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Article

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The influence of career commitment on subjective career success in the context of media industry: mediating role of career resilience

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ABSTRACT

The present study explores the relationship between career commitment and subjective career success among media journalism industry employees. Additionally, it investigates the mediating role of career resilience behavior while anchoring its theoretical foundation in the career self-determination theory. The media journalism industry, characterized by burnout, demanding schedules and the mismatch of personal and professional commitments, provides a fitting context to examine the dynamics of career commitment and subjective career success. Using a structural equation modeling approach, the hypotheses were tested on 303 participants from the Punjab and Chandigarh regions in India. The results of the structural equation modeling affirmed the career commitment's substantial direct and indirect influence on subjective career success, mediated by the career resilience variable. The implications derived from this study are pertinent for the media journalism sector. It underscores the pivotal role of cultivating career-committed behavior among employees and advocating for strategic career development initiatives. This, in turn, fosters a resilient environment conducive to nurturing individual career accomplishments, transcending conventional benchmarks of organizational success. In conclusion, this research underscores the significance of transitioning from a traditional assessment of performance framework to a more subjective evaluation approach, ultimately contributing to cultivating a motivated and engaged workforce.

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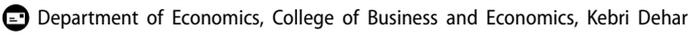
Pablo Ruiz, Universidad de Castilla-La Mancha, Spain

SUBJECTS

Management Education; Human Resource Management; Organizational Studies

1. Introduction

From its origins with the launch of Hicky's Bengal Gazette in 1779, journalism in India has journeyed a long way. As an integral part of the thriving media and entertainment sector, the news industry relies on three core pillars: print media, television and the emerging digital media landscape (Basuroy, 2023). While India has seen commendable investigative reports, public trust in mainstream news media has faced uncertainty. Incidents of crimes against journalists have witnessed an uptick, highlighting the safety challenges and declining commitment that journalists contend with while pursuing their profession in the country (Basuroy, 2023). This complex scenario sets the stage for understanding career commitment and the perception of employees' career success in this industry. In the dynamic and uncertain realm of modern media and journalism, the prevailing sense of job insecurity is a persistent challenge. Media organizations worldwide face rapid technology changes, shifts in business strategies, evolving content consumption patterns and the far-reaching impacts of political and economic shifts. These challenges cast a shadow of uncertainty over journalists, subjecting them to the unsettling prospect of

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potential job loss (Cohen et al., 2019; Örnebring, 2018). Media lacks both security and freedom. This takes the form of both voluntary and involuntary terminations (Sherwood & O'Donnell, 2018). This pervasive uncertainty affects the media industry and significantly impacts journalists' career commitment and subjective career success. Recent investigations into digital journalism underscore the deteriorating labor conditions professionals face, where burnout, inadequate compensation and excessive workloads have sadly become normalized aspects of the media and journalism profession (Reinardy & Crawford, 2013).

Scholarly literature highlights that committed journalists attribute their careers to encompassing loyalty, professional pride, multifaceted viewpoints on issues and a role as societal watchdogs (Center, 1999; Gardner et al., 2001). Despite a strong identification with their profession, the commitment experienced by many journalists remains limited (Center, 1999). Kosicki (1995) reveal that only about 20% of recent journalism graduates intend to sustain their careers until retirement, highlighting the complexities underlying long-term commitment.

Two core concepts within career development, namely career commitment and career success, significantly influence an individual's overall well-being and work satisfaction (Goyanes & Rodríguez-Gómez, 2021). London and Stumpf (1982) laid the groundwork for understanding career success, defining it as the 'convergence of positive work elements (e.g., job innovation, top management support) with favorable psychological or work-related outcomes or achievements'. Career success can be viewed through two lenses: external/objective and internal or subjective (Judge et al., 1995). While external factors encompass evaluative elements tied to status, income progression, promotions and recognition, Subjective Career Success is influenced by various factors. These factors include aligning personal aspirations and values with professional pursuits, achieving equilibrium between personal and occupational domains, crafting a lasting impact through one's career journey, finding significance within the organizational framework and engaging in introspection (Arthur et al., 2005; Dries et al., 2008; Poon, 2004). As these concepts intertwine, they profoundly influence how individuals perceive their career journeys and overall life satisfaction, ie perceptions concerning subjective career success.

