



UNLEASHING POTENTIAL: THE TRANSFORMATIVE INFLUENCE OF EMPOWERMENT, TRUST, AND PROCEDURAL JUSTICE ON FOSTERING EMPLOYEE DEVELOPMENT IN A NEW NORMAL LANDSCAPE

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ABSTRACT

Purpose : The study is aimed at connecting Employee Empowerment, Trust among employees and Procedural Justice with Employee Development for driving work innovation. The study suggests several avenues for additional research, including carrying up additional empirical investigations on the same and other selected antecedents and results of both within various industries. **Design/Methodology/Approach :** A theoretical grounded conceptual model is developed to organize a mechanism through Employee empowerment, Trust among employees and Procedural Justice and its relationship with Employee Development fostering work innovation. A questionnaire-based survey was designed to test the model based on dataset of 210 employees in banking industry in Delhi NCR and other parts of north India out of which 176 employees completed the questionnaire completely and correctly. The model and posited hypotheses were tested using SPSS tool.

Findings: The results indicated that Employee empowerment, Trust among employees and Procedural justice positively and significantly affect Employee development.

Limitations and Implications : The study's findings are specific to the context, industry, or organizational culture in which it was conducted. The reliance on self-reported measures for employee empowerment, trust among employee, procedural justice and employee development may introduce response biases. Future studies could incorporate objective performance metrics or supervisor evaluations to complement self-reported data.

Practical implications : The sample represented only banking Industry. The relationship between Employee Empowerment, Trust among Employees, Procedural Justice, and employee development is inspected that would guide managers to induce effective HRD practices in the organizations. The paper offers guidance to practitioners on comprehending and overseeing employee growth.

Originality Values : Ample literature is available on these variables in different context and association but in the best knowledge of authors no study has taken place to integrate all three variables together which have an impact upon employee's development in interactive job of delivering the service in banking industry in last decade.

Keywords: Employee Empowerment, Procedural Justice, Trust among Employees, Employee Development, Innovation

CONCEPTUAL BACKGROUND

In the wake of the unprecedented challenges posed by the global COVID-19 pandemic, organizations find themselves at a critical juncture in redefining their strategies and fostering a resilient work environment. The aftermath of the crisis has underscored the need for a renewed focus on key aspects such as employee empowerment, procedural justice, trust among employees, and employee development. As businesses navigate the post-COVID landscape, it becomes increasingly evident that the traditional paradigms of workplace dynamics are evolving, necessitating a more adaptive and employee-centric approach. The interdependent relationship among procedural justice, empowerment, and trust is a potent growth accelerator in the field of employee development (**Jackli, U. (2019)**). A feeling of purpose is formed when people are given the freedom to own their roles and ideas, and trust serves as the foundation for creativity and teamwork. (**Holland, S., Gaston, K., & Gomes, J. (2000)**) Procedural fairness ensures equitable and transparent processes, strengthening the groundwork for professional growth. **Armstrong, M. (2010)**. When combined, these components create a work environment where employees members are encouraged to give their all, reaching their maximum potential and advancing the company's ongoing development and innovation.

Despite the value of development initiatives to a person's career and the effectiveness of an organization, little is understood about the drivers of employee motivation for such pursuits. Several factors have been looked at as precursors to development motivation, including social pressures (**Maurer & Palmer, 1999**), self-efficacy (**Noe & Wilk, 1993**), and learning capacity (**Van Velsor, McCauley, & Moxley, 1998**), but no clear theory has emerged. As employee empowerment has a major impact on an organization's ability to expand, injustice may lead to an increase in the number of disgruntled workers and a failure of the organization to do so. Work is pushing the need for people to enhance skill and knowledge levels in the 21st-century workplace to adapt changes and benefits (**Packer & Sharrar, 2003**). The growth of organizations and the economy rely heavily on employee learning and development. But learning and growth don't happen all the time. Three important determinants of subjective career success were found by the research to be opportunity creation, calling work orientation, and ongoing learning. The highest predictor of subjective career success among the important variables was creating opportunity as a component of the person's career-enhancing strategy (**Yongho Park, 2010**). Organizations struggle to achieve employee development, which is their goal, in the intensely competitive climate. Employee development, which entails developing both an individual employee's skills and the organizational capabilities, is the most crucial task. As a result, employee development encompasses both an individual employee's growth and the overall development of the organization because when employees of an organization develop the organization, the organization will be more successful and employee performance will rise (**Elena P. 2000**). Employee development emerges as a strategic imperative for organizations looking to thrive in the aftermath of the pandemic. Investing in the growth and skill enhancement of employees not only augments their individual capacities but also positions the organization as a progressive and forward-thinking entity. In a rapidly changing business environment, where adaptability is key, fostering a culture of continuous learning becomes a cornerstone for organizational success. Studies in the banking sector ignored these important factors although banks are the key leaders in the economic development of the country. The Banking sector is distinguished by fierce rivalry and a strong emphasis on client satisfaction. The Employees in banks are the front-line agents who influence client views and drive income. Furthermore,

