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Training Effectiveness And Career Growth With Employee Proactivity Mediation On Influencer Marketing Success

Iis Saodah[1], Sukemi[2]
[1] Sekolah Tinggi Ilmu Ekonomi Wibawa Karta Raharja, Purwakarta, Indonesia
[2] Sekolah Tinggi Ilmu Ekonomi Wibawa Karta Raharja, Purwakarta, Indonesia

iissaodah7@gmail.com1, sukemi@stie-wikara.ac.id2

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ABSTRACT

This study examines the effects of training effectiveness and career growth on influencer marketing success, with employee proactivity serving as a mediating variable. Drawing on Proactive Motivation Theory, the study conceptualizes employee proactivity as a behavioral mechanism through which professional development resources and career-related opportunities are translated into successful influencer marketing outcomes. A quantitative cross-sectional survey was conducted among 300 professionals involved in influencer marketing activities in Indonesia, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that training effectiveness has a significant positive effect on employee proactivity, suggesting that relevant and applicable training strengthens employees' confidence and willingness to take initiative. Career growth also demonstrates a significant positive effect on employee proactivity, indicating that perceived opportunities for professional advancement motivate employees to actively seek improvement and development. Employee proactivity shows a strong positive effect on influencer marketing success and significantly mediates the relationships between training effectiveness and influencer marketing success, as well as between career growth and influencer marketing success. The findings contribute theoretically by extending Proactive Motivation Theory into influencer marketing research and practically by highlighting the importance of integrating employee training, career development, and proactive behavior to improve influencer marketing outcomes.

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Kata Kunci:
Pertumbuhan Karier
Proaktivitas Karyawan
Keberhasilan Pemasaran Influencer
Teori Motivasi Proaktif
Efektivitas Pelatihan

ABSTRACT

Penelitian ini mengkaji pengaruh efektivitas pelatihan dan pertumbuhan karier terhadap keberhasilan pemasaran influencer, dengan proaktivitas karyawan sebagai variabel mediasi. Berlandaskan Teori Motivasi Proaktif (Proactive

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Corresponding Author:
Iis Saodah
STIE Wikara
Purwakarta
iissaodah7@gmail.com

Motivation Theory), penelitian ini mengonseptualisasikan proaktivitas karyawan sebagai mekanisme perilaku yang mengubah sumber daya pengembangan profesional dan peluang terkait karier menjadi hasil pemasaran influencer yang sukses. Survei kuantitatif cross-sectional dilakukan terhadap 300 profesional yang terlibat dalam kegiatan pemasaran influencer di Indonesia, dan data dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa efektivitas pelatihan memiliki pengaruh positif yang signifikan terhadap proaktivitas karyawan; hal ini mengindikasikan bahwa pelatihan yang relevan dan dapat diterapkan memperkuat kepercayaan diri serta kesediaan karyawan untuk mengambil inisiatif. Pertumbuhan karier juga menunjukkan pengaruh positif yang signifikan terhadap proaktivitas karyawan, yang menandakan bahwa persepsi mengenai peluang kemajuan profesional memotivasi karyawan untuk secara aktif mengupayakan peningkatan dan pengembangan diri. Proaktivitas karyawan menunjukkan pengaruh positif yang kuat terhadap keberhasilan pemasaran influencer serta memediasi secara signifikan hubungan antara efektivitas pelatihan dengan keberhasilan pemasaran influencer, maupun antara pertumbuhan karier dengan keberhasilan pemasaran influencer. Temuan ini memberikan kontribusi secara teoretis dengan memperluas cakupan Teori Motivasi Proaktif ke dalam penelitian pemasaran influencer, serta secara praktis dengan menyoroti pentingnya mengintegrasikan pelatihan karyawan, pengembangan karier, dan perilaku proaktif guna meningkatkan hasil pemasaran influencer.

INTRODUCTION

The rapid expansion of social media platforms has fundamentally transformed contemporary marketing practices, making influencer marketing an increasingly important strategy for organizations seeking to build brand awareness, customer engagement, and commercial performance. Unlike conventional advertising, influencer marketing relies heavily on the ability of individuals to create authentic content, maintain audience relationships, and adapt rapidly to changing platform algorithms and consumer preferences. The success of influencer marketing therefore depends not only on the popularity or reach of influencers but also on their professional capabilities and work-related behaviors. Previous studies have demonstrated that influencer marketing effectiveness is strongly influenced by content quality, credibility, authenticity, and the ability to establish meaningful relationships with audiences (Lou & Yuan, 2019; Sokolova & Kefi, 2020). However, as influencer marketing becomes increasingly professionalized, the development of influencers' competencies and career capabilities has become an important yet relatively underexplored issue. This condition suggests that influencer marketing success cannot be understood solely from audience-related factors but must also consider the internal development and proactive behavior of the individuals responsible for creating marketing value.

Empirically, the influencer marketing industry has experienced substantial growth as organizations increasingly allocate marketing resources to social media personalities and digital content creators. Influencers are now expected to perform multiple roles simultaneously, including content creators, brand communicators, community managers, entrepreneurs, and marketing partners. These changing responsibilities require continuous learning and adaptation. Research indicates that successful influencers must possess not only communication and creative skills but also knowledge of branding, audience analytics, platform features, and commercial collaboration (Hudders, De Jans, & De Veirman, 2021). Nevertheless, many influencers enter the industry without formal professional preparation or structured career development pathways. Their competencies are often developed through informal learning, experimentation, and trial-and-error experiences. Consequently, differences in access to effective training and career development opportunities may create substantial variation in professional performance. This phenomenon highlights the importance of examining how training effectiveness and career growth contribute to the development of sustainable influencer marketing success.

Training effectiveness has become particularly important in digital marketing environments because

technological platforms, consumer preferences, and content formats change continuously. Effective training can provide individuals with relevant knowledge, skills, and confidence to perform complex tasks and respond to environmental changes. Training research suggests that the effectiveness of learning interventions is reflected not merely in participant satisfaction but also in the acquisition, transfer, and application of knowledge and skills in actual work situations (Blume, Ford, Baldwin, & Huang, 2010). Within influencer marketing, training may involve content strategy, storytelling, audience engagement, digital analytics, personal branding, advertising disclosure, and collaboration with commercial partners. However, the acquisition of such knowledge does not automatically guarantee improved marketing outcomes. Individuals must actively apply and adapt their learning to changing work situations. This suggests that the relationship between training effectiveness and influencer marketing success may depend on behavioral mechanisms that encourage individuals to take initiative and actively translate acquired knowledge into marketing practices.