Researchers have identified various social and motivational factors that may influence an individual's career success. These factors include career competency (Ahmad et al., 2019), commitment (Chiang et al., 2014), resilience (Bhamra, 2015), work centrality (Ng et al., 2005) and proactive personality (Seibert et al., 2011), cognitive ability, education and work tenure, etc. Experts in workplace psychology discipline conclude that individuals who exhibit goal-oriented behavior, resilience and self-assurance are better positioned to navigate their professional paths successfully (Ballout, 2009). Within the modern career approach context, organizations place significant value on unwaveringly committed employees, not just the organization. Furthermore, previous research underscores how various factors greatly influence the development and upkeep of career-related commitment. This emphasizes the need to encourage resilient career behavior to effectively guide employees' career paths (Hall & Moss, 1998). London and Stumpf (1982) explained 'Career resilience' as an individual's ability to navigate and thrive despite challenges, setbacks and changes in their professional journey. Resilient individuals show unwavering dedication to their goals, persistently working toward them even when facing difficulties. Recognizing career resilience as a crucial skill for 21st-century success (Cascio, 2007) and exploring how it interacts with a person's commitment to their career is essential, especially in an industry like media and journalism.

The interplay of these factors forms a compelling connection that intricately combines an individual's career path, mindset and current dynamics in their chosen field. Even though career resilience is becoming more critical for positive work outcomes, it hasn't received much attention in discussions about managing careers, particularly in developing countries. Therefore, exploring these concepts, alongside other evolving aspects of a successful career, becomes crucial. This exploration is especially relevant due to the research gap between academia and industry practices. Additionally, as people's views on career success gain prominence, this research advocates recognizing career resilience as a potential mediator between career commitment and subjective career success.

2. Theoretical framework, literature review and hypotheses development

Career self-determination (CSDT) is the key theoretical underpinning for subjective career success, influenced by various circumstances. CSDT was formed by applying Chen's (2017) self-determination theory

to careers. This theory postulates that an individual's commitment to their chosen career is reinforced when they experience a sense of personal satisfaction from their work. According to the CSDT, career competence consists of skills, preferences, attitudes and resilience about one's chosen line of work.

2.1. Career commitment and subjective career success

According to modern management ethos, employee success is as vital as the company's overall success. Strong self-awareness, openness to persuasion and growth and an eagerness to take an active role in achieving one's career goals are hallmarks of career commitment. It measures how vigorously people take their careers and how it relates to their prospects for the future (Ballout, 2009). Subjective career success has become the primary focus for assessing careers, as opposed to the objective indicators that have been the focus of conventional career studies (Abele & Spurk, 2009; Ng & Feldman, 2014). The 21st-century career approach advocates for self-directed careers that lead to personal achievement and professional advancement rather than emphasizing work stability and long-term employment with one organization (Briscoe et al., 2006). Employees are encouraged to commit to their careers rather than their organizations, or to both, due to the change in career management from the company to the individual (Ballout, 2009). Journalists navigate a dynamic environment influencing their dedication to their careers as the media industry undergoes significant changes, including technological disruptions and shifting audience preferences. The challenges posed by the emergence of digital media, changing revenue models, and job precariousness impact journalists' career commitment (Youssef & Luthans, 2007). The transition from traditional print and television to digital platforms introduces a need for journalists to adapt their skills and approaches to storytelling, which can, in turn, influence their commitment to their profession. However, the rise of contract-based work and freelancing may introduce uncertainties that affect career commitment as journalists grapple with job stability and financial security.

Highly career-committed individuals are likely to make significant career investments through their proactive career planning with a focus on training and development initiatives to advance in their careers and an effort to acquire new knowledge and abilities (Sultana et al., 2016). Poon (2004), in his investigation of career commitment and subjective success, concluded that both have a substantial relationship. Employees more dedicated to their careers receive more returns, significantly improving their prospects of achieving greater success and focusing on internalizing satisfaction rather than just monetary or status resembling success (Pasha et al., 2017a, 2017b; Pathardikar et al., 2016). Consequently, individuals driven by their careers are inclined to encounter positive emotions stemming from their achievements and goal attainments (Kim & Beehr, 2017). Employees who pursue protean careers place a premium on subjective career goals, are more dependent on their careers and strive for subjective career success (Baruch, 2006; Hall & Chandler, 2005; Y. Park & Rothwell, 2009; Pathardikar et al., 2016). Underlying this protean approach, we operationalized employee success as subjective for the current study. Hence, we hypothesize that:

Hypothesis 1 (H1): There is a positive relationship between career commitment and one's subjective career success.