organizations, especially the Banking sectors, are presently grappling with the shortage of people with the critical skill which further necessitate for their development. As we navigate the post-COVID scenario, the principles of employee empowerment, procedural justice, trust among employees, and employee development stand out as guiding lights for organizations seeking not only recovery but sustained growth and resilience (Isles, N. 2013). By prioritizing these elements, organizations can not only weather the challenges presented by the pandemic situation but also emerge as beacons of work innovation and employee well-being in the evolving landscape of work.

REVIEW OF LITERATURE

Employee Empowerment and Employee Development

Recently, empowerment has been used to explain the transformation in the connection between the employee and the organization (Meira & Hancer, 2021). Employee empowerment predicts both intellectual and affective engagement (Nwachukwu, Helena Chládková, et al 2021). Teamwork, employee empowerment, and training have a considerable positive impact on workplace satisfaction (Abdul Khaliq Alvi et al. 2020). Due to its effects on organizational effectiveness and competitive advantage in the service sector, empowerment has drawn significant attention from academics and practitioners (Abu Kassim et al., 2012). They are powerful confident people, passionately committed to meaningful goals, acting in accordance with their own higher values, taking risks, and demonstrating initiative, commitment, responsibility, and creativity in the service of these goals (Thomas and Velthouse 1985). Employee empowerment, employee training, teamwork, the appraisal system, and employee compensation all have a good impact on employee happiness, according to researchers (Jun et al. 2006). There is a significant relationship exists between employee empowerment and organizational performance Nadeem et al. (2018). Employee empowerment fosters organizational creativity and innovativeness among firms in Konya Organized Industrial Zone, (Turkey Celik et al. 2014). Employee empowerment is connected to organizational commitment (Hanayshahe 2016). Employee empowerment significantly influences customer satisfaction, quality improvement and organizational effectiveness (Mukwakungu, Mankazana & Mbohwa 2018). Employee empowerment is a motivational strategy that promotes employees' sense of satisfaction towards their job and organization (Kumar and Kumar 2017). Empowerment enhances employees' trust, commitment, and productivity (Nwachukwu, 2016). Psychological empowerment in the workplace interacts with other employee experiences in its effects on an employee's commitment to the organization (Onne Janssen 2004). Principles of employee learning and development are valid and important for development, education, and management of talented employees (Lucie Vnoučková 2016). There are five predominant factors identified for employee empowerment in private sector life insurance companies namely Job satisfaction, Autonomy, Motivation, Creativity and Work Environment have enhanced the efficiency and effectiveness among the employees of private sector (Dr. Jayanthi Lakshmanaswamy 2015). Structural and psychological empowerment was identified as independent variables and has positively and significantly influence on customer-oriented behavior (Dia Zeglat 2014). Mediating effect of job attitudes is a mechanism that helps empowerment lead to lower turnover intention (Sut I Wong Humborstad 2011). Empowerment should be directed toward enriching frontline employees with the abilities and skills to fulfill customers' requests and needs (Hamborstad and Perry 2011). Service organizations and practitioners should make more and better efforts toward providing customer-contact employees with enough empowerment by increasing their information, training,

knowledge, trust, and so on (Melhem, 2004).