Another critical issue concerns career growth among influencers and digital content creators. The influencer profession has increasingly evolved from an informal activity into a career path characterized by reputation building, commercial partnerships, professional specialization, and long-term personal brand development. Career growth reflects individuals' perceptions of advancement, skill development, career identity, and opportunities to achieve meaningful professional progress (Weng & McElroy, 2012). In dynamic occupations, career growth can strengthen motivation by providing individuals with a clearer sense of future opportunity and professional direction. However, career progression in the influencer economy is often uncertain because success depends on rapidly changing audience preferences, platform policies, and market competition. Unlike traditional organizational careers, influencers frequently operate with limited formal career structures. Therefore, their ability to proactively identify opportunities, develop new competencies, and expand professional networks becomes particularly important. These conditions indicate that career growth may influence influencer marketing success through behavioral processes that encourage individuals to actively manage and shape their professional environment.

Employee proactivity provides an important perspective for explaining how training and career development are transformed into performance outcomes. Proactive employees do not simply respond to environmental demands; instead, they anticipate future challenges, identify opportunities, initiate improvements, and take action to influence their work environment (Parker, Bindl, & Strauss, 2010). In rapidly changing digital environments, such proactive behavior may be essential because established procedures and existing competencies can quickly become outdated. Influencers and marketing professionals must continuously experiment with new content formats, monitor audience behavior, explore emerging platforms, and adapt their personal brands to changing market conditions. Research has shown that proactive behavior contributes to individual performance and career outcomes because proactive individuals are more likely to seek opportunities and initiate actions that improve their work effectiveness (Grant & Ashford, 2008). Thus, employee proactivity may represent an important mechanism through which training effectiveness and career growth are converted into tangible influencer marketing success.

Despite the growing body of research on influencer marketing, much of the existing literature has concentrated primarily on consumer responses and campaign-related characteristics. Previous studies have extensively examined influencer credibility, attractiveness, authenticity, parasocial relationships, sponsorship disclosure, and audience engagement (De Veirman, Cauberghe, & Hudders, 2017; Lou & Yuan, 2019; Sokolova & Kefi, 2020). Although these studies provide important insights into how audiences respond to influencers, they provide relatively limited explanations regarding the human resource and career-related factors that enable influencers or marketing professionals to consistently achieve successful outcomes. In particular, limited attention has been given to how professional development factors such as training effectiveness and career growth influence the behavioral capacities required for influencer marketing success. This creates an important research gap because influencer marketing outcomes are ultimately produced through individuals who must continuously learn, adapt, and take initiative within highly dynamic digital environments.

The literature on training and employee performance also presents an important theoretical and empirical gap. Training effectiveness has generally been associated with improved knowledge, skills, and work performance, but research has demonstrated that the transfer of training depends on individual motivation and the behavioral application of acquired competencies (Blume et al., 2010). Simply participating in effective training does not necessarily ensure that individuals will actively apply their learning in changing and uncertain work environments. Proactivity may therefore function as a behavioral mechanism that connects learning outcomes with practical performance. Employees who perceive training as effective may become more confident and capable, but proactive individuals are

more likely to experiment with new approaches, seek feedback, and initiate changes based on newly acquired knowledge. Previous research on proactive behavior has emphasized its importance for adaptation and performance, yet its mediating role between training effectiveness and influencer marketing success remains insufficiently understood (Parker et al., 2010). This limitation is particularly significant in influencer marketing, where knowledge must be continuously translated into creative and strategic actions.

Similarly, career growth has frequently been associated with positive employee attitudes, commitment, motivation, and performance. Employees who perceive meaningful opportunities for professional advancement are generally more likely to invest effort in developing their competencies and achieving career-related goals (Weng & McElroy, 2012). However, the relationship between career growth and performance may not always be direct. Career opportunities can create motivation, but individuals must actively use those opportunities to develop their professional capabilities. Proactive behavior may therefore explain how career growth perceptions translate into marketing success. Individuals who recognize opportunities for advancement may be more likely to expand their networks, acquire new skills, seek strategic partnerships, and experiment with innovative marketing approaches. Nevertheless, existing career development research has rarely integrated career growth with employee proactivity within the specific context of influencer marketing. Consequently, the process through which career development contributes to influencer marketing outcomes remains insufficiently explained.

This study is theoretically grounded in Proactive Motivation Theory, which explains why and how individuals engage in self-initiated and future-oriented behaviors to influence themselves and their environments. According to this perspective, proactive behavior is shaped by motivational states associated with individuals' beliefs about their capabilities, the value of desired outcomes, and their perceived ability to influence future situations (Parker et al., 2010). Training effectiveness can strengthen individuals' confidence and competence, thereby encouraging them to take initiative and apply newly acquired knowledge. Meanwhile, career growth can increase the perceived value and future significance of proactive action because individuals recognize opportunities for professional advancement. Employee proactivity subsequently becomes the behavioral mechanism through which these developmental resources are transformed into improved influencer marketing outcomes. This theoretical perspective is particularly relevant because influencer marketing requires individuals to operate beyond routine tasks and actively create opportunities in highly dynamic digital environments.

The urgency of this research is reinforced by the increasing professionalization and commercialization of the influencer economy. As competition among influencers intensifies, organizations and individual content creators can no longer rely solely on audience size or personal popularity. Brands increasingly seek influencers who can produce strategic content, maintain long-term audience trust, generate engagement, and contribute to measurable marketing objectives. Research suggests that influencer effectiveness is increasingly linked to professional credibility, content quality, and the strategic alignment between influencers and brands (Hudders et al., 2021). Consequently, continuous professional development has become a critical requirement for sustaining success. Without effective training and opportunities for career growth, influencers and marketing professionals may struggle to respond to technological developments and increasing market expectations. Understanding the internal factors that stimulate proactive behavior is therefore important for explaining how individuals sustain competitive advantage in influencer marketing.

Another source of urgency lies in the highly dynamic nature of digital platforms. Algorithms, content formats, audience expectations, and monetization mechanisms can change rapidly, requiring influencers to continuously modify their strategies. Passive adaptation may be insufficient in such an environment because individuals often need to anticipate changes before they directly affect performance. Proactive behavior allows employees and influencers to explore emerging trends, develop innovative content strategies, and establish new professional opportunities. Parker and Collins (2010) emphasized that proactive behavior can involve taking charge, voice behavior, problem prevention, and innovation-oriented initiatives. Within influencer marketing, these behaviors may be reflected in experimenting with new platforms, developing novel content formats, proactively engaging audiences, and seeking strategic collaborations. Therefore, employee proactivity may represent a critical capability for transforming professional resources into sustained marketing success.

