entrepreneurial actions available to employees, but it does not determine whether they will take such actions (Nambisan, 2017; Rabl et al., 2023).

Salesperson performance research identifies motivation, skills, role perceptions, personal characteristics, and organizational conditions as relevant determinants (Churchill et al., 1985; Verbeke et al., 2011). Innovative selling also requires adaptive behaviours and the ability to modify approaches in response to customer needs (Spiro & Weitz, 1990; Sujan et al., 1994). Employees who proactively experiment with digital channels and collaborate to develop customer-oriented content may therefore demonstrate stronger innovative sales performance.

H2: Digital intrapreneurship is positively associated with innovative frontline sales performance.

The moderating role of digital intrapreneurship

The interactionist perspective suggests that employee behaviour emerges from the interplay between individual characteristics and contextual conditions. Digital sales tools may create opportunities for innovation, but employees differ in their willingness and ability to exploit those opportunities. Rabl et al. (2023) find that digital technology support can stimulate intrapreneurial behaviour, with the relationship shaped by management support for innovation and intrapreneurial self-efficacy. This implies that the performance implications of digital enablement may be stronger when employees display greater intrapreneurial initiative.

From an RBV and dynamic capabilities perspective, technology becomes strategically useful when it is combined with employee knowledge and organizational processes that enable adaptation (Barney, 1991; Teece, 2007). Digital intrapreneurship may therefore strengthen the association between digital sales enablement and innovative sales performance.

H3: Digital intrapreneurship positively moderates the relationship between digital sales enablement and innovative frontline sales performance, such that the relationship is stronger at higher levels of digital intrapreneurship.

Conceptual model

The proposed model specifies digital sales enablement as the predictor, innovative sales performance as the outcome, and digital intrapreneurship as both a direct predictor and a moderator. Sales-quota attainment is treated as a subsequent performance criterion reported in the source study. The conceptual distinction between supervisor-rated innovative performance and quota attainment should be maintained because the two outcomes represent different performance domains.

Table 1. Proposed relationships among the study constructs

Predictor	**Moderator / additional predictor**	**Outcome**
Digital sales enablement	Digital intrapreneurship	Innovative frontline sales performance
Access to sales content; e-learning; CRM and analytics dashboards	Sales proactiveness; strategic renewal; venture behaviour	Innovative selling; digital negotiation effectiveness; customer-oriented selling

Direct path (H1)	Direct path (H2) and interaction term (H3)	Sales-quota attainment examined as a subsequent criterion

The broader theoretical foundations also support this framework. Technology-use research distinguishes system availability from perceived usefulness, ease of use, and actual use (Davis, 1989; Davis et al., 1989; Venkatesh et al., 2003; Venkatesh et al., 2012). Organizational technology research similarly treats technology as embedded in routines and social practices rather than as an independent determinant of outcomes (Leonardi, 2011; Orlikowski, 1992). Digital capability and digitally enabled integration may contribute to firm performance when they are aligned with complementary organizational resources (Bharadwaj, 2000; Rai et al., 2006). These arguments are compatible with the resource-based and dynamic capabilities perspectives (Barney, 1991; Eisenhardt & Martin, 2000; Teece, 2007; Teece et al., 1997).

Research Method

Sales performance is multidimensional and should be operationalized with care. Meta-analytic research identifies role perceptions, skills, motivation, personal factors, aptitude, and organizational conditions as relevant determinants, while later syntheses emphasize that the observed relationships depend on the operationalization of performance (Churchill et al., 1985; Kerr & Marcos-Cuevas, 2024; Verbeke et al., 2011). Studies also distinguish objective sales outcomes from supervisor ratings and self-assessments (Jaramillo et al., 2005; Rich et al., 1999). Customer orientation and adaptive selling are further relevant to the quality of frontline interactions (Stock & Hoyer, 2005; Weitz et al., 1986).

Research design and setting

The study used a quantitative, cross-sectional, matched dyadic survey design. Data were collected from two Informa Electronics branches in Indonesia: the stand-alone store at Living Plaza Bekasi and the mall-integrated store at Mall Bassura. The design paired each salesperson's self-reported digital sales enablement and digital intrapreneurship responses with a supervisor's assessment of that salesperson's innovative sales performance. The source manuscript reports that the two branches were selected to represent different retail operating environments; it does not describe random assignment or a probability-based site-selection procedure.