Procedural Justice and Employee Development

Procedural justice is termed as the manager's confidence to have employees to voice their opinion in the decision-making process, particularly in the situation when the result is affecting the interest of the subordinates. Procedural justice has typically been conceptualized as: citizen participation, fairness; dignity and respect; and trustworthy motives. Procedural justice refers to the perceptions an employee holds about the policies and procedures administered by an organization (Konovsky 2000; Loi et al. 2012). Procedural justice refers to the fairness and equity perceived by individuals in the processes and procedures used to make decisions. It emphasizes the importance of fair treatment, unbiased decision-making, and transparent processes in organizations (Ahmed et al., 2018; Donglong et al., 2020; Fortin et al., 2020) Procedural justice also differs from interactional justice, which refers to how individual employees are treated with dignity, respect, and with sufficient explanation, normally by their supervisors (Aryee et al. 2004). Procedural justice is a major justice-related factor motivating employee cooperative behavior and enhancing job-related performance (Aryeet al. 2004; Brebels et al. 2011a, b; Cohen-Charash and Spector, 2001; Wu and Chaturvedi, 2009). Distributive justice interacted with procedural justice to influence 'affective commitment' 'organizational trust' 'moderated the relationship' between affective commitment and distributive justice but not the relationship. Interactional justice refers to the degree to which workers are treated properly and respectfully within an institution (Ahmed et al., 2018; Donglong et al., 2020; Sharma and Kumra, 2020). In addition, the Int.J is related to the care of persons with courtesy, honesty and respect by superiors in the process (Chan and Lai, 2017; Sharma and Kumra, 2020). Inf.J applies to the degree to which the clarifications given are aligned with decisions made in an institution (Donglong et al., 2020). Therefore, Inf.J exists when (i) Adequate knowledge and clarity on the decisions made (Lim and Loosemore, 2017); (ii) people participate in decision-making processes (Cohen-Charash and Spector, 2001; Lim and Loosemore, 2017); and (iii) communications shall be rendered in a timely and clear manner (Chan and Lai, 2017; Lim and Loosemore, 2017; Schumacher et al., 2020).It found that procedural justice impacts employee engagement via job engagement, identity-based motivation, and MI. Justice plays significant role in affecting employees' level of satisfaction and commitment Abdallah M. There is a role of organizational justice in influencing employees' job satisfaction, organizational commitment, and turnover intention, and distributive justice in justice-work outcomes relationships (Elamin 2012). The research findings also uncover that justice has a functional impact on employees' work results. Organizational justice is a factor influencing employee's satisfaction with job and their performance, and organizational commitment. The organization's decision-making norms, regulations, and procedures are employed to determine justice (Tjahjono et al., 2019) Procedural justice is related positively to share information, encouraging initiatives and apart from this the measurement of managers on the procedural justice resultant the power distance moderates the relationship between procedural justice and decision-making behaviors (Karen Yuan Wang 2010).

Trust among employees and Employees Development

Adam Grant, in his work on organizational psychology, often discusses the importance of trust in fostering a culture of collaboration and innovation. Patrick Lencioni, in his book "The Five

Dysfunctions of a Team," emphasizes the role of trust as a foundation for effective teamwork. In any organization, trust plays a vital role in enhancing the interaction among supervisors and subordinates which results in the way effective organizational goals are achieved. Trust is a willingness of a person, the fair behavior by managers fills more trust in employee so employee could understand their true dignity in organization. If employees feel supported by the organization, they feel more motivated to work together and add commitment to the organization. Justice and fairness in results, procedures, and organizational interactions employees feel more willing to build trust in supervisor and organizational trust (**Farzin Farahbod, Mohammad Reza Azadehdel, Mohadeseh Nezhadi Jirdehi 2013**). There is an important role of trust as a mediator between the work attitude, organizational justice, and behavior of employees (Keren V. More 2009). Both 'trust in employee monitoring policy' and 'trust in employee monitoring members' had positive effects on employee commitment and compliance that enhance employee performance through workplace monitoring (**Shuchih Ernest Chang, Anne Yenching Liu and Sungmin Lin 2014**).

Employee empowerment, Procedural Justice, Trust among employees and Employees Development