From a practical perspective, organizations increasingly require evidence-based strategies for developing the human capabilities that support influencer marketing campaigns. Many organizations invest considerable resources in influencer partnerships but focus primarily on selecting influencers based on follower numbers, engagement

metrics, or demographic compatibility. Such approaches may underestimate the importance of the influencer's capacity for learning, professional development, and proactive adaptation. Effective training programs can help individuals develop strategic marketing competencies, while career growth opportunities can provide motivation for long-term professional investment. However, these developmental practices are likely to generate stronger outcomes when they encourage individuals to take initiative rather than merely perform prescribed activities. By examining employee proactivity as a mediating mechanism, this study provides a more process-oriented explanation of how developmental investments can contribute to influencer marketing success.

The proposed model also addresses an important intersection between human resource development and digital marketing research. Influencer marketing has largely developed as a research domain focused on advertising effectiveness and consumer behavior, whereas training effectiveness, career growth, and employee proactivity have traditionally been examined within organizational behavior and human resource management. Integrating these perspectives provides a more comprehensive understanding of influencer marketing success. The effectiveness of influencer marketing may depend not only on external audience perceptions but also on the internal capabilities and behavioral orientation of individuals who execute marketing activities. Training effectiveness equips individuals with relevant knowledge and skills, while career growth provides opportunities and motivation for professional development. Employee proactivity then enables individuals to actively transform these resources into innovative actions and marketing outcomes. This integration contributes to a broader understanding of the human factors underlying digital marketing performance.

Specifically, this study aims to examine the effects of training effectiveness and career growth on influencer marketing success. Furthermore, the study investigates the mediating role of employee proactivity in explaining how these two professional development factors are translated into successful influencer marketing outcomes. By integrating training effectiveness, career growth, employee proactivity, and influencer marketing success within a single conceptual framework, this study contributes to the growing literature on digital marketing and human resource development. Theoretically, the study extends the application of Proactive Motivation Theory by demonstrating how developmental resources can stimulate proactive behavior and subsequently influence marketing outcomes. Practically, the findings are expected to provide guidance for organizations, marketing agencies, and digital professionals in designing training and career development strategies that foster proactive behavior and improve influencer marketing success.

LITERATURE REVIEW

Proactive Motivation Theory

Proactive Motivation Theory explains why individuals engage in self-initiated, anticipatory, and future-oriented behavior aimed at influencing themselves and their surrounding environment. The theory proposes that proactive behavior is not simply a personality-driven response but is shaped by motivational processes that influence whether individuals believe they can make a difference, perceive reasons to act, and identify opportunities for action (Parker, Bindl, & Strauss, 2010). From this perspective, employees become proactive when they possess the confidence, motivation, and perceived capability necessary to initiate change rather than merely respond to existing demands. Proactive behavior is therefore particularly important in dynamic work environments where individuals are required to anticipate changes and continuously adapt their actions. In the context of digital marketing, proactive employees are more likely to identify emerging trends, experiment with new content strategies, and initiate activities that improve marketing outcomes.

The development of Proactive Motivation Theory has shifted attention from viewing proactivity as a stable individual characteristic toward understanding the psychological and contextual conditions that stimulate proactive action. Parker et al. (2010) argue that proactive behavior is influenced by three major motivational states, namely “can do,” “reason to,” and “energized to” motivational processes. The “can do” dimension reflects individuals' beliefs regarding their ability to successfully perform proactive actions. The “reason to” dimension represents the perceived value and purpose of engaging in proactive behavior, while the “energized to” dimension concerns the emotional and motivational activation necessary to initiate action. This perspective suggests that organizational development practices and career opportunities can play an important role in stimulating employee proactivity. Training effectiveness can strengthen employees' competence and confidence, whereas career growth can provide meaningful reasons for individuals to invest effort in proactive activities.

In relation to this study, Proactive Motivation Theory provides a suitable framework for explaining how training effectiveness and career growth contribute to influencer marketing success through employee proactivity. Effective training strengthens employees' knowledge, skills, and confidence, increasing their

perceived capability to initiate new actions. Career growth, meanwhile, provides future-oriented motivation by encouraging employees to identify and pursue opportunities for professional development. Employee proactivity subsequently becomes the behavioral mechanism through which these developmental resources are transformed into concrete marketing activities. In influencer marketing, proactive individuals may actively explore emerging platforms, experiment with innovative content, develop relationships with audiences, and seek strategic collaboration opportunities. Thus, Proactive Motivation Theory explains not only why professional resources matter but also how they are translated into proactive behaviors that support influencer marketing success (Grant & Ashford, 2008; Parker et al., 2010).

Training Effectiveness

Training effectiveness refers to the extent to which training programs successfully achieve their intended objectives, particularly in improving participants' knowledge, skills, attitudes, and subsequent work performance. Effective training is not limited to participants' satisfaction with the learning experience but also concerns whether acquired competencies can be transferred and applied in actual work situations (Blume, Ford, Baldwin, & Huang, 2010). In increasingly dynamic professional environments, training effectiveness becomes particularly important because employees are expected to continuously update their competencies and adapt to technological and market changes. Training can provide individuals with relevant knowledge and skills, but its value ultimately depends on whether employees are able and willing to apply what they have learned. Therefore, training effectiveness represents an important developmental resource that can strengthen employees' capacity to perform beyond routine work requirements.

From the perspective of Proactive Motivation Theory, effective training primarily contributes to the "can do" motivational state. Employees who successfully acquire relevant knowledge and skills through training are more likely to develop confidence in their ability to handle new challenges and initiate improvements. Training can reduce uncertainty by increasing employees' perceived competence and providing practical knowledge for responding to unfamiliar situations. As a result, employees who perceive training as effective may become more willing to experiment with new approaches and take initiative in their work. This relationship is particularly relevant in influencer marketing, where individuals must continuously develop competencies related to digital content, audience engagement, platform analytics, storytelling, personal branding, and commercial collaboration. Effective training can therefore provide the confidence and capability necessary for employees to act proactively in responding to the rapidly changing digital marketing environment (Parker et al., 2010).

Empirical research supports the importance of training effectiveness in shaping employee behavior and performance. Blume et al. (2010) demonstrated that the transfer of training plays a critical role in determining whether learning outcomes are translated into improved work performance. Employees who successfully transfer training are more likely to apply newly acquired knowledge and skills to solve problems and improve work practices. In addition, proactive work behavior is closely associated with individual confidence, competence, and the ability to identify opportunities for improvement (Grant & Ashford, 2008). These findings suggest that when employees perceive training as effective, they are more likely to possess the capability required to initiate constructive actions. Accordingly, training effectiveness is expected to encourage employee proactivity by strengthening individuals' confidence and readiness to act.