2.2. Career commitment, career resiliency behavior and subjective career success

Paul and Garg (2014) defined resilience as 'the unique tendency to withstand and ultimately recover from difficult circumstances, setbacks, trauma, and other obstacles'. Career commitment is the foundation for driving media employees' resilient behavior in the fast-paced business setting. It instills a strong desire to face problems, establishing a mindset that views failures as temporary, somewhat insurmountable obstacles (Cooper et al., 2013). Hayward et al. (2010) highlighted that this dedication instills a forward-thinking mindset and supports a proactive attitude to ongoing learning and skill improvement. Pulley and Wakefield (2001) and Bonanno et al. (2015) explained that the capacity to recover rapidly from shortfalls is closely associated with success among people who go out on their own. Because of the link between high levels of resilience and long-term performance, resilience is counted as a key influential factor. Tait (2008) and Richtnér and Löfsten (2014) stated that resilient individuals can better

regulate their emotions, operate effectively in groups and succeed. Simultaneously, Gu (2014) investigated how teachers' resilience characteristic explains their commitment and comprehended that emotional investment coupled with a focused career is a powerful force that propels individuals to come back from losses with unflinching perseverance. Thus, career commitment emerges as a dynamic catalyst, arming personnel with the resilience, flexibility and interconnection required to navigate any industry's unpredictable currents.

Shahbazfar and Zarei (2014) and Hasan (2016) investigated the direct and indirect connections between commitment and resilience and discovered a significant positive association. According to Connor et al. (2003) and Karatas and Cakar (2011), individuals who possess resilience exhibit enhanced abilities in handling challenges, embracing a sense of fortitude during traumatic encounters, employing effective problem-solving techniques, expressing exuberance and reporting lower levels of self-doubt and solitude. According to Cooper et al. (2013), the most dedicated individuals are resilient. Following the literature, S.-H. Park and Kang (2019) discovered that when dental hygienist employees displayed resilience at work, their commitment grew substantially, which was reflected in measures of success such as job satisfaction, happiness at work and commitment. Researchers observed a correlation between resilience and effectiveness, enthusiasm at work, joy at work and commitment to one's organization in this context (Youssef & Luthans, 2007).

Despite evidence tying commitment to career success, little is known about the processes behind these interrelationships, leaving the why and how unanswered and whether career resilience may mediate the highlighted connection. We assert that people who are committed and resilient may succeed in a dynamic and challenging workplace. This phrase symbolizes the importance of showing resilience in the face of setbacks. It reminds workers to remain committed to their work despite obstacles. Thus, we hypothesize that:

Hypothesis 2 (H2): There is a positive relationship between career commitment and career resiliency behavior.

Hypothesis 3 (H3): There is a positive relationship between career resiliency behavior and one's subjective career success.

Hypothesis 4 (H4): The relationship between career commitment and one's subjective career success is mediated by career resiliency behavior.

3. Research methodology

The research methodology employed for this study involved collecting data from journalists working within the newspaper and television sectors. A systematic sampling approach was utilized to assemble the sample. Eligibility criteria stipulated that all participants possess a minimum of one year of relevant industry experience, with preference given to those with more substantial experience. The target respondents for this research included front-line employees and journalists occupying full-time roles within private media organizations in Punjab and Chandigarh, India. A dual methodology was adopted to reach out to the participants. Data collection was facilitated through a two-fold approach, utilizing an offline method involving in-person visits to the organizations and an online Google form. Prospective participants were initially approached with an inquiry regarding their willingness to participate in the research, with assurance of confidentiality being addressed. The survey questionnaire was structured into two distinct segments. The first section of the survey focused on gathering essential demographic information, encompassing gender, age, educational background and employment history – the subsequent section aimed to collect data about the primary variables under study. The survey managed to secure participation from 346 individuals (200 from Chandigarh and the rest from the Punjab region in India), with a 77% response rate. Following the data collection phase, a rigorous data cleansing process was conducted. This involved the removal of duplicate entries and unreported responses. As a result of this data refinement, a final tally of 303 valid responses was retained for subsequent analysis.

3.1. Measuring instruments

The research investigated three constructs, mainly career commitment, resilience and subjective career success; each construct component was rated on a five-point Likert scale, with one as strongly disagree and five as strongly agree. A detailed description of all scale items is given in [Appendix A](#). Blau (1985), eight-item scale was used to assess participants' commitment to their chosen careers. This scale aimed at measuring the sense of commitment of media personnel toward their career. To measure employees' orientation toward their subjective career success, we used a 24-item scale with eight distinct aspects, including 'Recognition', 'Quality work', 'Meaningful work', 'Influence', 'Authenticity', 'Satisfaction', 'Personal life' and 'Growth and development' developed by Shockley et al. (2016). A five-item scale developed by Stephens (2013) was used to measure an employee's career resiliency. This career resiliency scale entails overcoming obstacles, drawing lessons from past mistakes and remaining positive and goal-oriented in the face of difficulty. Age, gender, level of education, work experience and type of employment (fixed, temporary, hourly paid) were all controlled for further analysis in our research to reduce the likelihood that these factors may distort the examined connections. Prior research has shown that demographic characteristics may impact the relationship between career commitment, career satisfaction and success (Adeleke, 2003; Baker, 2004; Popoola & Oluwole, 2007).