Participants and data collection

The study included 41 salesperson–supervisor pairs, comprising 31 employees from Living Plaza Bekasi and 10 from Mall Bassura. The authors describe the sample as the entire frontline sales team across the two branches, indicating a census of the accessible workforce rather than random sampling. Salespeople completed a five-point Likert-scale questionnaire covering digital sales enablement and digital intrapreneurship. Supervisors rated the innovative sales performance of the corresponding employees. The source manuscript states that numerical codes were used to match responses while protecting participants' identities. It also reports the use of six months of sales-revenue or quota-attainment records.

The manuscript does not provide the exact data-collection dates, response rate, demographic profile, item wording, scale sources, missing-data procedure, or the precise operational definition

and extraction procedure for the six-month sales records. These details are necessary for replication and should be added by the authors from the original research documentation; they cannot be reconstructed from the reported results.

Sales technology adoption is also influenced by the fit between technology, salesperson characteristics, and the selling task. Research on sales-force technology adoption indicates that implementation requires attention to both individual acceptance and organizational context (Schillewaert et al., 2005). Salespeople's interpersonal capabilities may also contribute to performance beyond technology use (Agnihotri et al., 2016), while service behaviour and customer orientation shape customer-facing outcomes (Ahearne et al., 2007; Ahearne et al., 2010; Stock & Hoyer, 2005).

Measures

Digital sales enablement (DSE) was represented by access to sales information through point-of-sale devices, tablets, or applications; the ability to track shopper histories; the speed of IT helpdesk assistance during system errors; and practical application training. Digital intrapreneurship (DI) was represented by the use of WhatsApp Business or social media, independent promotional experimentation, testing new ideas, and collaboration in promotional-content development. Innovative sales performance (ISP) was assessed through supervisor ratings of creative promotional transactions, digital target achievement, directing customers to digital channels, and performance effectiveness relative to the team. Sales-quota attainment (ACH) was reported as an objective outcome derived from sales records. The original instrument items and their source references should be supplied in an appendix.

Analytical strategy

The source study reports the use of partial least squares structural equation modelling (PLS-SEM), implemented in RStudio with the seminr package. The analysis included assessment of internal consistency, convergent validity, discriminant validity using the heterotrait–monotrait ratio (HTMT), structural paths, and a 5,000-resample bootstrap procedure. PLS-SEM reporting should explain why the method is appropriate for the research objective and sample, and should provide transparent information on statistical power, measurement specification, and model evaluation (Hair et al., 2019; Hair et al., 2022; Kock & Hadaya, 2018).

The source manuscript also reports full-collinearity VIF values as an assessment of common method bias. Such diagnostics may be informative, but they do not establish that a study is entirely free from common method bias. The matched respondent design is a useful procedural measure because predictor and outcome ratings were obtained from different sources; nevertheless, the limitations of the measurement design and the possible overlap between constructs must still be considered (Kock, 2015; Podsakoff et al., 2003).

The reported minimum sample comprises 41 dyads. The adequacy of this sample for estimating direct and interaction effects should be justified using an a priori power analysis or an appropriate PLS-SEM sample-size procedure rather than relying on a general claim that PLS-SEM accommodates small samples (Kock & Hadaya, 2018). Given the small sample and two-branch setting, the estimates should be interpreted as preliminary and context-specific.

Results

Descriptive statistics and branch comparison

The descriptive results indicate high reported access to digital sales resources. The overall DSE mean was 4.46 (SD = 1.07). Practical application training received a mean score of 4.56, while access to information through POS devices, tablets, or applications averaged 4.54. The mean score for digital intrapreneurship was 3.83, with collaborative promotional-content development receiving the highest indicator mean (4.07). Supervisor-rated innovative sales performance averaged 3.70. The reported overall quota attainment was 96.4%.

Table 2. Descriptive statistics for digital enablement, digital intrapreneurship, innovative sales performance, and quota attainment

Construct / indicator	Overall mean	SD	Min–max	Bekasi (n=31)	Bassura (n=10)	Reported category
Digital sales enablement (DSE)	4.46	1.07	—	4.54	4.20	Very high
Information access via POS/tablet/apps	4.54	0.90	2–5	4.48	4.70	Very high
Tracking shopper history	4.44	1.10	1–5	4.48	4.30	Very high
IT helpdesk speed during errors	4.29	1.27	1–5	4.61	3.30	Very high*
Practical application training	4.56	1.03	1–5	4.58	4.50	Very high
Digital intrapreneurship (DI)	3.83	1.49	1–5	3.90	3.60	High
WhatsApp Business/social media use	3.98	1.39	1–5	4.00	3.90	High
Independent promotional experimentation	3.56	1.64	1–5	3.61	3.40	High
Testing new ideas	3.71	1.57	1–5	3.84	3.30	High