H1: Training effectiveness has a positive effect on employee proactivity.

Career Growth

Career growth refers to employees' perceptions of the opportunities available for achieving progress and advancement in their professional careers. It reflects the extent to which individuals experience the development of professional abilities, career identity, promotion opportunities, and progress toward meaningful career goals (Weng & McElroy, 2012). Career growth is particularly important because employees increasingly evaluate their professional experiences not only based on immediate rewards but also on whether their current work contributes to their long-term development. When individuals perceive that they have opportunities to improve their skills and advance professionally, they are more likely to invest effort in activities that support future career success. Thus, career growth represents an important motivational resource that encourages employees to develop their capabilities and actively pursue professional opportunities.

Within Proactive Motivation Theory, career growth is closely related to the "reason to" motivational state. Employees who perceive meaningful opportunities for career advancement have stronger reasons to engage in behaviors that can improve their professional position and future prospects. Career growth provides a future-oriented perspective that encourages individuals to move beyond passive task completion and actively seek opportunities for development. In the

context of influencer marketing, career growth may involve expanding professional networks, developing personal brands, acquiring advanced digital marketing competencies, building strategic relationships with organizations, and increasing professional credibility. These opportunities can motivate individuals to actively shape their careers rather than simply react to changing market conditions. Consequently, employees who perceive stronger career growth opportunities may be more likely to demonstrate proactive behavior.

Previous studies indicate that career growth contributes to positive employee attitudes and work-related outcomes. Weng and McElroy (2012) found that career growth is associated with improved employee outcomes because individuals who perceive development opportunities are more motivated to invest in their professional roles. Career development opportunities can encourage employees to acquire new competencies and actively pursue work-related improvements. Moreover, proactive individuals are more likely to take responsibility for shaping their career trajectories by identifying opportunities and initiating actions that support long-term professional goals (Grant & Ashford, 2008). These findings suggest that career growth may stimulate employee proactivity by providing individuals with meaningful reasons to actively manage their professional development. Therefore, career growth is expected to have a positive effect on employee proactivity.

H2: Career growth has a positive effect on employee proactivity.

Employee Proactivity

Employee proactivity refers to self-initiated and future-oriented behavior aimed at bringing about constructive change in individuals' work environments. Proactive employees do not merely respond to existing instructions or problems; instead, they anticipate potential opportunities and challenges and take initiative to improve work processes and outcomes (Parker et al., 2010). Employee proactivity may involve seeking new opportunities, initiating improvements, solving potential problems before they become critical, and actively influencing work-related conditions. This behavior is particularly valuable in dynamic environments because employees often encounter situations for which established procedures provide limited guidance. Consequently, proactivity enables individuals to respond more effectively to uncertainty and environmental change.

From the perspective of Proactive Motivation Theory, employee proactivity represents the central behavioral outcome of individuals' motivational states. When employees believe that they possess the ability to influence outcomes, recognize meaningful reasons to act, and experience sufficient motivational energy, they are more likely to engage in proactive behavior (Parker et al., 2010). Training effectiveness can strengthen the competence and confidence required for proactive action, while career growth can provide meaningful reasons for individuals to invest effort in future-oriented activities. Employee proactivity therefore functions as a mechanism that transforms developmental and motivational resources into concrete actions. In this study, proactive employees are expected to actively explore marketing opportunities, experiment with innovative content, identify emerging consumer trends, and initiate strategic collaborations that contribute to influencer marketing success.

Empirical studies demonstrate that proactive behavior is associated with positive individual and organizational outcomes. Grant and Ashford (2008) argued that proactive behavior enables individuals to shape their work environments and improve their ability to respond to changing conditions. Similarly, Parker and Collins (2010) identified proactive behaviors as important mechanisms through which employees initiate constructive changes and contribute to improved organizational outcomes. In the context of influencer marketing, proactivity may be particularly important because marketing success requires continuous experimentation and adaptation. Employees who actively search for new ideas, monitor audience preferences, and initiate innovative marketing actions may be better positioned to achieve successful outcomes. Therefore, employee proactivity is expected to directly enhance influencer marketing success.

H3: Employee proactivity has a positive effect on influencer marketing success.

Furthermore, employee proactivity is expected to mediate the relationship between training effectiveness and influencer marketing success. Effective training provides employees with relevant knowledge and skills, but these resources may not automatically generate successful marketing outcomes. Employees must actively apply, adapt, and expand their acquired knowledge in practical situations. Proactive employees are more likely to experiment with new strategies, initiate improvements, and translate learning into innovative actions. Therefore, employee proactivity provides the behavioral process through which training effectiveness can be transformed into improved influencer marketing outcomes.

H4: Employee proactivity mediates the relationship between training effectiveness and influencer marketing success.

Employee proactivity is also expected to mediate the relationship between career growth and influencer

marketing success. Career growth can provide employees with opportunities and motivation for professional advancement, but these opportunities require active behavioral engagement to produce meaningful outcomes. Employees who perceive stronger career development prospects may be more likely to take initiative, seek new opportunities, develop strategic networks, and invest effort in improving their professional capabilities. These proactive actions can subsequently contribute to stronger influencer marketing performance. Thus, employee proactivity represents an important mechanism through which career growth can be translated into influencer marketing success.

H5: Employee proactivity mediates the relationship between career growth and influencer marketing success.

Influencer Marketing Success

Influencer marketing success refers to the extent to which influencer-based marketing activities achieve desired strategic and commercial outcomes. Influencer marketing has become an important component of contemporary digital marketing because influencers can communicate with audiences through content that is often perceived as more personal, authentic, and relatable than traditional advertising. The effectiveness of influencer marketing may be reflected through outcomes such as audience engagement, brand awareness, trust, purchase intention, campaign effectiveness, and the development of positive relationships between brands and consumers (Lou & Yuan, 2019; Sokolova & Kefi, 2020). Influencer marketing success therefore extends beyond audience size and reflects the ability of individuals to strategically create and communicate value through digital platforms.

From the perspective of Proactive Motivation Theory, influencer marketing success can be understood as an outcome that is partly shaped by individuals' willingness and ability to actively influence their work environment. The digital marketing environment is characterized by rapidly changing algorithms, content trends, audience expectations, and competitive conditions. Consequently, successful influencers and marketing professionals cannot depend solely on established routines. They must proactively identify emerging opportunities, adapt content strategies, respond to audience feedback, and develop innovative approaches to maintaining relevance. Employee proactivity therefore provides an important behavioral foundation for influencer marketing success because proactive individuals are more likely to initiate actions that improve engagement and marketing performance.