4. Results

There were more male than female participants in this survey, with 55.7% of responses being men (female being 44%). Additionally, 48.2% of the surveyed individuals fell within the age bracket of 21 to 25 years. Among the respondents, 69.5% held a bachelor's degree, 12% held a master's degree and all had at least one year's industry experience. The majority, 48%, had four to five years of work experience, followed by 19.6% with three to four years of work experience in the media industry. Approximately 60% of respondents had a contractual or temporary job in the organization.

4.1. Preliminary analysis

The preliminary study computed descriptive statistics, composite reliability (CR), discriminant validity, convergent validity and bivariate correlations analysis in the measurement model ([Tables 2, 3 and 4](#)). Furthermore, to determine the direct and indirect relation between variable career commitment and subjective career success, along with the mediating effect of Career Resilience, structural equation modeling was performed.

4.2. Measurement model

To assess the empirical distinctiveness of the variables under study, we used confirmatory factor analysis (CFA), which involves predefined fit indices that determine the adequacy of the model. Notably, Item CC8 from the career commitment scale was excluded from the final analysis due to factor loadings falling below 0.50. Similarly, an item from the subjective career success scale, labeled parameter satisfaction, was also omitted from the final dataset due to loadings below 0.5. Our three-factor measurement model, encompassing career commitment, resilience and subjective career success, demonstrated a favorable fit with the data. The fit indices revealed: $CMIN/df = 2.057$, $p < .01$; $CFI = 0.918$; $AGFI = 0.81$; $TLI = 0.91$; $RMSEA = 0.05$; and $SRMR = 0.08$, by the criteria outlined by Hair et al. (2019). The fit of this model was contrasted with that of the one-factor measurement model, in which all items were loaded onto a single construct ([Table 1](#)).

Furthermore, the validity and reliability metrics of the model satisfied the predetermined cut-off. Factor loadings were applied to validate the construct validity and reliability. The results showed composite reliability (CR) values that were higher than the suggested threshold of 0.70 and average variance extracted (AVE) values that were higher than 0.50 (Hair et al., 2019). Maximum shared variance (MSV) is a CFA statistical metric that examines the degree of shared variance between two latent constructs. It is

calculated by taking the highest correlation coefficient between the two constructs and squaring it (Table 2).

4.3. Discriminant validity assessment

We tested the discriminant validity utilizing both the Fornell-Larcker Criterion and cross-loadings. These analyses confirmed the absence of validity concerns under two conditions: (a) the square root of AVE for a given construct should exceed its correlation with any other construct. This signifies that the construct shares more variance with its indicators than others. (b) each item or indicator should exhibit more substantial loadings on its designated construct than others. This ensures that the items are more closely related to the intended construct (Table 3).

4.4. Descriptive statistics

Table 4 presents each variable's means, SD and correlation metrics. Participants' responses, measured on a five-point Likert scale, were categorized as low (mean value less than 2.4), moderate (mean value between 2.5 and 3.4), or high (mean value more than 3.5). The study's parameters revealed a range of total mean values from 1.56 to 4.73. The core variables – career commitment, resilience and subjective career success – showed mean values of 3.77, 3.88 and 3.83. The respondents' responses indicate high resilience and commitment to their careers based on their resilience behaviors and subjective career success assessments.

Notably, a relatively strong correlation (.880) emerged between respondents' age and years of employment, indicating that older employees often possessed greater experience (Adeleke, 2003). Moreover, the standard deviation for the entire construct ranged from 0.45 to 0.89, showcasing a diverse dataset. The data unveil a favorable correlation between employees' career commitment and career resiliency traits with job experience (0.237, 0.256). Career commitment exhibited strong favorable correlations with employees' subjective career success (0.508) and career resilience (0.387). Furthermore, a significant and positive relationship was observed between employees' career resilience and subjective career success, indicating their perception of their professional accomplishments (0.553).