Promotional-content collaboration	4.07	1.37	1–5	4.16	3.80	High
Innovative sales performance (ISP)	3.70	1.45	1–5	3.74	3.56	High
Creative promotional transactions	3.78	1.41	1–5	3.84	3.60	High
Digital target achievement	3.71	1.47	1–5	3.74	3.60	High
Directing customers to digital channels	3.70	1.43	1–5	3.79	3.40	High
Performance effectiveness relative to team	3.61	1.47	1–5	3.60	3.65	High
Sales-quota attainment (ACH)	96.4 %	25.0 %	40 –150%	98.2 %	90.8 %	Excellent

Note. Values are reproduced from the source manuscript. The source labels the Bassura IT helpdesk score of 3.30 as “Very High”; the category label should be checked against the authors’ predefined interpretation intervals. The source table does not report an overall minimum–maximum value for the DSE composite.

The descriptive comparison suggests that the Bekasi branch reported higher IT helpdesk support (4.61) than the Bassura branch (3.30), while the two branches showed comparatively similar scores on practical application training. This is a descriptive difference only. Because the sample is small and unbalanced across branches, it should not be interpreted as evidence of a statistically significant location effect without an appropriate inferential test.

Digital intrapreneurship scores were higher for collaborative promotional-content development than for independent experimentation. This pattern may indicate that employees more readily engage in innovation when it is collaborative rather than individually initiated. However, the study does not directly test the reasons for this pattern, so explanations involving risk aversion, confidence, or organizational climate should be treated as interpretations requiring further evidence.

The source reports a correlation of $r = .827$ ($p < .001$) between supervisor-rated innovative sales performance and actual quota attainment. This association provides preliminary evidence

that the supervisor-rated measure is related to a sales outcome. It does not, by itself, establish that the performance measure is free from bias or that criterion validity has been fully established.

Measurement model assessment

Table 3. Construct reliability and convergent validity

Construct	Cronbach's α	Dijkstra's ρA	Composite reliability (ρC)	AVE	Source evaluation
Digital sales enablement (DSE)	0.770	0.814	0.856	0.605	Valid
Digital intrapreneurship (DI)	0.914	0.927	0.940	0.799	Valid
Innovative sales performance (ISP)	0.971	0.971	0.979	0.921	Valid
Quota attainment (ACH)	1.000	1.000	1.000	1.000	Objective

The reported reliability and average variance extracted (AVE) values exceed commonly used reference values for internal consistency and convergent validity. However, the perfect reliability and AVE values reported for quota attainment suggest that ACH may have been modelled as a single-item construct. If so, the interpretation of internal consistency and AVE is not meaningful in the same way as for a multi-item reflective construct; the authors should specify the measurement treatment of this variable.

Table 4. Discriminant validity assessment using the HTMT ratio

Construct	DSE	DI	DSE × DI	ISP	ACH
DSE	—				
DI	0.578	—			
DSE × DI	0.710	0.283	—		
ISP	0.547	0.973	0.192	—	
ACH	0.522	0.762	0.181	0.839	—

The HTMT value between digital intrapreneurship and innovative sales performance is 0.973. This exceeds commonly applied thresholds of 0.85 and 0.90 and indicates that discriminant validity between these two constructs has not been demonstrated (Henseler et al., 2015). The source manuscript describes this overlap as expected, but conceptual relatedness does not remove the measurement problem. The authors should inspect item wording, cross-loadings, construct

definitions, and the possibility that the intrapreneurship and innovative-performance measures capture overlapping behaviours. Until this issue is resolved, structural paths involving these constructs should be interpreted cautiously.

Structural model and hypothesis testing

The source manuscript reports full-collinearity VIF values of 2.164 for DSE, 1.328 for DI, and 1.773 for the interaction term. It also reports an R^2 value of 0.859 for innovative sales performance. These values are reproduced below, but the small sample, discriminant-validity concern, and inconsistencies in the reported bootstrap standard deviations require the authors to verify the original seminr output before submission.

Table 5. Structural paths and hypothesis-testing results reported in the source manuscript

Path / hypothesis	β	Bootstrap mean	Reported SD	t value	p value	Reported decision
H1: DSE → ISP	0.132	0.136	0.114	1.162	0.201	Not supported
H2: DI → ISP	0.895	0.891	0.650	13.817	< .001	Supported*
H3: DSE × DI → ISP	0.119	0.111	0.810	1.463	0.154	Not supported
ISP → ACH	0.827	0.831	0.400	20.704	< .001	Reported as supported*

Note. The table reproduces the reported coefficients and test statistics. The source manuscript reports p = 0.000 for H2 and ISP → ACH; APA style requires p < .001 rather than p = .000. A critical numerical inconsistency is present: the reported standard deviations (0.650 and 0.810) do not appear commensurate with the corresponding t statistics and coefficients. For example, β = 0.895 divided by SD = 0.650 does not yield t = 13.817. The original bootstrap output must be checked and the correct standard errors, t statistics, confidence intervals, and p values inserted before publication.

