
Abstract
This study explores leadership effectiveness within existing full range leadership and cognitive style theoretical frameworks; it contribution is to consider ‘follower-focused’, leadership effectiveness (with an emphasis on transformational and transactional leadership approaches); and its relationship with cognitive style (intuition and analysis) in a novel context of the Malaysian government-linked companies (GLCs). This paper is based on preliminary findings of research that addresses the link between leadership approaches (measured through the full range leadership model) and cognitive style (assessed as intuition-analysis) from followers’ perspectives. A questionnaire that contained two instruments, the first assessing transformational, transactional leadership approaches; and the second assessing cognitive style was distributed to followers (managerial and supervisory level) in a set of Malaysian government-link-companies (GLCs). 331 usable responses were obtained. Findings show that cognitive style scales have significant correlations with leadership effectiveness and transformational and transactional scale.