RELATIONSHIP OF SHYNESS WITH LIFE SATISFACTION: THE MEDIATING ROLE OF CAREER SUCCESS

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KEYWORDS	ABSTRACT
Shyness, Life Satisfaction, Career Success, Telecom Sector	This research study describes the mediating effect of career success for the relationship of shyness with life satisfaction. Current research is based on employees of telecom sector of Lahore Pakistan. Current research proposes four hypotheses. 252 employees of telecom sector are randomly selected for collecting data. Three of the hypotheses are about direct relationships and one is about the mediation effect of career success for the relation of shyness with life satisfaction. The study provided the significant results in reaching the conclusion. All the hypotheses are accepted. Moreover, the career success partially mediates relation of shyness with life satisfaction. In future, these types of studies may also conduct on other sectors like the banking sector; textile sector and education sector for validate the results. It is also worthwhile to collect the data from employees of the Government sector of employees. For generalizing the results data will also collect cities like Islamabad, Faisalabad and Karachi.
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INTRODUCTION

According to Diener, Emmons, Larsen and Griffin (1985) life satisfaction is basically broader thinking about the individual's life, how much he/she is satisfied and it can be judged through individual quality of life and peace of mind. As per suggestions of Hintikka, Koskela, Kontula, Koskela, Honkanen and Viinamäki (2001) and Sun and Shek (2012) decreased level of the life satisfaction may become reason for the negative behaviors and down emotions like disheartens, suicide attempts, wild and abusing behavior. The study of Diener, Scollon, Oishi, Dzokoto and Suh (2000) reflects that people from different culture and background reacts in the different way about the concept of life satisfaction for example the Chinese college level students relates the shyness with the life satisfaction. Available studies about the Chinese college level students mainly focus on understanding of general satisfaction (Zhang, Zhang & Hudson, 2018). Cheek

and Buss (1981) have defined shyness as characteristic of a human, which is situation of being remain reserve and feeling discomfort in social setup. It is linked with hidden participation in certain activities to pursue the career goals effectually (Li, Chi, Zhang, Cheng, Zhang & Chen, 2015).

According to Rohrer, Richter, Brümmer, Wagner and Schmukle (2018), Nie, Tian and Huebner (2019) and Xiang, Yuan and Zhao (2020) previous studies have identified that shyness can be predicted through social anxiety, in general pathological usage of internet, problem in mobile usage and loneliness. Study of Sun and Shek (2010) disclosed that shyness can easily observed within Chinese college level students instead of other countries. Prior researches also suggest that shyness describe about basic personality characteristic such as neurotic and introverted attributes of the personality (Han & Hong, 2011) and same kind of the personality traits can be identified among victims of bullied individuals (Maynard & Joseph, 2008). As per Ren, Folmer and Vlist (2018) Shyness can be observed in college students with high level and they can be easily bullied because of the emotional instability, introversion and poor communication capabilities. Shy individuals type cannot easily adjust in the social setting (Henderson, Gilbert & Zimbardo, 2014), due to that reason shy student of college does have lesser life satisfaction (Erol & Orth 2017). Rowsell and Coplan (2013), Canadian college student and concluded that shyness do have indirect link with psychological well-being. Among population of Chinese, college students also have inverse relation with subjective well-being (SWB) (Wang & Kong, 2014).

The cognitive component of "subjective well-being refers to life satisfaction that is a subjective evaluation of overall quality of life (Diener, 1985), as crucial indicator of SWB, life satisfaction plays key role in lives of adolescents and emerging adults (Wang, Tian, Guo & Huebner, 2020), although the relationship between shyness and life satisfaction has been well established (Erol, 2017), the potential reason underlying this relationship remains unclear, testing moderated mediation models among college students may help explaining the reason as to how shyness negatively related to life satisfaction and exploring mediating and moderating factor underlying this association could advance our understanding of how and when shyness may be employed in order to promote college students' life satisfaction". According to Gigantesco et al. (2019) it is compulsory to analyze the certain mediating type variables among this specific relationship. Siebert, Kunz and Rolf (2020) suggested that the successful career is based on psychological outcomes and such as positive work as the experience gained. Organizational practitioners and researchers have focused on impact of career success (Lee, 2020). To determine ensuing effects of career success, link among life satisfaction and career success has attained huge intention because it is being found that career is the core affecting component for the life satisfaction (Ferrer, 2017), which reflects the detailed analysis about their lives (Keyes Shmotkin & Ryff, 2002).