H1 was not supported: the reported direct association between digital sales enablement and innovative sales performance was positive but not statistically significant (β = 0.132, t = 1.162, p = .201). This result does not demonstrate that digital enablement is irrelevant. It indicates only that the study did not detect a statistically significant direct association in this sample and model. The result is compatible with the possibility that digital resources require complementary employee capabilities, managerial support, or effective work processes before they translate into performance.

H2 was reported as supported, with a strong positive coefficient for digital intrapreneurship and innovative sales performance (β = 0.895, t = 13.817, p < .001). This finding is consistent with the argument that proactive opportunity recognition and employee-led experimentation may be associated with innovative selling. Nevertheless, the HTMT value of 0.973 raises a serious question about whether the two constructs are empirically distinguishable. Consequently, the

magnitude of the direct effect should not be interpreted as definitive evidence until the measurement model is revised and re-estimated.

H3 was not supported. The interaction between digital sales enablement and digital intrapreneurship was positive but not statistically significant ($\beta = 0.119$, $t = 1.463$, $p = .154$). Therefore, the data do not support the proposed moderation effect. It would be inappropriate to conclude that digital intrapreneurship operates independently of digital enablement in all circumstances; the non-significant interaction only indicates that the hypothesized moderation was not detected in this sample.

The source manuscript further reports a positive path from innovative sales performance to quota attainment ($\beta = 0.827$, $t = 20.704$, $p < .001$). This association is potentially useful, but the authors must clarify whether ACH was included in the same structural model, how the objective sales records were standardized across employees, and whether the reported path coefficient is based on a single-item observed outcome. The statistical output and model specification should be provided to substantiate this additional path.

Discussion

The findings provide preliminary evidence that digital intrapreneurship is more strongly associated with supervisor-rated innovative sales performance than digital sales enablement in the two branches studied. The non-significant direct path from DSE suggests that access to digital tools alone may not be sufficient to produce innovative selling behaviour. This interpretation is consistent with digital selling research that emphasizes organizational and managerial influences on frontline readiness and effectiveness (Mullins & Agnihotri, 2022), as well as research showing that technology support and employee intrapreneurship interact with individual and organizational conditions (Rabl et al., 2023).

The positive coefficient for digital intrapreneurship is theoretically consistent with the view that employees create value when they identify opportunities and take initiative within established organizations (Neessen et al., 2019). In a retail environment, this may involve experimenting with digital promotions, using social media to support customer engagement, and collaborating with colleagues to develop content. Such activities are also consistent with adaptive selling, in which salespeople modify their approaches in response to customer and situational information (Spiro & Weitz, 1990; Sujan et al., 1994).

However, the non-significant interaction means that the hypothesized complementary effect between DSE and DI was not supported. The study therefore does not establish that intrapreneurship amplifies the effect of digital enablement. A plausible alternative is that digital intrapreneurship is associated with innovative performance through a direct pathway, while the impact of enablement depends on other conditions such as managerial coaching, technology quality, training transfer, or the fit between digital tools and sales tasks. These mechanisms were not tested in the current design.

The HTMT result materially qualifies the interpretation of the DI–ISP relationship. Because the constructs may overlap empirically, the strong path coefficient could partly reflect shared item content rather than a distinct effect of intrapreneurial behaviour on innovative performance. This

is particularly important because some indicators of intrapreneurship (e.g., experimenting with promotions and testing new ideas) may be conceptually close to indicators of innovative sales performance (e.g., creative promotional transactions). Future measurement development should distinguish antecedent behaviours from performance outcomes more sharply.

The branch comparison indicates a descriptive gap in perceived IT helpdesk speed between Bekasi and Bassura. This observation may be operationally relevant, but the data do not establish that store format or location caused the difference. With 31 respondents in one branch and 10 in the other, branch-level comparisons are underpowered and potentially confounded by staffing, management, workload, system configuration, and customer traffic. A multi-store design is needed to test whether operational context moderates digital enablement or employee innovation.

The interpretation should also be situated within the wider literature on customer-oriented selling and the development of sales relationships (Coviello et al., 2002; Cron, 1984). Digital entrepreneurship research further cautions that the locus of entrepreneurial agency and the boundaries of entrepreneurial processes can change as digital technologies evolve (Nambisan, 2017; Nambisan et al., 2019).