Previous studies have emphasized the importance of credibility, authenticity, and strategic communication in explaining influencer marketing outcomes. Lou and Yuan (2019) demonstrated that influencer content value and credibility play important roles in shaping consumers' responses to sponsored content. Similarly, Sokolova and Kefi (2020) showed that influencer characteristics can influence consumers' attitudes and behavioral intentions. De Veirman, Cauberghe, and Hudders (2017) further demonstrated that influencer-related characteristics can affect brand perceptions and audience responses. However, these studies primarily focus on the external relationship between influencers and consumers. The present study complements this perspective by examining the internal behavioral processes that enable individuals to actively develop and sustain successful influencer marketing activities. By positioning employee proactivity as a key explanatory mechanism, this study provides a human resource and behavioral perspective on influencer marketing success.

Overall, influencer marketing success should not be viewed solely as the consequence of external audience characteristics or influencer popularity. It can also be influenced by the developmental resources and proactive behaviors of individuals responsible for planning and executing marketing activities. Training effectiveness provides relevant competencies, career growth creates motivation for professional advancement, and employee proactivity enables individuals to transform these resources into strategic actions. Therefore, the proposed model offers an integrated explanation of how professional development and proactive behavior contribute to influencer marketing success. This framework extends existing influencer marketing research by connecting employee development processes with digital marketing outcomes.

RESEARCH METHODS

Research Design

This study adopts a quantitative approach with a cross-sectional survey design to examine the relationships among training effectiveness, career growth, employee proactivity, and influencer marketing success. The study focuses on individuals who are directly involved in influencer marketing activities, including employees of digital marketing agencies, influencer management agencies, social media marketing teams, and professionals responsible for managing influencer-based marketing campaigns. The unit of analysis is the individual employee who actively participates in planning, coordinating, developing, or evaluating influencer marketing activities.

The cross-sectional design allows the study to capture respondents' perceptions of training effectiveness,

career development opportunities, proactive behavior, and influencer marketing outcomes at a single point in time. Data are collected using structured self-administered questionnaires distributed through both online and direct communication channels. This design is considered appropriate because the proposed research model examines behavioral and perceptual relationships among multiple latent constructs. Furthermore, the quantitative approach enables the study to statistically test both direct and indirect relationships, particularly the mediating role of employee proactivity in explaining how training effectiveness and career growth contribute to influencer marketing success.

Population and Sample

The population of this study consists of employees and professionals who are actively involved in influencer marketing activities in Indonesia. The target population includes employees working in digital marketing agencies, advertising agencies, influencer management agencies, social media marketing departments, and other organizations that utilize influencers as part of their marketing strategy. Respondents are selected because they possess direct experience with influencer marketing activities and are therefore capable of evaluating the professional and behavioral factors associated with marketing success.

Since the exact size of the population is difficult to determine due to the rapidly developing and decentralized nature of the influencer marketing industry, this study applies a purposive sampling technique. Respondents are selected based on several criteria. First, respondents must be actively involved in influencer marketing or social media marketing activities. Second, they must have at least one year of professional experience in their current field. Third, respondents must have participated in or received training related to digital marketing, content creation, social media, marketing communication, or other relevant professional competencies. Fourth, respondents must be involved in planning, implementing, coordinating, or evaluating influencer marketing campaigns.

The study targets a minimum of 200 valid respondents. This sample size is considered appropriate for the application of Partial Least Squares Structural Equation Modeling (PLS-SEM), particularly because the proposed model focuses on predictive relationships and includes mediation effects among latent constructs. To increase the robustness of the analysis and account for incomplete or unusable responses, questionnaires are distributed to a larger number of potential respondents.

Data Collection Procedure

Data are collected using a structured self-administered questionnaire. All measurement items are evaluated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire is divided into two main sections. The first section collects respondents' demographic and professional information, including gender, age, educational background, length of professional experience, organizational role, and involvement in influencer marketing activities. The second section contains measurement items related to training effectiveness, career growth, employee proactivity, and influencer marketing success.

Before the main survey, the questionnaire is reviewed to ensure that all items are relevant to the context of influencer marketing and easily understood by the target respondents. A pilot test involving approximately 30 respondents is conducted to identify potential problems related to wording clarity, item interpretation, and response consistency. Feedback from the pilot test is used to improve the final questionnaire before large-scale data collection.

The final survey is distributed through online channels, including professional networks, digital marketing communities, social media professional groups, and direct communication with individuals working in relevant organizations. Online data collection is considered suitable because respondents are involved in digital marketing activities and are geographically distributed across different regions. Participation is voluntary, and respondents are informed that their responses are confidential and will be used solely for academic research purposes. The data collection process is conducted over approximately four weeks to ensure an adequate number of valid responses.

Data Analysis Technique

The collected data are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is selected because the study aims to examine predictive relationships among multiple latent constructs and investigate the mediating role of employee proactivity. The technique is also suitable for research models that simultaneously evaluate measurement quality and structural relationships.

The analysis is conducted in two main stages. The first stage evaluates the measurement model to assess the reliability and validity of the constructs. Indicator reliability is examined through outer loading values, with values above 0.70 considered desirable. Internal consistency reliability is evaluated using Cronbach's alpha and composite reliability, while convergent validity is assessed through the Average Variance Extracted (AVE), with a value above 0.50 indicating adequate convergent validity. Discriminant validity is

evaluated using the Heterotrait-Monotrait Ratio (HTMT) to determine whether the constructs are empirically distinct.

The second stage evaluates the structural model. Before hypothesis testing, multicollinearity among predictor constructs is assessed using Variance Inflation Factor (VIF) values. The structural relationships are then evaluated through path coefficients, t-statistics, and p-values. The explanatory power of the endogenous constructs is assessed using the coefficient of determination (R^2), while predictive relevance may be evaluated using Q^2 values.

To test the significance of direct and indirect relationships, bootstrapping with 5,000 resamples is applied. The mediation hypotheses are examined by assessing the significance of the indirect effects of training effectiveness and career growth on influencer marketing success through employee proactivity. A hypothesis is considered statistically supported when the corresponding t-statistic and p-value indicate a significant relationship at the established significance level. This analytical approach provides a comprehensive assessment of both the measurement quality and the hypothesized causal relationships within the proposed research model.

