

**THE EFFECT OF JOB DISCRIMINATION ON JOB SATISFACTION AND JOB  
PERFORMANCE AMONG FEMALE ACADEMICIANS IN PRIVATE  
UNIVERSITIES IN JORDAN**

**DALAL ABDUL KHADER SHABAN**

**Thesis Submitted in Fulfilment of the Requirements for the Degree of Master of  
Science in the School of Maritime Business and Management  
University Malaysia Terengganu**

**2018**

## DEDICATION

*First and foremost, all praises to Allah SWT for giving me the strength, perseverance and determination in completing this thesis. I dedicated this thesis to my deepest gratitude goes to my husband and my sweet child Rama, Maria and Yousef for their encouragement and support to completing this thesis. My family members especially my father in law to his support, my mother, father, my brothers and sisters, friends who have in their unique capacities showered me with their patience, prayers, endless love and inspirations, and to my supervisor, Dr. Zuha Rosufila Abu Hasan and my co-supervisor, Dr. Wan Norhayati Mohamed who have contribute constructive comments and suggestions throughout the progress of this thesis.*

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**School : School of Maritime Business and Management**

Globally, the participation of female in economic activities has already contributed to economic development and led to high rates of growth. Fact shows that female involvement in the workforce market is important. However, Arab traditional norms restricted female roles in the occupation sector. In the Jordanian workforce, female are still not treated equally especially in terms of job payment. Therefore the main objectives of this study are to test the effect of job discrimination on job performance, job discrimination on job satisfaction, and to determine whether job satisfaction mediates the relationship between job discrimination and job performance. Data were collected from 169 female academicians in 10 private universities in Jordan by using a proportional stratified sampling procedure and a self-administered survey. Collected data was analysed using SEM Smart PLS. Findings show that job satisfaction fully mediate the relationship between job discrimination and job performance. However, findings for this study shows that there is no relationship between job discrimination and job performance. It is therefore recommended that the management of universities focus more on increasing job satisfaction among female academicians in private universities by fulfilling their need.

Future studies need to expand throughout the public universities and other sectors in order to gain more insight and solve job discrimination issues among female.

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**KESAN DISKRIMINASI KERJA KE ATAS KEPUASAN KERJA DAN  
PRESTASI KERJA DI KALANGAN AHLI AKADEMIK WANITA DI  
UNIVERSITI SWASTA DI JORDAN**

**DALAL ABDUL KHADER SHABAN**

**2018**

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**Pusat : Pusat Pengajian Perniagaan dan Pengurusan Maritim**

Di peringkat global, penglibatan wanita dalam aktiviti-aktiviti ekonomi telah pun menyumbang kepada pembangunan ekonomi dan membawa kepada kadar pertumbuhan yang tinggi. Fakta menunjukkan penglibatan wanita dalam pasaran kerja adalah penting. Namun, norma tradisi Arab menyekat peranan wanita di dalam sektor pekerjaan. Di dalam pasaran kerja di Jordan, masih ada ketidaksamaan di kalangan wanita dari segi pembayaran gaji. Oleh itu, objektif utama kajian ini adalah untuk menguji kesan diskriminasi kerja ke atas prestasi kerja, kesan diskriminasi ke atas kepuasan kerja, dan menentukan samada kepuasan kerja merupakan mediator dalam hubungan diskriminasi kerja dan prestasi kerja. Pengumpulan data dilakukan di kalangan 169 orang ahli akademik wanita daripada 10 universiti swasta di Jordan menggunakan prosedur persampelan berstrata berkadaran dan melalui kaji selidik tadbir sendiri. Data kajian dianalisa menggunakan SEM Smart PLS. Hasil kajian menunjukkan kepuasan kerja merupakan mediator penuh dalam hubungan di antara diskriminasi kerja dan prestasi kerja. Walaubagaimanapun, dapatan kajian menunjukkan tiada hubungan di antara diskriminasi kerja dan prestasi kerja. Oleh itu, pihak pengurusan universiti dicadangkan untuk lebih menumpukan untuk meningkatkan kepuasan di kalangan ahli akademik wanita di university swasta dengan cara memenuhi keperluan mereka. Kajian akan datang

perlu dikembangkan bukan sahaja di university awam tetapi juga di sektor-sektor lain untuk lebih memahami dan menangani isu diskriminasi kerja di kalangan wanita.