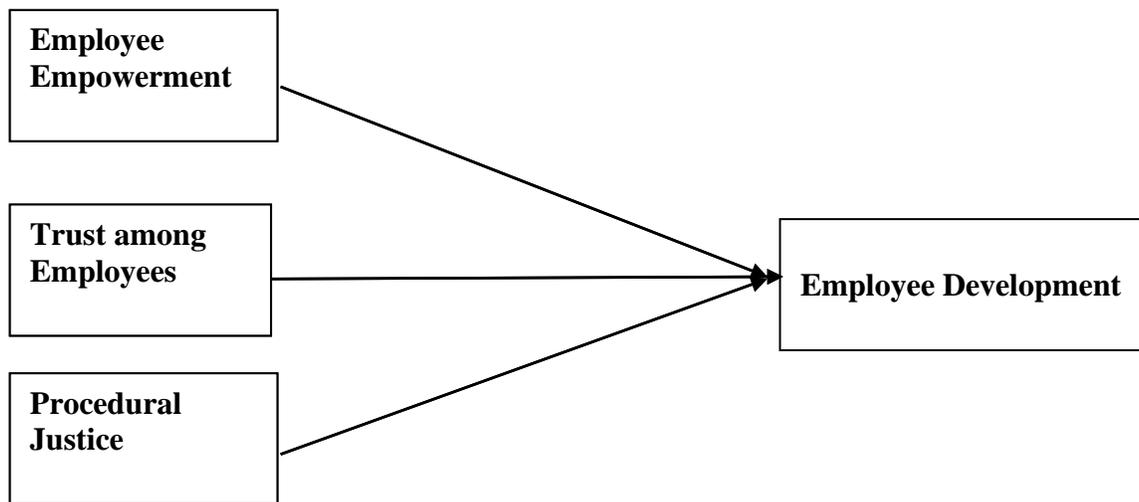
Researchers also investigated the contribution of HRM, or organizational empowerment as a bundle of HRM activities, to the improvement of organizational performance (**Ruta Kazlauskaite, Iлона Buciuniene and Linas Turauskas 2012**). However they are afraid of losing control, managers are frequently seen as one of the biggest obstacles to organizational empowerment implementation. Organizational empowerment is significantly associated to employee psychological empowerment, job satisfaction, affective commitment, and customer-oriented behavior. The relationship between employee empowerment, procedural justice, trust among employees, and employee development is complex and interconnected. Each of these factors plays a crucial role in shaping the organizational culture and influencing employee behavior, and innovation in the workplace. Holistic Perspective: Together, these elements form a holistic framework for a positive organizational culture. When procedural justice is upheld, trust is established, and employees feel empowered, it creates fertile ground for ongoing employee development. A workplace culture that values fairness, trust, and empowerment is likely to attract and retain motivated individuals who actively seek opportunities for not only self-growth innovation in the workplace.

RESEARCH GAP

The range of empirical findings that are reported in the literature suggests that there are still some significant uncertainties about the relationships between employee empowerment, procedural justice, employee trust, and employee growth in a highly interactive job with attention to pay in particular in the banking industry. According to a literature review It has been noted that there is currently no study that establishes the correlation between all these variables, particularly in interaction jobs in the banking sector where staff are the first people clients deal with high attention to pay ability. This type of research will also be undertaken in other businesses, such as the industrial and education sectors, in the future. Future studies may also incorporate some more potential determinants of employee development, such as employee salary and employee appraisal. For generalization, it is also preferable to add some better results, such as staff loyalty and productivity. The managers will benefit from using practices and creating an environment that promotes employee empowerment, procedural

justice, and employee trust to raise the overall level of employee development which further can foster innovation in the workplace.

Proposed Research Model



RESEARCH QUESTIONS:

1. How does procedural justice influence the professional development of employees within the banking industry?
2. What is the extent of the impact of trust among employees on the developmental trajectories of banking industry professionals?
3. How does employee empowerment contribute to the overall development of individuals working in the banking sector?
4. Are there interactive effects or correlations between procedural justice, trust among employees, and employee empowerment in shaping employee development in the banking industry?
5. What specific procedural elements contribute most significantly to employee development in the context of the banking industry?

RESEARCH OBJECTIVES:

1. To investigate the influence of procedural justice on employee development in the banking industry.
2. To assess the impact of trust among employees on the professional growth of individuals within the banking sector.
3. To examine the contribution of employee empowerment to the overall development of banking industry professionals.
4. To explore potential correlations and interactive effects between procedural justice, trust among employees, and employee empowerment concerning employee development in the banking industry.

RESEARCH DESIGN

Employee empowerment, Trust among Employees and Procedural Justice are independent variables and Employee Development is dependent variable. Employees of banks in NCR region and other parts of north India have been selected randomly. A questionnaire was used to explore the impact of Employee Empowerment, Procedural Justice, Trust among employees-on-Employees Development in service organizations for a sample of 210 employees. The study is descriptive in nature as we are following a set of procedure testing a certain phenomenon through data analytics. Further the method of study is deductive causal in nature as survey method was used to complete the study. Population includes employees of banks in NCR region and other parts of north India. Data was collected from 210 respondents. The group comprised (210) people, out of which (183) respondents filled and returned the questionnaire back and only 176 completed the questionnaire completely and correctly. The data was analyzed using statistical tools and technique i.e ANNOVA and Multiple regression analysis.