4.5. Structural model

By examining the correlations between the independent variable of career commitment, the mediating variable of Career Resilience and the outcome variable of subjective career success, the proposed hypothesis was subjected to testing using IBM AMOS 23 software (Figure 1). The results revealed the following:

Path a: Career Commitment significantly influences Career Resilience ($\beta = 0.353$, $t = 5.298$, greater than 1.96, $p < .01$) with a confidence interval between LLCI and ULCI (0.2325, 0.3823). The R-squared value ($R^2 = 0.369$) indicates that the career commitment variable accounts for 36.9% of the variance in resilience, thereby supporting our hypothesis 2. Table 5 illustrates the direct effect coefficient (path c') of career commitment on subjective career success without any intervening variable. The table demonstrates a

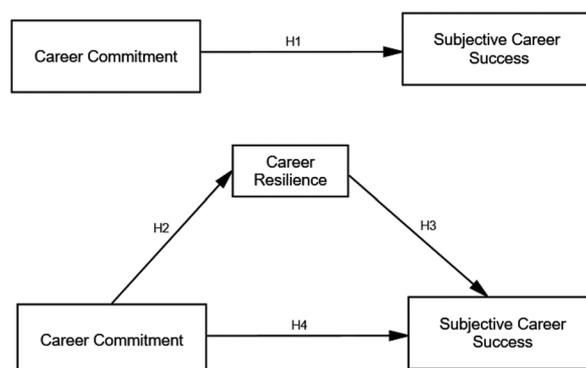


Figure 1. Conceptual model.

significantly positive direct effect ($p < .001$) of career commitment on subjective career success ($\beta = 0.441$, $t = 6.812$, $p < .001$), thereby confirming our hypothesis 1.

Furthermore, the impact of Career Resilience on subjective career success (path_b) was observed to be substantial ($\beta = 0.374$, $t = 5.378$, greater than 1.96, $p < .01$), thus affirming our proposed hypothesis 4. The predictive capacity of a variable is gauged by its R-squared value (R^2). The results indicate that career commitment demonstrated a moderate predictive power ($R^2 = 0.341$) when no mediating variable was present in the model.

4.6. The mediating roles of career resilience

Using structural equation modeling (SEM) analysis, a bias-corrected bootstrapping approach and a 95% confidence interval set at 5000 bootstraps, we investigated the mediating role of career resilience trait in the link between career commitment and subjective career success. The 95% confidence interval

Table 1. CFA competing models.

Model	Constructs	CMIN	df	CMIN/df	CFI	GFI	TLI	RMSEA
1	One factor	3912.853	495	7.905	0.452	0.508	0.415	0.151
2	Three factor	997.5	485	2.057	0.918	0.831	0.910	0.05

Table 2. Reliability & validity assessment.

Construct	Item loadings	CR	AVE	MSV
Career commitment		0.931	0.658	0.248
CC1R ^a	0.850			
CC2	0.834			
CC3R ^a	0.867			
CC4	0.776			
CC5	0.780			
CC6	0.628			
CC7R ^a	0.860			
CC8	0.169			
Subjective career success		0.888	0.539	0.329
Recognition				
SCR1	0.524			
SCR2	0.652			
SCR3	0.549			
Quality work				
SCQW1	0.627			
SCQW2	0.670			
SCQW3	0.613			
Meaningful work				
SCMW1	0.688			
SCMW2	0.747			
SCMW3	0.782			
Influence				
SCI1	0.652			
SCI2	0.784			
SCI3	0.728			
Personal life				
SCPL1	0.830			
SCPL2	0.655			
SCPL3	0.714			
Growth & development				
SCGD1	0.738			
SCGD2	0.602			
SCGD3	0.746			
Authenticity				
SCA1	0.620			
SCA2	0.716			
SCA3	0.668			
Career resilience		0.843	0.547	0.272
CR1	0.860			
CR2	0.652			
CR3	0.605			
CR4	0.857			
CR5	0.652			

^aReverse coded item, Source: Author's calculation.

around the effect size must not contain 0 for an effect to be considered significant. Tables 6 and 7 demonstrate the indirect impact of career commitment on subjective career success through the mediational role of career resilience signified (path a*b) significant effect with beta value =0.132 & positive total effect accounted for $\beta=0.574$ at $p<.001$, exhibiting the presence of partial mediation as path c remained significant, so hypothesis 4 was supported. The predictive value, that is, R^2 of the model, substantially increased from 0.341 to 0.452 in the presence of a mediator, that is, career resiliency (Figure 2).

In conclusion, higher career commitment was linked to higher career resilience behavior, favorably predicting respondents' subjective career success. Thus, the outcome backs up Hypothesis 4. With $R^2 = 0.452$, it explains that a 45.2% change in subjective career success is accounted for and illustrated by journalists' variable commitment and career resilience traits.

5. Discussion and conclusion

The primary objective of this study was to thoroughly investigate the intricate dynamics between career commitment and subjective career success within the context of media journalism careers. This study

Table 3. Fornell and Larcker's criterion.