LITERATURE REVIEW
Some empirical results shows that link among the life satisfaction and career success is positive (Diener & Diener, 2009; Zhang & Howell, 2011) and some other shows the negative (Judge & Mueller, 2012; Pan & Zhou, 2013; Tremblay, Dahan & Gianecchini, 2014). Such inconsistent results disclosed the need of further research to identify when and how the career success is positively linked with life satisfaction of employee. According to Jawahar and Liu (2017) prior researches assumed about the direct link of objective type career success with life satisfaction,

moreover this direct link is really based on goals of an employee what he or she actually want to achieve from career (Malka and Chatman, 2003). There was study conducted at international level entailing on 32000 of sample size among full time employee from diverse organizations and concluded that 35% of sample size are engaged fully (Bilal, Yawar & Zaman, 2020). In this connection, Jones (2017) said that same kind of study was conducted to analyze the proportion of disengagement and engagement of workers in Australia and New Zealand and there was result about 20% of employees in Europe, Australia and New Zealand were engaged fully but in India 10%.

According to study of Rehman, Alvi and Ahmad (2021) about 21.6% peoples are highly satisfied from their lives and about 54.4% peoples are satisfied at moderating level but 21% peoples are highly dissatisfied from their lives. Particularly in Europe, the majority peoples are dissatisfied from their level of the lives. According to Akhter, Kayani & Tahir, (2020) suggested that the dissatisfaction of life is being found more among the people with low level of income. In China researchers such as Taris, Beek and Schaufeli (2020) found that old age peoples are also highly dissatisfied from their lives. Özsoy, Uslu and Öztürk (2014) said that in Turkey almost 50% employees in public and private sector are dissatisfied from their lives. In this connection, it is can be concluded that the satisfaction about the life is very critical for employees as well as for organization. From the best of researcher knowledge, previous researches relationship of the shyness with career success and the life satisfaction and career success with life satisfaction individually but no study proposed these variables in the single model. Similarly, no previous research finds the mediating effect of career success for relationship of the shyness with life satisfaction.

Life Satisfaction
Life Satisfaction (LS) does not look like an ongoing affective self-evaluation or even a certain reaction to different events occurs in a human life. Instead of that it is being considered as the cognitive process involving global judgments about individual's overall quality of life (Diener, Suh, Lucas & Smith, 1999), the causal logic underlying such judgments can be described from either a top-down or a bottom-up perspective (Diener et al., 1985), approaches that are subject of the vibrant discourse in extant literature (Mallard, Lance & Michalos, 2017), the top-down causal perspective views LS in static, trait-like terms (Lent & Brown, 2008) and supposes that LS leads to certain outcomes, such as satisfaction with the particular life domain (Headey & Muffels, 2018) and in other words, persons are (say) satisfied with their job because they are mainly satisfied with life—and not vice versa, from bottom-up perspective, in contrast, certain variables cause LS; thus individuals are satisfied overall because of their aggregate satisfaction with various aspects or domains in their life" (Lance, Lautenschlager, Sloan & Varca, 1989). For example different aspects can be added such as job satisfaction (Judge & Watanabe, 1993), health satisfaction (Dolan, Peasgood & White, 2008), family satisfaction (Schimmack & Oishi, 2005).

