

**Investigation of the Organizational Injustice as an Accelerator for
Counterproductive Work Behavior: (a case of public health sector of
district sahiwal)**



**Submitted To
Mrs. Maria Naeem**

**Submitted By
Ambrin Kosar
F 2016261025
MPhil Sociology**

**University of Management and Technology,
Lahore
2018**

**Investigation of the Organizational Injustice as an Accelerator for
Counterproductive Work Behavior: (a case of public health sector of
district sahiwal)**

**Submitted To
Mrs Maria Naeem**

**Submitted By
Ambrin Kosar
F 2016261025
MPhil Sociology**

**Submitted in the partial fulfilment of the requirement of the degree of Masters of
Philosophy in Sociology**

**University of Management and Technology,
Lahore
2018**

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in terms of scope and quality for the award of the degree of M.Phil. In Sociology.

Supervisor: Mrs. Maria Naeem.

Signature: _____

Date: _____

DECLARATION

I, Ambrin Kosar (Student No F2016261025, M. Phil sociology 2016-18) a student of University of Management and Technology, Lahore do hereby declare that this thesis entitled "*Investigation of the Organizational Injustice as an Accelerator for Counterproductive Work Behavior:(a case of public health sector of district sahiwal)*"

is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature for any other degree. At any time if my statement is found to be incorrect even after award of M. Phil the university has the right to withdraw my M. Phil degree.

Signature: _____

Name: Ambrin Kosar

Date: _____

PLAGIRISM UNDERTAKING

I solemnly declare that research work presented in the thesis entitled “*Investigation of the Organizational Injustice as an Accelerator for Counterproductive Work Behavior : (a case of public health sector of district sahiwal)*” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero-tolerance policy of the HEC and University of Management and Technology, Lahore toward plagiarism. Therefore, I as an Author of the above-titled thesis declare that no portion of my thesis has been plagiarized and any material used as a reference is properly referred.

I undertake that if I am found guilty of any formal plagiarism in the above-titled thesis even after award of M.Phil degree, the University reserves the rights to withdraw my M.Phil degree and that HEC and the University has the right to publish my name on the HEC/University Website on which names of students are placed who submitted plagiarized thesis.

Signature: _____

Name: Ambrin Kosar

Date: _____

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled “*Investigation of the Organizational Injustice as an Accelerator for Counterproductive Work Behavior:(a case of public health sector of district sahiwal)*” was conducted by MS. AMBRIN KOSAR under the supervision of Mrs. Maria Naeem. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the, University of Management and Technology, Lahore in partial fulfillment of the requirements for the M. Phil Sociology degree.

Student Name: AMBRIN KOSAR

Signature: _____

Examination Committee:

1. External Examiner

Name: _____

Signature: _____

Supervisor Name: Mrs. Maria Naeem

Signature: _____

Dean/HOD Name: _____

Signature: _____

DEDICATION

“All the praise and gratitude are to Almighty Allah, the most beneficent, the most merciful and all blessing for the Holy Prophet (PBUH), who is forever, a touch of guidance and knowledge for humanity as a whole.

I am greatly indebted to my beloved mother and father and my husband for their heartiest prayers. Who sacrificed and suffer a lot for me in this struggle.

ACKNOWLEDGEMENT

Allah the Almighty and the Most Merciful enabled me to perform this task smoothly and consistently. I pay my all humbleness to him and hearty gratitude to all those whom He deputed to help me.

I extremely thankful to my honorable supervisor Mrs. Maria Naeem Department of Sociology University of Management and Technology Lahore who helped to refine methodology and to develop adaptable strategies that suited the research conditions, Her patience when I was frustrated, her directions when I was lost, and her sacrifices when I needed her time for the completion of this study. I could not have imagined having a better advisor and mentor for my M Phil study.

I am also thankful to my all respectable teachers who guided me and proved a source of motivation. Without their guidance, encouragement and excellent research direction the completion of this research was not possible

I am especially thankful to my class fellows and friends who have been a big part of this research and also wholeheartedly supported and encouraged me at every level in the fulfillment of my research. .

I pay my hearty tributes to my children and husband who suffered a lot during this work and whose encouragement, contribution, help and cooperation led me to finalize this study.

Finally, I would like to thanks my beloved parents who supported and prayed for me during this period.