Latent variables	1	2	3
Career commitment	0.811		
Subjective career success	0.570***	0.740	
Career resilience	0.353***	0.530***	0.740

At *** $p<.001$. Bold diagonal values in a Table 3 indicates discriminant validity. If the values (square roots of AVE) are greater than inter-construct correlations, it confirms that a construct is distinct from others in the model.

Table 4. Means, standard deviations and correlations.

Variables	1	2	3	4	5	6	7
Age	1						
Gender	-.411**	1					
Education	.049	-.098	1				
Job experience	.880**	-.359**	.019	1			
Subjective career success	.223**	-.207**	.080	.187**	1		
Career commitment	.269**	-.048	.023	.256**	.508**	1	
Career resilience	.244**	-.230**	.067	.237**	.553**	.401**	1
Mean	3.46	1.56	3.30	4.69	3.83	3.72	3.76
Standard deviation	1.04	0.497	0.866	1.43	0.462	0.892	0.714

Note. $N=303$, ** $p<.01$. Bold values in Table 4 indicate statistically significant results.

Table 5. Direct effect: career commitment on subjective career success.

Relationship	Direct effect (β)	R^2	Confidence interval		t-statistics	p
			LLCI	ULCI		
Career commitment -> subjective career success	0.441	0.341	0.314	0.549	6.812	.001
Career commitment -> career resilience	0.353		0.243	0.556	5.298	.000
Career resilience -> subjective career success	0.374		0.270	0.472	5.378	.000

Note. At 95% confidence interval, LLCI: lower limit confidence interval; ULCI: upper limit confidence interval.

Table 6. Indirect effects of career commitment on subjective career success.

Relationship	Indirect effect β	t-statistics	p
Career commitment -> career resilience -> subjective career success	0.132	6.812	.001

Table 7. Total effect in the model.

Relationship	Total effect (β)	R^2	t-statistics	p
Career commitment -> career resilience -> subjective career success	0.574	0.452	6.812	.000

Note. $N=303$.

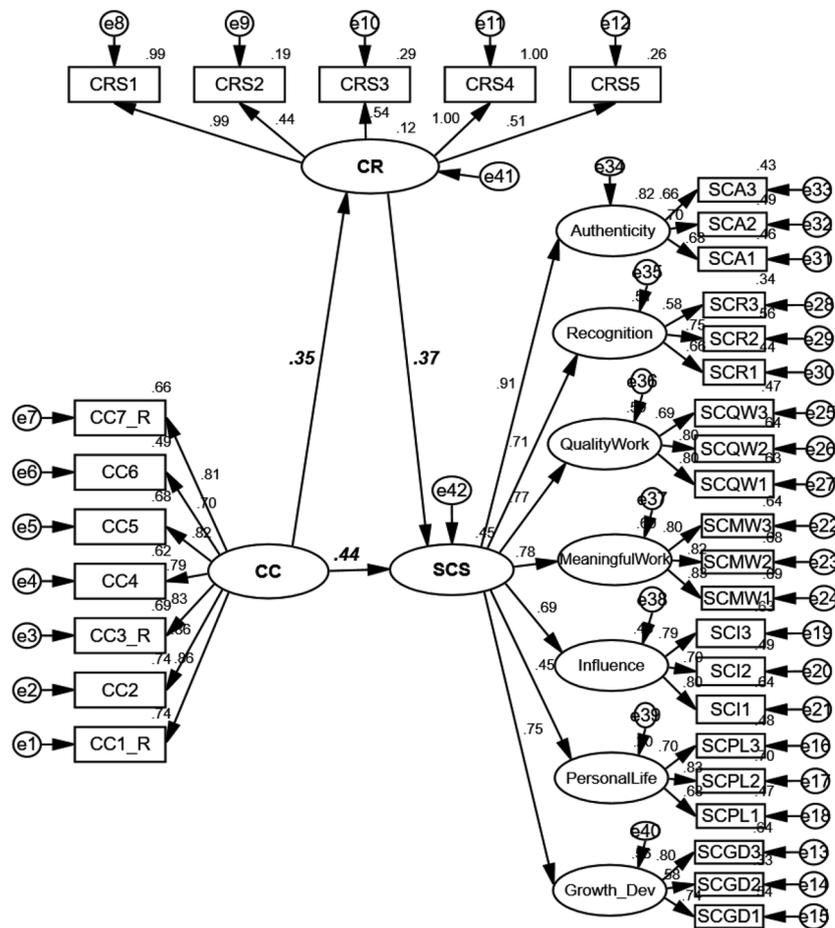


Figure 2. Structural model.

specifically focused on exploring the mediating role of career resilience, a cognitive attribute intricately entwined with the experiences of individuals navigating the ever-evolving and demanding landscape of journalism. Our findings showed that both directly and indirectly, career commitment impacts individuals' perceptions of their subjective career success. Career resilience further enhances and enriches this relationship. These results align well with the findings from Cha et al. (2015), further strengthening the significant role of career resilience in this context.