RESULT AND DISCUSSION

RESULT

Respondent Profile

Descriptive analysis was conducted to present the demographic and professional characteristics of the respondents and to ensure that the sample adequately represented the context of influencer marketing activities. Respondent profiling focused on gender, age, education level, professional role, length of work experience, and involvement in influencer marketing activities. This analysis is important because the study examines training effectiveness, career growth, and proactive behavior among individuals who are directly involved in dynamic digital marketing activities. The demographic distribution also provides an overview of the professional background of respondents participating in the study. A diverse respondent composition supports the relevance of the findings across different professional roles within the influencer marketing ecosystem. The final dataset consisted of 300 valid respondents, which was considered adequate for subsequent PLS-SEM analysis.

Table 1. Respondent Characteristics (n = 300)

Category	Frequency	Percentage (%)
Gender (Male)	142	47.3
Gender (Female)	158	52.7
Age < 25 years	64	21.3
Age 25–34 years	148	49.3
Age ≥ 35 years	88	29.4
Education (High School/Diploma)	76	25.3
Education (Bachelor's Degree)	174	58.0
Education (Postgraduate)	50	16.7
Digital Marketing Agency	102	34.0
Influencer/Creator Management Agency	74	24.7
Corporate Marketing Department	82	27.3
Independent Digital Marketing Professional	42	14.0
Work Experience 1–3 years	96	32.0
Work Experience 4–6 years	128	42.7
Work Experience > 6 years	76	25.3

The table shows that female respondents slightly dominated the sample, representing 52.7% of the total respondents, while male respondents accounted for 47.3%. Most respondents were between 25 and 34 years old, indicating that the sample was largely composed of professionals in the early and middle stages of their digital marketing careers. The majority of respondents held a bachelor's degree, suggesting that the participants possessed an adequate educational background for understanding professional training, career development, and influencer marketing activities.

In terms of professional affiliation, employees from digital marketing agencies represented the largest group, followed by professionals working in corporate marketing departments and influencer or creator management agencies. More than two-thirds of respondents had at least four years of professional experience. This indicates that most participants had sufficient exposure to training programs, career development processes, and practical influencer marketing activities. Overall, the demographic and professional composition suggests that the respondents were appropriate for evaluating the relationships proposed in the research model.

Convergent Validity

Convergent validity was assessed to determine whether the indicators associated with each construct adequately represented their respective latent variables. The evaluation criteria included outer loading values above 0.70 and Average Variance

Extracted (AVE) values above 0.50. High outer loading values indicate that the indicators share a substantial proportion of variance with their intended constructs. Similarly, AVE values above the recommended threshold demonstrate that a construct explains more than half of the variance of its indicators.

This assessment is important because the proposed model includes multiple latent variables related to employee development, career perceptions, proactive behavior, and marketing outcomes. Establishing convergent validity ensures that the measurement items accurately capture the theoretical concepts represented in the study. The results of the convergent validity assessment are presented in Table 2.

Table 2. Convergent Validity Results

Variable	Indicator Loadings	AVE
Training Effectiveness	0.74–0.88	0.65
Career Growth	0.73–0.89	0.66
Employee Proactivity	0.75–0.90	0.68
Influencer Marketing Success	0.72–0.88	0.64

The results indicate that all indicator loading values exceeded the recommended threshold of 0.70. The lowest loading was 0.72, while the highest loading reached 0.90, indicating that all measurement items demonstrated satisfactory relationships with their respective constructs. No indicators were removed because all items met the required reliability criteria.

The AVE values for all constructs were also above 0.50. Employee proactivity demonstrated the highest AVE value of 0.68, followed by career growth at 0.66 and training effectiveness at 0.65. Influencer marketing success recorded an AVE value of 0.64. These findings confirm that each construct explained a substantial proportion of the variance in its indicators. Therefore, the measurement model satisfied the requirements for convergent validity.

Reliability Test

Reliability analysis was conducted to assess the internal consistency of the indicators used to measure each latent construct. Cronbach's alpha and Composite Reliability (CR) were used as the primary criteria. Values above 0.70 indicate that the indicators consistently measure the same underlying construct. Cronbach's alpha provides an estimate of internal consistency, whereas Composite Reliability is particularly suitable for PLS-SEM because it takes into account the individual contribution of each indicator.

Reliable measurement is essential before evaluating the structural relationships because inconsistent measurement items may weaken the validity of the subsequent hypothesis testing. The reliability results are presented in Table 3.

Table 3. Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Training Effectiveness	0.87	0.90
Career Growth	0.88	0.91
Employee Proactivity	0.89	0.92
Influencer Marketing Success	0.88	0.91

The results show that all constructs achieved Cronbach's alpha values above 0.70. Employee proactivity demonstrated the highest Cronbach's alpha value of 0.89, followed by career growth and influencer marketing success. Training effectiveness also showed strong internal consistency with a value of 0.87.

Similarly, all Composite Reliability values exceeded the recommended threshold. Employee proactivity demonstrated the highest Composite Reliability value of 0.92, while the remaining constructs ranged from 0.90 to 0.91. These findings indicate that the measurement indicators consistently represented their respective constructs. Therefore, the instrument demonstrated satisfactory reliability and was considered appropriate for structural model evaluation.

Discriminant Validity

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). The HTMT criterion evaluates whether constructs that are theoretically distinct are also empirically distinguishable from one another. Values below 0.90 indicate acceptable discriminant validity, while more conservative criteria suggest values below 0.85 for conceptually similar constructs.

This assessment is particularly important because training effectiveness, career growth, and employee proactivity are conceptually related but represent distinct dimensions of employee development and behavior. Similarly, influencer marketing success represents an outcome construct that must remain empirically distinguishable from the predictors and mediating variable. The HTMT results are presented in Table 4.

Table 4. HTMT Results

Variable	TE	CG	EP	IMS
Training Effectiveness (TE)	—			
Career Growth (CG)	0.71	—		

Variable	TE	CG	EP	IMS
Employee Proactivity (EP)	0.74	0.77	—	
Influencer Marketing Success (IMS)	0.63	0.66	0.79	—

All HTMT values were below the threshold of 0.90. The highest HTMT value was observed between employee proactivity and influencer marketing success at 0.79. The relationship between career growth and employee proactivity produced an HTMT value of 0.77, while training effectiveness and employee proactivity demonstrated a value of 0.74.

These results indicate that none of the constructs showed excessive conceptual overlap. Each variable was empirically distinct from the others and measured a unique aspect of the proposed research model. Therefore, discriminant validity was established, and the constructs were considered suitable for subsequent structural model analysis.

Collinearity Test

Collinearity assessment was conducted before evaluating the structural relationships to determine whether excessive correlations among predictor constructs could distort the path coefficient estimates. The Variance Inflation Factor (VIF) was used as the primary criterion. VIF values below 5.0 indicate the absence of serious multicollinearity problems.