According the researchers like Veloso-Besio et al., (2015) health and mental approach are very critical components to be affected through the job satisfaction. Life satisfaction is the core function, which is directly linked with the calm life of the employees at personal level as well as the professional level. It does not only motivate the employees to work with the high care and effectively but also encourage them to accomplish the high-valued tasks to gain the highest achievements. Life satisfaction is also considerable the emotional response of employees about their free time and their lives (Chung, & Kim, 2017; Akhter et al.,, 2020). That's why the life

satisfaction is very important for every organization. Satisfaction is being considered as one of major part of life satisfaction (Yu, Sirgy, Bosnjak & Lee, 2020). In this connection, according to Yilmaz et al. (2008) life satisfaction has the power to divide the complete life of any individual. It is needed to set the priorities, which required extra effort and care to attain life targets and also to achieve the desired life. Subsequently, it is needed to understand the other main aspects such as decreased softness and solidity and also the process to analyze the level of the mind (Lightsey, McGheeet al., 2013). Therefore, life satisfaction is also enables you to attach your satisfaction with particular circumstances of life such as wellbeing reaction like pleasure, high passion and to remain positive about routine life relations and happenings (Avşaroğlu & Okutan, 2018).

Shyness
According to Odaci & Celik (2013) and Tian, Bian, Han, Gao and Wang (2017) shyness is the critical precursor element of PIU and also the mobile phone addiction (Han, Geng, Jou, Gao & Yang, 2017). It is also acknowledged in social withdraw research, "shyness is a temperamental disposition that refers to the tendency to wariness, discomfort and inhibition in the presence of novelty social environment, especially in those involving social appraisals and evaluations by authority" (Melchior & Cheek, 1990) and Campbell (1896) described shyness as "excessive self-consciousness and very generally, excessive sensitiveness as to what others may think of personality of sufferer". In this connection, shyness is the vital predictor fot diverse outcomes. It is basically the situation of feeling awkward, worried and tensed in presence of others or even inverse understanding of oneself to take him/her in a discomfort situation. The shyness consists on different cognitive factors like excessive negative self evaluation, affective factors like social anxiety and heightened feelings of the personal, physiological factors like sweating, blushing, increased heartbeat, trembling, stammering, upset stomach and increased urinary and behavioral factors like poor communication skills and improper retort (Schwerdtfeger et al., 2020).

Asendorpf (1990) said that shyness also consist on the social avoidance and social approach. Shyness does have bad impact on pleasing the situation and communication and commonly shy peoples do face anxiety disorder and poor communications issues (Ameringen et al., 1998), loneliness type feelings (Tan et al.,, 2016; Zhao, Kong & Wang, 2013), and also the depression (Han et al., 2017). It is linked also with hidden participation in certain activities to pursue career goals effectually. It is basically situation of feeling awkward, worried and tensed in the presence of others or even inverse understanding of oneself to take him or her in a discomfort situation. The shyness is the characteristic of a human, which is the situation of being remain reserve and feeling discomfort in social setup. Shyness is a feeling of fear or discomfort caused by other people, especially in new situations or among strangers. It's an unpleasant feeling of self-consciousness fear of what some people believe others are thinking. To avoid such inverse feelings, few shy individuals involve themselves in mobile phone usage, which latterly make them addicted of mobile phone (Bian & Leung, 2015; Poupis et al., 2021). Such situation shows that mobile phone addiction is similar to internet addiction (Perez et al., 2012; Huang et al., 2020).

Career Success
According to Shockley, et al. (2016) career success is a continued process whole through the life makeover and changes right from the childhood, schooling, and professional working life and in the end retirement. Career is based on variety of stages, where an individual reach through

different life issues and experiments (Schreuder and Coetzee, 2011). As per the Cave (2015) throughout the career process an individual has to measure, make immediate decision and to take career based different actions at multiple times as to achieve multiple career paths during the life span. Holland (1985) described the career success, how an individual fit in environment and disclosed multiple career judgment evaluations techniques which are still effective and very much useful in today's life. It is personal growth of individual (Gottfredson, 2002). Brown (2002) has defined career success as wider life actions. As per Diriye (2017) it is the consistent improvement of the working life. According to Wilkins et al., (2014) career success is consistent accomplishment and even improvement of different skills, knowledge, job expertise and also the professional development, which is associated with the career based effective planning and implementation of activities. It is the human resource management and its effective usage in private and public sector (Armstrong, 2006). Same career development is most considered topic among academia circle. Armstrong (2006) said that career success is basic tool for enhanced learning.