These findings provide a deeper and contextual understanding of the complex dynamics that shape a journalism career path. The results from our study strongly align with established scholarly discussions, confirming the hypotheses we initially proposed. When we specifically looked at the impact of career commitment on subjective career success, excluding the role of Career Resilience, we found that career commitment explains a substantial 38% of the variation in subjective career success, supported by a strong beta coefficient of 0.441. However, when we introduced career resilience as a mediator, the model's explanatory power increased, yielding a higher R-squared value of 0.452 and a more significant beta coefficient of 0.574. These findings align with the conclusions drawn by Sultana et al. (2016), emphasizing the transformative influence of emotionally committed journalism professionals who navigate their career journeys with resilience influence and succeed subjectively. This empirical evidence aligns well with other studies (Ballout, 2009; Poon, 2004), reinforcing the enduring importance of career commitment and resilience in shaping the trajectory of subjective success in journalism careers (Grant et al., 2009).

In the dynamic realm of journalism, fostering career growth has become an essential aspect of the modern workforce, particularly in the fast-paced, changing media and journalism industry. Our study's outcomes highlight that committed media and journalism practitioners who exhibit resilience (Weng & McElroy, 2012) are driven by their pursuit of journalistic excellence (Fu et al., 2011), resulting in the attainment of an internal sense of success and an enriched understanding of job satisfaction. Because of their real-time interaction, journalists

are better able to endure and grow, developing the resiliency and commitment necessary for long-term subjective success in the volatile world of media. Similarly, supervisors who embody servant leadership can assist their employees in their career progressions, enhancing their social capital both within and outside the organization (Zoghbi-Manrique-de-Lara & Ruiz-Palomino, 2019). Leaders improve their social capital – an important factor in the ever-changing media landscape – by prioritizing personal growth and fostering strong connections. This strategy also encourages resilience, which is essential for overcoming obstacles in the industry. Because social capital, resilience and personal growth play significant roles in subjective career success, media workers may benefit significantly from servant leadership. As media landscapes shift, mastering these aspects becomes crucial for fostering growth and dedication among journalists (Benligiray & Sonmez, 2013; Shek & Zhu, 2020).

6. Study implications

6.1. Theoretical implications

This study holds substantial theoretical implications, bridging a critical gap in the knowledge surrounding career commitment and relative success within journalism and media careers. By integrating the CSDT framework within the exploration of career commitment, subjective career success and the mediating role of career resilience, this research provides a novel perspective that enriches our understanding of the intricate dynamics within journalism and media careers. This theoretical framework serves as a foundational stepping stone for future investigations aimed at dissecting the complexities of journalism careers and uncovering pathways to enduring success within the ever-evolving media landscape.

The incorporation of CSDT illuminates how journalists' inherent need for autonomy over their career choices, their pursuit of mastery and competence within their field and the interconnectedness they seek within their professional networks align with career commitment and resilience. This theoretical framework unveils the intricate interplay between an individual's determination to shape their career path and their ability to navigate challenges and setbacks through resilience. This study's linkage of CSDT with journalism and media careers extends the boundaries of the theory. It offers a nuanced understanding of how journalists' intrinsic motivation, autonomy and pursuit of mastery intertwine with their commitment to the profession and subjective career success. By adopting CSDT, this study contributes to a more comprehensive theoretical landscape, shedding light on the unique drivers and motivators that fuel journalism professionals' career journeys.

6.2. Practical implications: navigating journalism and media realities

The practical implications of this study reverberate profoundly within the realm of journalism and media, presenting actionable insights that can catalyze transformative changes in an era characterized by dynamic shifts in the media landscape; organizations operating within sectors such as newspaper or television journalism face the imperative of prioritizing the well-being and success of their personnel. The findings underscore the significance of investing in individuals' motivation and emotional fulfillment as they strive to achieve their journalistic aspirations. This study provides valuable guidance for media entities navigating loyalty and retention challenges. The prescription to offer incentives to current team members, coupled with strategic recruitment approaches, emerges as a strategic approach to bolster the workforce.

