ABSTRACT

The intense competitive pressure and the rapid evolution of the products and services offered by organizations have become highly complex and unpredictable, which has forced the organization to be flexible and innovative to stay afloat (Spreitzer and Quinn, 2001). The realization of the importance of manpower and how it is being organized helps an organization to be truly competitive and successful.

Organizations use concepts like Emotional Intelligence (EI), Transformational Leadership (TL) and Empowerment to lead and influence their people. EI has been reported to help people to be comfortable with each other and bond well and work effectively as a team. Leadership is another concept that promotes vision, creativity and change in the organization. It is defined as a reciprocal process where the leader, group member and/or a setting can influence or be influenced by every other variable in the system. Researchers from EI domain and experts from the area of TL argue that elements of EI, such as empathy, emotional recognition, and emotional processing, are primary for the TL behaviour (Downey, Papageorgiou & Stough, 2006: 250-264). Empowerment of employees is defined differently by different practitioners, though this study has focused on Shipper and Manz (1992) definition of “giving of power” to employees. Underutilization of employees is one of the major drawbacks of an organization as organizations drown their employees in procedures, regulations and rules.

There is a lack of a holistic relationship framework among EI, TL and Empowerment, which would allow researchers and practitioners to relate these important psychosocial concepts and put them into practice for the purpose of synergistic improvement of leaders and organizational performance. The dearth of literature on the holistic framework has motivated the researcher to study the ‘Impact of Emotional Intelligence on Transformational Leadership and Empowerment’.
By the term ‘impact’ the researcher refers to the ‘power to influence’ something or someone. In the current study the researcher is studying the influence of Emotional Intelligence on Transformational Leadership and Empowerment. So the word impact and influence is used interchangeably in the research.

The objective of the current study was to determine whether EI as an individual capability develops the quality of TL, and the manager’s need to empower both himself/herself and others. This study has added value to research with regard to the influence on EI on the TL style of leaders; and the influence of EI in empowering self and others as it is the first empirical study of this kind.

**Keywords**

Emotional Intelligence, Transformational leadership, Empowerment.