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ABSTRACT

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

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).

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