Table of Contents

Abstract	11
CHAPTER I	12
INTRODUCTION	12
1.1 Rationale of the Study.....	Error! Bookmark not defined.
1.2 Statement of the Problem	Error! Bookmark not defined.
1.3 Objectives of the Study	Error! Bookmark not defined.
1.4 Research Questions.....	Error! Bookmark not defined.
1.5 Significance of the Study	Error! Bookmark not defined.
CHAPTER II.....	Error! Bookmark not defined.
LITERATURE REVIEW	Error! Bookmark not defined.
2.1 Introduction	Error! Bookmark not defined.
2.2 Types of Justice and Perception of Injustice	Error! Bookmark not defined.
2.2.1 Distributive justice	Error! Bookmark not defined.
2.2.2 Procedural justice.....	Error! Bookmark not defined.
2.2.3 Interactional justice.....	Error! Bookmark not defined.
2.3 Counterproductive Behavior is Stress.....	Error! Bookmark not defined.
2.4 Organizational Injustice is Strain.....	Error! Bookmark not defined.
2.5 Counterproductive Work Behaviors (CWB) and Organizational Injustice	Error! Bookmark not defined.
CHAPTER III.....	Error! Bookmark not defined.
RESEARCH METHODOLOGY	Error! Bookmark not defined.
3.1 Theoretical Framework	Error! Bookmark not defined.
3.1.1 Leader-Member Exchange (LMX).....	Error! Bookmark not defined.
3.1.2 Relation of LMX with this Study	Error! Bookmark not defined.
3.3 Research Approach Inductive	Error! Bookmark not defined.
3.4 Research Procedures.....	Error! Bookmark not defined.
3.5 Research Design	Error! Bookmark not defined.
3.6 The universe of Analysis and the Population.....	Error! Bookmark not defined.
3.7 Participants' Selection.....	Error! Bookmark not defined.
3.8 Number of Participants Approached	Error! Bookmark not defined.
3.9 Unit of Analysis.....	Error! Bookmark not defined.
3.9.1 Operationalization and conceptualization of the unit of analysis	Error! Bookmark not defined.

3.10 Face-to-Face Interview.....	Error! Bookmark not defined.
3.10.1 Interview Guide.....	Error! Bookmark not defined.
3.10.2 Rationale of the Tool.....	Error! Bookmark not defined.
3.10.3 Procedures of Interview sessions.....	Error! Bookmark not defined.
3.11 Thematic Analysis.....	Error! Bookmark not defined.
3.12 Overall Procedures of the Methodology.....	Error! Bookmark not defined.
CHAPTER IV	Error! Bookmark not defined.
DATA ANALYSIS AND INTERPRETATION.....	Error! Bookmark not defined.
4.1. Counter productive work behaviour towards organization	Error! Bookmark not defined.
Organizational Injustice	Error! Bookmark not defined.
Inappropriate accountability.....	Error! Bookmark not defined.
Organizational Poor Performance.....	Error! Bookmark not defined.
4.2 Counter Productive Work Behavior towards Patients.....	Error! Bookmark not defined.
CHAPTER V	Error! Bookmark not defined.
SUMMARY, FINDINGS AND DISCUSSION	Error! Bookmark not defined.
5.1 Summary of the Study.....	Error! Bookmark not defined.
5.2 Findings of the Study.....	Error! Bookmark not defined.
5.3 Conclusion and Discussion	Error! Bookmark not defined.
5.4 Recommendations	Error! Bookmark not defined.
References.....	Error! Bookmark not defined.
Annexures:	Error! Bookmark not defined.

Abstract

The current investigation had been conducted to investigate the causes of counterproductive work behaviour in public sector hospitals of district Sahiwal. For attaining the purpose qualitative inquiry was done with semi-structured interviews as the instrument of the study. The initial of 10 participants were chosen and invited to attend interviews sessions but after 5 interviews saturation occurred and further data collection stopped. Interview recordings were transcribed and themes generated from the codes, categories and sub-categories of narrations. The findings depicted that the main reasons of counterproductive work behavior among the nurses were favoritism and among doctors were the organizational injustices including lack of material and financial resources provided in their hospitals and provided to them as their compensations. It had been recommended to government to spend more GDP on health sector and improve the conditions of public health organizations with updated and fine machineries while further researchers are suggested to conduct similar study with mixed method approach so as to generalize the findings of the study.

CHAPTER I

INTRODUCTION

In the social, behavioural and management sciences the fields of work behaviors and organizational justice had been in a phase of attention from last few decades, while these behaviors include either counter productive work behaviour of the organizational citizenship behavior. Researches upon every sector and all stakeholders had been conducted to determine the reasons of workplace-related positive and negative behaviors. Moreover, the negative behaviors had been indicated to provide negative outcomes in the organizational performance, and these behaviors are not directly involved in harming the organizations' image but are due to employees or staff's will or attitude towards or against some reasons, events, facilities or routines.