Instrumentation: Primary data was collected with the help of standardized questionnaire of (Hayes, 1994) for collecting data on Employee Empowerment. Standardized questionnaire of Hyung-Ryong Lee (2000) was used for collecting data for procedural justice. Standardized questionnaire of Hartline and Ferrell (1996), Elenger Keller and Ellinger (2003) for employee development and standardized questionnaire of Anna Tikanmaki (2001) was used for collecting data for Trust among employees.

These important practices would guide managers to induce effective HRD practices at the workplace.

RESEARCH HYPOTHESIS:

Based on varieties of studies available, the following hypotheses are proposed.

H1: Employee Empowerment in banks significantly impact Employee development.

H2: Procedural Justice in banks significantly impacts Employee development.

H3: Trust among employees in banks significantly impact Employee development.

RESULT ANALYSIS AND INTERPRETATION

Reliability Analysis

Table: 1- Scale: Employee Empowerment, Procedural Justice, Trust among employees and Employee development

S.No	Instrument	Cronbach's Alpha	No. of items
1	Employee Empowerment	0.728	5
2	Procedural Justice	0.845	7
3	Trust among employees	0.762	10
4	Employee development	0.813	9

According to Nunnally (1978) reliability value more than 0.7 is good and reliability value of Employee Empowerment is 0.728, for Procedural Justice is 0.845, for Trust among employees is 0.762 and for Employee development is 0.813 it is which are quite higher than the standard value, so all the

items in the questionnaire are highly reliable.

Hypothesis Testing

The relationship between variables was tested with the help of linear regression.

Model Summary of Employee development as dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.954	0.892	0.891	1.98122

a. Predictors: (Constant), Employee Empowerment, Procedural Justice, Trust among employees

b. Dependent Variable: Employee development

Regression analysis was applied through SPSS to check the impact of independent variable over dependent variable, model summary is given in the first table and here we will see the Adjusted R square value (0.120).

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	10046.879	3	3348.960	853.187	.000 ^a
	Residual	1212.898	309	3.925		
	Total	11259.776	312			

a. Predictors: (Constant), Employee Empowerment, Procedural Justice, Trust among employees

b. Dependent Variable: Employee development

The next table in Regression analysis is ANOVA. This table talks about the model fitness of our variables for the study which is indicated by F value (853.187). F value should be less than 0.05 here F value is significant at .000 sig. level which means model is fit.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.821	.758		1.084	.279
	Employee empowerment	.963	.065	.607	14.919	.000
	Procedural justice	.191	.028	.155	6.899	.000

Trust among employee	.266	.042	.276	6.270	.000
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Dependent Variable: Employee development

Regression was applied to check the impact of independent variable i.e. Employee empowerment, Procedural justice, and trust among employees over dependent variable employee development, result of coefficient table is indicating the effect of variables. With the help of t value, we can find that t value of Employee empowerment, Procedural justice, and trust among employees which are 14.919, 6.899, and 6.270 respectively at .000 significant which means there is a significant effect of Employee empowerment, Procedural justice, and trust among employees over Employee development.

RESULTS AND DISCUSSIONS

The discussion highlights how the synergistic interplay of empowerment, trust, and procedural justice creates a conducive environment for employee development. This section presents the findings and analysis pertaining to the various variables explored in this study.

H1: Employee Empowerment significantly impact Employee development.

The effect of Employee empowerment over Employee Development showed with the help of t value which is 14.919 at .000 significant level is positively significant therefore interpretation can be drawn that there is positive impact of Employee empowerment over Employee development. The observed significant impact of employee empowerment on employee development aligns with existing literature emphasizing the pivotal role of empowerment in fostering professional growth. Empowered employees tend to display higher levels of initiative, creativity, and engagement, all of which contribute to their continuous development. **London, M., & Smither, J. W. (1999).** This outcome supports the notion that when individuals feel a sense of control over their work and decisions, they are more likely to invest in their own learning and skill enhancement.

H2: Procedural Justice significantly impacts Employee development.