Training is not considered the only technique to improve the skills of employees to accomplish the job tasks; instead it is organizational commitment towards their employee's development. Ullah et al. (2020) career success is very critical for individuals as well as for the organization. It is also considered the most effective tool for excellent outcome as an individual and also organization. According to Kareem (2019) all the organizations try to hire, retain and also to sustain the work force to achieve the competitive edge and market targetswhether employees are motivated to have improved career options through polishing and enhancing their working proficiencies. As per the "management study guide for career success Diriye (2017) in a world full of aspirations, workforces are career cognizant and they stay anchored to business of the organization which affords them avenue to display their talents, grow vertically and accomplish their objectives, growth is not definitive term, rather relative, whereby translated differently by different people". Consequently, for some individuals it could be big remuneration package, instead other may consider it is to attain the top rank position and even few of them may consider the attainment of improved skills and techniques in profession and also as human as well.

Figure 1 Hypothesized Research Model
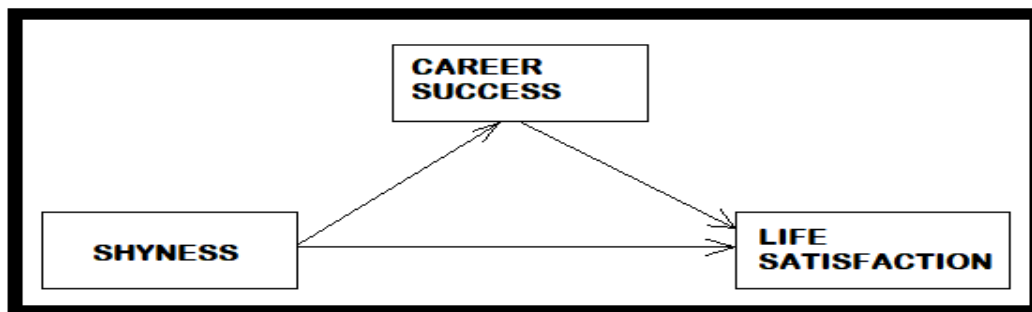
Theoretical Framework
Adaptation-level theory Brickman et al. (1978) describes the phenomenon of life satisfaction. This theory describes that life events can be judged as satisfying or dissatisfying as they actually occur. On the basis of Adaptation-level theory, Bowling, Beehr, Wagner and Libkuman, (2005)

proposed that career success has relation with life satisfaction. This study is an adaptation-level theory and adopted viewed of Ye et al. (2019) that the shyness had negative influence on life satisfaction.

Research Hypothesis
The study was based on certain assumptions and thus according to Ye et al. (2019), shyness has negative influence on life satisfaction. Consequently, current research proposes the following hypotheses.

H_1: The shyness has the negative influence/effect on life satisfaction in the particular context.

According to Phillips and Bruch (1988), shyness has negative influence on the career success. Consequently, the current research proposes the following hypotheses based upon the existing research.

H_2: The shyness has negative influence/effect on career success in context under considerations.

According to Choi and Nae (2020), Diener and Biswas-Diener, (2002) and Zhang et al., (2011), career success has positive influence on life satisfaction. So, current research proposes following hypotheses.

H_3: The career success has negative influence/effect on life satisfaction in context under study.

H_4: Career success act as intervening variable for the relationship of shyness and career success.

RESEARCH METHODOLOGY
Life satisfaction was measured by the life satisfaction Scale (Diener et al., 1985), which consists of 5 items. Shyness was measured by shyness Scale (Cheek & Buss 1981), which consists of 13 items. We measured employees' perception of career success with the five-item scale of career satisfaction developed by Greenhaus et al. (1990). All the responses were taken on 5-point Likert scale.