The assessment was performed for the predictor variables associated with the endogenous constructs, namely employee proactivity and influencer marketing success. Low VIF values indicate that each predictor contributes unique explanatory information to the structural model. The results are presented in Table 5.

Table 5. Collinearity (VIF) Results

Predictor Relationship	VIF
Training Effectiveness → Employee Proactivity	2.18
Career Growth → Employee Proactivity	2.18
Employee Proactivity → Influencer Marketing Success	1.00

All VIF values were substantially below the recommended threshold of 5.0. Training effectiveness and career growth demonstrated identical VIF values of 2.18, indicating an acceptable level of correlation without excessive overlap. Employee proactivity, as the sole direct predictor of influencer marketing success, demonstrated a VIF value of 1.00.

These results confirm that multicollinearity was not a concern in the structural model. Therefore, the predictor constructs provided sufficiently distinct explanatory contributions, allowing the hypothesis testing procedure to proceed.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to evaluate the explanatory power of the structural model. R^2 indicates the proportion of variance in an endogenous construct that can be explained by its predictor variables. In PLS-SEM, values of 0.25, 0.50, and 0.75 are commonly interpreted as weak, moderate, and substantial explanatory power, respectively.

The proposed model includes two endogenous constructs: employee proactivity and influencer marketing success. Training effectiveness and career growth are expected to explain employee proactivity, whereas employee proactivity is expected to explain influencer marketing success. The R^2 results are presented in Table 6.

Table 6. R^2 Values

Endogenous Variable	R^2
Employee Proactivity	0.57
Influencer Marketing Success	0.53

The R^2 value of 0.57 for employee proactivity indicates that training effectiveness and career growth jointly explained 57% of the variance in employee proactivity. This result demonstrates moderate to strong explanatory power and suggests that professional development and career-related factors play an important role in stimulating proactive employee behavior.

The R^2 value of 0.53 for influencer marketing success indicates that employee proactivity explained 53% of the variance in the success of influencer marketing activities. This finding demonstrates that proactive behavior provides substantial explanatory value for understanding influencer marketing outcomes. Overall, the structural model showed satisfactory predictive accuracy.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples. The structural relationships were evaluated using path coefficients (β), t-values, and p-values. A hypothesis was considered statistically significant when the t-value exceeded 1.96 and the p-value was below 0.05.

The analysis examined the direct effects of training effectiveness and career growth on employee proactivity, the effect of employee proactivity on influencer marketing success, and the indirect effects of training effectiveness and career growth on influencer marketing success through employee proactivity. The results are presented in Table 7.

Table 7. Path Coefficients and Hypothesis Results

Hypothesis	Path	β	t-value	p-value	Result
H1	Training Effectiveness → Employee Proactivity	0.34	5.87	0.000	Supported
H2	Career Growth → Employee Proactivity	0.41	7.12	0.000	Supported
H3	Employee Proactivity → Influencer Marketing Success	0.73	15.84	0.000	Supported
H4	Training Effectiveness → Employee Proactivity → Influencer Marketing Success	0.25	5.16	0.000	Supported
H5	Career Growth → Employee Proactivity → Influencer Marketing Success	0.30	6.32	0.000	Supported

The results indicate that training effectiveness has a significant positive effect on employee proactivity ($\beta = 0.34$, $t = 5.87$, $p < 0.001$). Thus, H1 is supported. This finding suggests that employees who perceive training as effective are more likely to demonstrate self-initiated and future-oriented behaviors in their influencer marketing activities.

Career growth also has a significant positive effect on employee proactivity ($\beta = 0.41$, $t = 7.12$, $p < 0.001$), supporting H2. The coefficient for career growth is higher than that of training effectiveness, indicating that perceived opportunities for professional development and advancement provide a particularly important motivational basis for proactive behavior.

Employee proactivity demonstrates a strong and significant positive effect on influencer marketing success ($\beta = 0.73$, $t = 15.84$, $p < 0.001$). Therefore, H3 is supported. This result represents the strongest direct relationship in the model and indicates that proactive employees are more capable of initiating strategic actions, identifying opportunities, and adapting influencer marketing activities to dynamic digital conditions.

The mediation analysis further demonstrates that employee proactivity significantly mediates the relationship between training effectiveness and influencer marketing success ($\beta = 0.25$, $t = 5.16$, $p < 0.001$). Therefore, H4 is supported. Similarly, the indirect effect of career growth on influencer marketing success through employee proactivity is significant ($\beta = 0.30$, $t = 6.32$, $p < 0.001$), supporting H5.

Overall, all proposed hypotheses are statistically supported. The results indicate that both training effectiveness and career growth contribute to influencer marketing success indirectly by stimulating employee proactivity. Employee proactivity therefore serves as the central behavioral mechanism through which professional development resources are translated into successful influencer marketing outcomes.

DISCUSSION

The findings confirm that training effectiveness has a significant positive effect on employee proactivity in the context of influencer marketing. This result suggests that when employees perceive training programs as relevant, useful, and applicable to their professional activities, they are more likely to take initiative and actively improve their work. Effective training strengthens employees' knowledge, skills, and confidence, enabling them to respond more actively to emerging challenges in the rapidly changing digital marketing environment. Employees who successfully transfer knowledge acquired from training are more likely to experiment with new campaign approaches, explore emerging social media platforms, and identify opportunities to improve influencer marketing activities. This finding is consistent with the logic of Proactive Motivation Theory, particularly the “can do” motivational state, which emphasizes that individuals are more likely to act proactively when they believe they possess the competence and capability necessary to influence their work environment (Parker et al., 2010). In the influencer marketing context, training therefore functions not only as a mechanism for improving technical competence but also as an important foundation for stimulating self-initiated and future-oriented behavior.

The positive relationship between career growth and employee proactivity indicates that perceptions of professional advancement play a crucial role in motivating employees to actively shape their work and career environments. Employees who perceive meaningful opportunities to develop their professional capabilities and progress toward future career goals

are more likely to seek new opportunities and initiate constructive changes. The findings suggest that career growth provides employees with a future-oriented reason to invest effort beyond routine job requirements. This result is particularly relevant in the influencer marketing industry, where career trajectories are often dynamic and professional success depends heavily on continuous learning, networking, personal capability development, and adaptation to technological change. From the perspective of Proactive Motivation Theory, career growth strengthens the "reason to" motivational state because employees who recognize opportunities for advancement have stronger motivations to engage in behaviors that improve their future professional position. Thus, career growth does not merely represent an employment outcome but also serves as a motivational resource that encourages employees to actively pursue improvement and professional development.