The effect of Procedural Justice over Employee development showed with the help of t value, which is 6.899 at .000 significant level is positively significant therefore interpretation can be drawn that there is positive impact of Procedural Justice over Employee development. Employees who perceive fairness in the procedures governing their work are more likely to experience enhanced job satisfaction, trust in leadership, and motivation to invest in their own professional growth. **Chung, J. Y., Jung, C. S., Kyle, G. T., & Petrick, J. F. (2010).** Organizations that prioritize procedural justice are likely to witness higher levels of employee engagement and commitment, which, in turn, contribute to the continuous development of their workforce. Fair procedures not only bolster the psychological contract between employees and the organization but also create a conducive atmosphere for skill acquisition, knowledge sharing, and career advancement.

H3: Trust among employees significantly impact Employee development.

The effect of Trust among employees over Employee development is shown with the help of t value which is 6.270 at .000 significant level therefore interpretation can be drawn that there is positive impact of Trust among employees over Employee development. Trust among employees fosters a positive and collaborative work environment, leading to increased communication, knowledge-sharing, and mutual support. In such an atmosphere, employees are more likely to feel secure, engaged, and

motivated to invest in their own development. **Ahmed, F., Shahzad, K., Aslam, H., Bajwa, S. U., & Bahoo, R. (2016).** Organizations that prioritize building and maintaining trust among employees are likely to witness not only improved team dynamics but also tangible advancements in individual skill sets. Trust creates a foundation for open communication, constructive feedback, and a willingness to collaborate, all of which are conducive to continuous learning and professional advancement.

IMPLICATIONS

- The research results can be an insight to practitioners and managers to improve the work environment and implement HRD practices in different industries.
- Research scholars can also use the results for this study for supporting the results of their study with other outcome variables.
- This study also contributes to the field of education to analyze the student's motivation and to improve teaching learning process.

LIMITATIONS

- The study's findings are specific to the context, industry, or organizational culture in which it was conducted.
- The reliance on self-reported measures for employee empowerment, trust among employee, procedural justice and employee development may introduce response biases. Future studies could incorporate objective performance metrics or supervisor evaluations to complement self-reported data.
- This study used quantitative methods primarily. The further researchers can use focus groups and interviews as Qualitative methods to gain a deeper understanding of employee's subjective experiences and perceptions about the variables.
- The study has not addressed demographic factors (e.g., age, educational background, experience, marital status etc.) that can also have an impact in the relationship between these three variables.

FUTURE RESEARCH DIRECTIONS

1. One of the major future directions for the researchers is to investigate and analyse the potential mediating variables to depict the relationship between independent and dependent variable such as job satisfaction, job involvement, self-leadership among employees in the banking sector.
2. Researcher can also further investigate the potential moderating variables that might influence the strength or direction of the relationship between these variables. The factors could be leadership support, organizational culture could be explored.
3. Future research can Examine diverse sectors which may provide a deeper understanding of the generalizability of findings.
4. Researchers can conduct longitudinal studies to investigate the long-term impact of variables.

CONCLUSION

In conclusion, the paper demonstrates that the integration of empowerment, trust, and procedural justice is not just a theoretical framework but a practical and effective approach to foster employee development and innovation. Organizations that prioritize these elements are poised to create a resilient

and dynamic workforce, ready to navigate the challenges of a rapidly evolving business landscape. This study was done on the staff of the banking industry in the post pandemic landscape to see how employee empowerment, procedural justice, and employee trust affected employee development. The study discovered that employee empowerment, procedural justice, and employee trust have a good impact on employee development. The outcome showed that the model suited well, and that employee empowerment, procedural justice, and employee trust have a favorable impact on employee development in the banking sector. These suggestions, which are based on the findings of our survey, provide insightful direction for banks looking to improve employee development, which will ultimately result in a staff that is more resilient, innovative, and successful in the ever-changing banking industry landscape. Our results stress the need for companies to intentionally incorporate these values into their operational framework since the banking industry is a high-stakes environment where trust is currency, procedural justice is crucial, and empowerment is the driving force. Financial institutions that make a commitment to fostering a culture based on these values stand to benefit from enhanced professional development as well as strengthened organizational resilience in the face of industry problems. As we approach the study's conclusion, it becomes evident that the cooperation of procedural fairness, empowerment, and trust is not simply a theoretical concept but also a practical requirement for promoting employee development. In essence, putting an emphasis on employee development is what ignites an innovative culture and leads companies into a dynamic future of ongoing expansion and flexibility.

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