The practical relevance of these findings extends beyond individual organizations to the broader journalism profession. Career commitment is a key influential factor as the industry grapples with the transformative forces of global competition and technological advancements (Baruch, 2006). Journalism practitioners, both emerging and experienced, are urged to internalize the significance of self-care management, commitment to their profession and pursuing career progress. Managers are implored to recognize the pivotal role of these factors and provide a robust foundation for their team members to shape their professional trajectories. The symbiotic relationship between employees' satisfaction, commitment and service quality resonates significantly within journalism's high-stakes and rapidly evolving field.

Considering the burgeoning challenges and opportunities within the newspaper and television industries, a proactive evaluation of the determinants influencing perceptions of professional success becomes a strategic imperative. By embracing and operationalizing the insights from this study, media organizations can usher in an era where their personnel's holistic well-being and career development are at the forefront. This transformative approach ensures a future where resilience and commitment intertwine, paving a compelling pathway for enduring success within journalism and media careers' multifaceted and dynamic landscape.

6.3. Limitations and future research directions

While the present study has focused primarily on resilient behavior, avenues for deeper insight emerge as researchers delve into the intricate mechanisms through which career commitment intertwines with career success. Exploring the realm of organizational factors, including but not limited to administrative support, supervisory guidance, mentoring initiatives and career counseling services, holds the potential to illuminate dynamic interactions that amplify the influence of career commitment. Integrating these variables into comprehensive career commitment models can enrich our understanding of their synergistic roles. Furthermore, the horizon of investigation should broaden to encompass environmental factors, such as the profound impact of cultural influences. Recognizing that career commitment extends well beyond the confines of individual enterprises, these external elements can significantly shape and modulate the connection between commitment and success. Subsequent studies may examine the complex effects of moral leadership on organizational dynamics, focusing on how it encourages ethical conduct in workers and what it means for the subjective achievement of career goals (Ruiz-Palomino et al., 2021). It would also be helpful to look at the connections between the role of servant leadership in businesses, subjective career success and ethical leadership. Servant leadership has proven to foster personal growth among employees, making it an important aspect to consider (Jiménez-Estévez et al., 2023; Ruiz-Palomino et al., 2021). Encouraging both professional and personal growth, ethical leadership from top managers and supervisors' shapes employee behavior, playing a crucial role in preventing unethical conduct (Ruiz-Palomino et al., 2013).

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Data availability statement

Data can be provided on request.

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Appendix A: scale items

Career commitment	
CC1R	If I could secure an alternative job outside the media profession while maintaining the same compensation, I would likely consider taking it.
CC2	I am unequivocally determined to pursue a career in the media profession.
CC3R	If given the chance to start anew, I would opt not to choose a career in the media profession.
CC4	Even with abundant financial resources, I would likely continue working in the media profession.
CC5	I am so fond of this career that the thought of giving it up does not appeal to me.
CC6	I consider this profession to be the ideal lifelong vocation.
CC7R	Regrettably, I feel disillusioned about entering the media profession.
CC8	A substantial portion of my personal time is devoted to work itself.
Career resilience	
CR1	Enhancing my proficiency at work is an ongoing process fueled by the lessons I derive from my mistakes.
CR2	Tackling challenging colleagues or situations allows me to foster personal and professional growth.
CR3	I perceive challenges as an opportunity for learning and skill development.
CR4	I actively seek solutions to manage unexpected situations that may arise.
CR5	In the face of setbacks at work, I resiliently rebound and move forward.
Subjective career success	
SCR1	I receive positive feedback from my supervisors about the quality of my work.
SCR2	The organizations I am part of acknowledge my performance as commendable.

SCR3	Recognition has been granted for my contributions in my professional roles.
SCQW1	I take pride in the high-quality work I consistently produce.
SCQW2	I consistently meet the highest quality standards in my professional tasks.
SCQW3	My work is known for consistently achieving high quality.
SCMW1	I find meaning in the work I do.
SCMW2	I believe my work has made a positive difference.
SCMW3	The work I have undertaken contributes meaningfully to society.
SCI1	Decisions I have made have impacted my organization.
SCI2	The organizations I have participated in have valued my input on important issues.
SCI3	Others have considered my advice when making important decisions.
SCA1	I have been able to align my work with personal needs and preferences.
SCA2	I feel empowered to steer my own career.
SCA3	I have chosen and directed my own career path.
SCPL1	I have had the flexibility to spend quality time with my friends and family.
SCPL2	My life outside of work has been satisfying and fulfilling.
SCPL3	I have been a dedicated employee in balancing work and personal relationships.
SCGD1	I have proactively enhanced my skill sets, contributing to improved performance.
SCGD2	Keeping pace with changes in my field, I have stayed current and relevant.
SCGD3	A commitment to continuous improvement has driven the development my skill set.