Research Design
This is the cross-sectional study as data is collected from customers of at single time point. This is explanatory research because relationships are based on cause and effect and relationships are existed previously beside mediation effect. Employees of telecom sector are target population. Data is collected from 252 employees of telecom sector who are working in Lahore are selected randomly.

Population & Sample
The population is entire elements includes employees of UFone and Telenoor who are working in Islamabad. Thus, 252 employees of telecom sector are randomly selected for collecting the data.

RESULT AND DISCUSSION
Reliability of data is based upon value of Cronbach's Alpha i.e.>0.50. the value of Cronbach's Alpha of the career success, shyness and the brand life satisfaction are 0.79, 0.75 and 0.82 respectively.

Table 1
Correlation Analysis

	Shyness	Career Success	Life Satisfaction
Shyness	1		
Career Success	-0.37**	1	
Life Satisfaction	-0.32**	0.46**	1

Correlation analysis explains the kind of relationship between the variables. Table no 3 shows that r = -0.37 for shyness and career success. This shows that negative significant relationship with one another. "r" of correlation = -0.332 for shyness and life satisfaction which indicates that negative significant relationship with one another. "r" of correlation = 0.306 for life satisfaction and career success. This shows that these variables positive significant relationship with one another.

RESULTS AND DISCUSSION

Table 2
Regression Analysis

	β	S.E	F	R2	Decision
Path c(Step 1) Outcome: Life Satisfaction Predictor: Shyness	-0.38	.086	70.83	0.31	0.000<0.01
Step 2 (Path a) Outcome: Career Success Predictor: Shyness	-0.43	0.84	125.25	0.29	0.000<0.01
Step 3A (Path b) Outcome: LS, Predictor: CS (Path c')	0.48	0.91	164.35	0.36	0.000<0.01
Mediator: Career Success	0.26	0.056			0.001<0.10
Predictor: Shyness	-0.29	0.066			0.000<0.01

P<0.01, P<0.05 & P<0.10

Table provides the values of regression analysis. For relationship of shyness with life satisfaction, Value of F is 70.83 and R2=0.31 and Value of β = -0.38, value of p<0.01, So hypothesis no 1about this relationship is accepted. This result is similar with the result of Ye et al. (2019). For the relationship of shyness with career success, Value of F is 125.25 and R2=0.29 and Value of β = -0.51. Value of p<0.01, So, hypothesis no 2 about this relationship is accepted. This result is similar with the result of Phillips and Bruch (1988). In this connection. for the relationship of career success with life satisfaction, Value of F is 164.34 and R2=0.36 and Value of β =-0.48. value of p<0.01, So, hypothesis No. 2 about this relationship is accepted). In this regard, this result is similar with the result of Choi and Nae (2020), Diener and Diener, (2002), Zhang et al. (2011).

For checking the mediation influence of career success for the relation of shyness with life satisfaction, Current research analyses the three direct relationships. Table no 3 describes that all these relationships are significant. For evaluating mediation effect, current research regresses the independent variable (shyness) with mediator variable (career success) on life satisfaction.

It is observed that Value of β is reduces from -0.38to -0.29. This value describes that mediation is exist for the relation of shyness with life satisfaction, but this is partial mediation. This is finding of the current research. This result is also logically justified as if we decrease the level of shyness by increasing the level of the career success the level of the life satisfaction will bealso elevated.

CONCLUSION

There are many organizations whose employees are not satisfied with their lives. This may create problem in term of their productivity and affiliation of their jobs. The present study thus provides significant information in concluding the study and reaching the decision. The current research is based upon the employees of telecom sector of Lahore Pakistan. Current research proposes four hypotheses. Three of hypotheses are about direct relationships and one is about the mediation effect of career success for the relation of shyness with life satisfaction. All the hypotheses are accepted. Moreover, career success partially mediates the relation of shyness with life satisfaction. In future, thesetypes of studies may conduct on other sectors likebanking sector;textile sector and education sector for validate the results. It is also worthwhile to collect data from employees of Government sectorof employees. In this connection, for generalizing the results data may also be collected from different cities likewise Islamabad, Faisalabad and Karachi.

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