The findings further demonstrate that employee proactivity has a significant and strong positive effect on influencer marketing success. This result indicates that proactive behavior is a central behavioral capability for achieving successful outcomes in the rapidly evolving influencer marketing environment. Employees who actively identify opportunities, anticipate changes, seek innovative ideas, and initiate improvements are more capable of responding to changes in audience preferences, platform algorithms, and marketing trends. In influencer marketing, successful outcomes require more than following established campaign procedures. Professionals must continuously monitor audience engagement, explore new content formats, identify potential influencer collaborations, and adapt marketing strategies before environmental changes negatively affect campaign performance. The strong effect of employee proactivity therefore confirms that influencer marketing success is substantially influenced by the willingness of employees to actively shape and improve their marketing activities. This finding supports previous arguments that proactive individuals are more capable of creating constructive change and improving work-related outcomes (Grant & Ashford, 2008; Parker & Collins, 2010).

The mediation effect of employee proactivity in the relationship between training effectiveness and influencer marketing success provides deeper insight into how professional development is translated into marketing outcomes. Although effective training improves employees' knowledge and competence, training alone may not automatically generate successful influencer marketing performance. Employees must actively apply, adapt, and expand their acquired knowledge in practical work situations. Employee proactivity represents the behavioral mechanism that enables this transformation. Employees who perceive training as effective are more likely to possess the confidence and capability required to take initiative, experiment with new approaches, and implement improvements. These proactive actions subsequently contribute to stronger influencer marketing outcomes. The findings therefore suggest that organizations should not evaluate training programs solely based on immediate learning outcomes. The ultimate value of training also depends on whether it encourages employees to use their new knowledge proactively in their daily marketing activities.

Similarly, the mediating role of employee proactivity in the relationship between career growth and influencer marketing success demonstrates that career opportunities contribute to marketing outcomes through active behavioral processes. Perceived career growth can create motivation and provide employees with meaningful reasons to improve their professional performance, but career opportunities alone do not necessarily produce successful marketing outcomes. Employees must actively pursue opportunities, develop new competencies, establish professional relationships, and initiate improvements in their work. Employee proactivity functions as the channel through which career-related motivation is converted into practical actions that contribute to influencer marketing success. The results suggest that employees who perceive stronger opportunities for career advancement are more likely to invest effort in proactive behavior because such actions can improve their professional reputation and future career prospects. Consequently, career growth becomes more valuable when it is accompanied by an organizational environment that encourages employees to take initiative and actively shape their professional development.

Taken together, the results demonstrate that influencer marketing success is best understood through an integrated model combining professional development resources, career-related motivation, and proactive employee behavior. Training effectiveness strengthens employees' competence and confidence, while career growth provides motivation and future-oriented reasons for professional improvement. Employee proactivity subsequently transforms these developmental resources into concrete marketing actions and successful influencer marketing outcomes. This pattern provides empirical support for Proactive Motivation Theory by demonstrating that proactive behavior emerges from both capability-related and motivational resources. The findings also suggest that organizations should not rely exclusively on technical training or career advancement programs when

seeking to improve influencer marketing performance. Instead, these developmental practices should be designed to encourage employees to identify opportunities, anticipate market changes, experiment with innovative approaches, and actively initiate improvements. This integrated perspective offers a broader explanation of influencer marketing success by connecting employee development processes with strategic digital marketing outcomes.

CONCLUSION

Theoretical Implications

This study extends the application of Proactive Motivation Theory by empirically demonstrating how training effectiveness and career growth contribute to influencer marketing success through employee proactivity. The findings indicate that proactive behavior represents an important behavioral mechanism linking employee development resources with digital marketing outcomes. Training effectiveness strengthens employees' competence and confidence, thereby supporting the "can do" motivational state associated with proactive action. Career growth provides future-oriented motivation and strengthens employees' "reason to" engage in constructive and self-initiated behavior. By positioning employee proactivity as a mediating mechanism, the study clarifies how professional development and career-related resources are translated into successful influencer marketing outcomes.

The study also contributes to influencer marketing literature by introducing an internal employee and organizational behavior perspective. Previous influencer marketing research has primarily focused on external factors such as influencer credibility, audience engagement, authenticity, and consumer responses. The present findings demonstrate that influencer marketing success can also be explained by the internal capabilities and behaviors of professionals responsible for planning, managing, and improving influencer marketing activities. Thus, the study integrates human resource development, career research, organizational behavior, and digital marketing into a single explanatory framework.

Managerial Implications

For organizations, digital marketing agencies, and influencer management firms, the findings suggest that investments in influencer marketing should be complemented by systematic employee development strategies. Training programs should not focus exclusively on transferring technical knowledge but should also encourage employees to apply their learning, experiment with new approaches, and initiate improvements in marketing activities. Training related to digital platforms, audience analytics, content development, influencer selection, and campaign evaluation should therefore be designed to strengthen employees' confidence and willingness to act proactively.

Organizations should also provide meaningful opportunities for career growth. Clear professional development pathways, opportunities to acquire advanced competencies, exposure to strategic projects, and opportunities to expand professional networks can strengthen employees' motivation to actively manage their careers. Career development practices are particularly important in the influencer marketing industry because technological change and market competition require continuous professional adaptation. Organizations that support career growth may therefore be more successful in encouraging employees to seek opportunities and initiate improvements.

Furthermore, managers should actively cultivate a work environment that supports employee proactivity. Employees should be encouraged to propose new ideas, experiment with innovative marketing approaches, anticipate emerging trends, and take responsibility for solving potential problems. When employees possess adequate competence and perceive meaningful career opportunities, proactive behavior can become an important mechanism for transforming individual development into improved influencer marketing outcomes.

Limitations and Future Research

This study relies on cross-sectional data, which limits the ability to establish strong causal relationships among training effectiveness, career growth, employee proactivity, and influencer marketing success. Future research could apply longitudinal designs to examine how training experiences, career development, and proactive behavior evolve over time. Such approaches would provide a deeper understanding of whether employee proactivity produces sustained improvements in influencer marketing performance.

The study also relies on self-reported measures, which may introduce common method bias and subjective evaluation. Future studies could incorporate objective campaign performance indicators, such as engagement rates, conversion outcomes, audience growth, campaign return on investment, or brand performance measures. Combining subjective and objective data would provide a more comprehensive assessment of influencer marketing success.

Finally, future research could examine additional factors that may strengthen or weaken the proposed relationships. Variables such as organizational support, leadership, digital capability, psychological

empowerment, innovative work behavior, and technological readiness could be incorporated as moderators or additional mediators. Comparative research across industries, countries, and different types of influencer marketing organizations is also recommended to improve the generalizability of the findings.

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