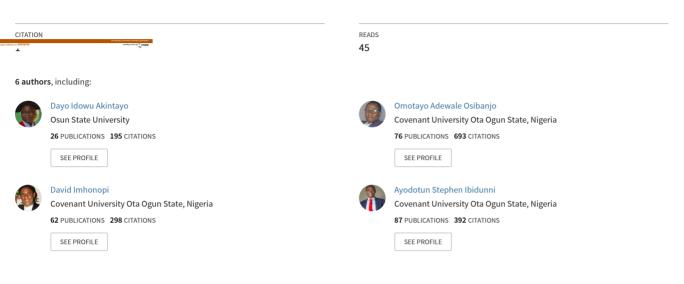
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# Examining employees' behavioural outcomes within the context of organisational justice

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## Examining employees' behavioural outcomes within the context of organisational justice

Young Waribo, Dayo I. Akintayo, Adewale Omotayo Osibanjo, David Imhonopi, Ayodotun Stephen Ibidunni Se & Olatunji Idowu Fadeyi Received 23 Jan 2019, Accepted 17 Feb 2020, Published online: 27 Apr 2020

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This study was designed to investigate the combined influence of organisational justice on employees' behavioural outcomes. The descriptive survey research design was used for this study. A sample size of 423 respondents was proportionately selected from employees of the six Seaports in Nigeria, administered by Nigeria Ports Authority. Multiple regression was used to analyse the data collected and to test for the effects among the variables. Based on the results, the study concluded that organisational justice (distributive, procedural, interpersonal and informational as well as spatial) has a combined positive

influence on employees' behavioural outcomes. Additionally, this study found that the proactive implementation of the aforementioned dimensions of organisational https://www.tandfonline.com/doi/full/10.1080/21582041.2020.1733646 justice (distributive, procedural, informational, interpersonal and spatial) will help organisations ward off some contemporary worrisome employees' behavioural tendencies such as presentism, absenteeism and cynicism with their negative consequences, which include huge financial and material loss as well as extinction. Consequently, the study recommends that organisations should have functional organisational justice policy framework that encompasses all the six dimensions of organisational justice as they have significant influence on employees' behavioural outcomes.

KEYWORDS: Organisational justice, employee behavioural outcomes, procedural justice, distributive justice, employee behaviour, workplace ethics

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## **Disclosure statement**

No potential conflict of interest was reported by the author(s).

### Notes on contributors

**Young Waribo** hails from Rivers State, Nigeria and holds a PhD in Industrial Relations and Human Resource Management. He has successfully served in various capacities in the real estate and hospitality sectors as well as in the academia. Young is married with two children and is currently a Human Resource and Industrial Relations Consultant.

**Professor Dayo I. Akintayo**, born in Odeomu, Nigeria, is a Professor of Human Resource Management and Industrial Relations. He has published over seventy articles and attended over thirty conferences across the globe. Professor Akintayo, Idowu Dayo is currently the Provost, College of Management and Social Sciences, Osun State University. He is married with children.

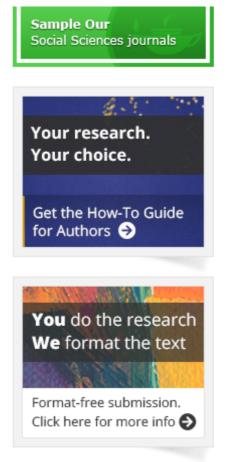
*Adewale Omotayo Osibanjo*, Lecturer in the Department of Business Management, Covenant University, Ota, Ogun State, Nigeria. He obtained a Doctorate degree of Philosophy in Management at Babes Bolyai University, Cluj-Napoca, Romania under the scholarship of the Romanian Government in the year 2008.

**Dr David Imhonopi** is Associate professor of Industrial Sociology and he teaches in the department of Sociology, Covenant Unversity, Ota Ogun state. His research interest includes; Industrial Relations, Organisations, Health and development.

**Ayodotun Stephen Ibidunni** holds a PhD degree in Business Administration. His area of research interest include Strategic Management, Operations Management and Entrepreneurship.

*Olatunji Idowu Fadeyi* is a PhD holder in Business Administration with specialization in Strategic Management. His work experience span over 16 years in Banking, Entrepreneurship and Academics. Currently he is lecturer at Anchor University Lagos.





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