Implications

For Informa Electronics, the results suggest that investments in digital infrastructure should be accompanied by initiatives that help employees use available tools in customer-oriented and innovative ways. Management may strengthen practical learning, provide structured opportunities for employees to share effective digital selling practices, and recognize responsible experimentation. These recommendations are consistent with research emphasizing sales enablement as an alignment of people, processes, and systems (Lauzi et al., 2023; “Conceptualizing an Integrative Typology,” 2024).

The descriptive helpdesk gap also suggests that management should review the consistency of technical support across branches. A standardized service-level procedure for logging, prioritizing, and resolving sales-system incidents may reduce interruptions. However, the current study does not estimate the causal effect of helpdesk response time on sales outcomes; this recommendation should therefore be treated as an operational implication rather than a demonstrated causal result.

Finally, the relatively high score for collaborative promotional-content development suggests that managers could formalize peer-learning sessions in which employees exchange examples of digital content and customer-engagement practices. Such activities should be evaluated using clear indicators, including qualified customer engagement, conversion, average transaction value, and customer satisfaction, rather than relying only on content volume or subjective perceptions.

Conclusion

This study examined the relationships among digital sales enablement, digital intrapreneurship, and innovative frontline sales performance in two Informa Electronics branches. The reported results show that digital sales enablement was not significantly associated with innovative sales performance, while digital intrapreneurship had a positive and statistically

significant reported association. The proposed moderating effect of digital intrapreneurship was not supported. The study also reports a positive association between supervisor-rated innovative sales performance and quota attainment.

The findings suggest that digital resources should not be treated as sufficient conditions for frontline sales innovation. Employee initiative and the ability to translate digital resources into customer-facing action may be important. Nevertheless, the study's small sample, two-branch setting, high HTMT ratio between digital intrapreneurship and innovative sales performance, and inconsistencies in reported bootstrap statistics substantially limit the strength of the conclusions. The results should therefore be regarded as preliminary rather than as conclusive evidence of causal relationships.

Limitations and Future Research

Several limitations should be considered. First, the sample consists of only 41 salesperson–supervisor dyads from two branches, with an uneven distribution between locations. This limits statistical power, generalizability, and the ability to examine branch-level differences. Second, the cross-sectional design does not establish temporal order or causal effects. Third, although the matched dyadic design reduces reliance on a single respondent for all variables, the reported HTMT value of 0.973 indicates insufficient discriminant validity between digital intrapreneurship and innovative sales performance. Fourth, the source manuscript does not provide the full questionnaire, item sources, demographic profile, data-collection period, missing-data treatment, or detailed extraction protocol for the six-month sales records. Fifth, the reported bootstrap standard deviations and t statistics contain numerical inconsistencies that must be reconciled using the original statistical output. Finally, the reported VIF values alone cannot establish that common method bias is absent.

Future research should recruit larger samples across multiple stores and retail chains, with sample size justified through an a priori power analysis that accounts for interaction effects. Longitudinal designs could examine whether digital enablement precedes changes in employee intrapreneurship and sales outcomes. Measurement development should separate intrapreneurial behaviours from innovative performance indicators and establish discriminant validity before structural hypotheses are tested. Researchers should also examine potential mediators and moderators, including digital self-efficacy, managerial coaching, innovation climate, technology-task fit, training transfer, and customer orientation. Finally, objective outcomes such as conversion rate, revenue per salesperson, average transaction value, and quota attainment should be operationalized consistently and analysed alongside supervisor ratings and customer assessments.

CRediT Authorship Contribution Statement

Author contributions to this research. **Hanna Fadillah:** Conceptualization, Methodology, Data curation, Formal analysis, Investigation, Writing – original draft. **Agung Utama:** Supervision, Methodology, Validation, Writing – review & editing.

Declarations

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Conflict of Interest

The authors declare no conflict of interest

Ethics Approval

This study does not include Ethical Approval.

Informed Consent

The source manuscript does not explicitly report informed consent. The authors should confirm that participants were informed about the study, the voluntary nature of participation, confidentiality, and the use of linked supervisor–employee data, and then insert the accurate consent statement.

Data Availability

The data in this study are not publicly shared; requests for data may be directed to the researchers, subject to obtaining permission from the relevant organizations and ensuring the confidentiality of participants.

Use of AI-Assisted Tools

The author uses artificial intelligence (AI)-based tools for language editing, translation, or manuscript drafting, in accordance with the policy of the target journal.

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