

Analysis Intuitive Leadership and Mentoring on Employee Performance (Literature Review)

Fahmi Kamal^{1*}, Sonya Sidjabat², Harry Purwoko³, Kamsariaty⁴, Didin Sjarifudin⁵

¹Sekolah Tinggi Manajemen IMMI, Jakarta

^{2,3}Institut Transportasi dan Logistik Trisakti, Jakarta

⁴AMNUS, Banjarmasin, Kalimantan Timur

⁵Universitas Bhayangkara, Jakarta Raya

Corresponding Author: Fahmi Kamal fahmikamal@stimaimmi.ac.id

ARTICLE INFO

Keywords: Intuitive Leadership, Mentoring, Employee Performance

Received : 06, October

Revised : 12, November

Accepted: 20, December

©2023 Kamal, Sidjabat, Purwoko, Kamsariaty, Sjarifudin : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This paper aims to provide an in-depth understanding of how the combination of intuitive leadership and mentoring can be a key factor in achieving competitive advantage and sustainable growth in the modern business context. The method used is qualitative where the source of findings comes from articles related to the variables in this paper, with a time span of ten years and this proof to strengthen and provide an implementation result in a result in a scientific paper or article. Intuitive leadership and mentoring on employee performance, it can be concluded that these two elements play an important role in shaping a productive work environment that supports individual growth. Intuitive leadership, with its emphasis on instinct-based decision-making and emotional intelligence, creates responsive and adaptive leaders. This dynamic work environment allows employees to thrive, creating a culture of flexibility and innovation. Mentoring also contributes significantly to employee performance, through personalized and ongoing mentoring. With mentors in place, employees can experience increased job satisfaction, engagement and development of specialized skills.

INTRODUCTION

In today's dynamic and competitive business landscape, the role of leadership and mentoring in shaping employee performance has attracted significant attention. The domains of intuitive leadership and mentoring, aim to analyze their joint influence on employee performance in an organizational context. According to (Uusi-Kakkuri & Pape, 2018) Intuitive leadership goes beyond traditional management styles, emphasizing a leader's ability to access their instincts and emotional intelligence. Leaders who possess intuitive qualities are skilled at making quick and informed decisions, often relying on a combination of experience, perception, and empathy. This type of leadership fosters a dynamic and responsive work environment, where adaptability and innovation thrive (Barnard & Nel, 2015; Erenda et al., 2018).

In the context of employee performance, intuitive leaders are well-positioned to understand the individual strengths and weaknesses of their team members. This personalized approach allows for customized guidance and support, ultimately contributing to increased job satisfaction and productivity (Piotrowski, 2015), real-life examples of intuitive leaders overcoming challenges and driving their teams to new heights. Mentoring has a complementary role in the employee development landscape. It involves more experienced individuals mentoring less experienced colleagues, sharing knowledge, insights and providing constructive feedback (Mentoring et al., 2015). Effective mentoring relationships go beyond formal structures, fostering a culture of continuous learning and growth. Analyzing the impact of mentoring on employee performance reveals a range of benefits (Baran, 2017; Malik & Nawaz, 2021).

Mentored employees often demonstrate higher levels of job satisfaction, engagement, and a sense of belonging to the organization, exploring case studies of successful mentoring programs, highlighting how they contribute to skill development, career advancement, and overall professional fulfillment (Menzin et al., 2021). Emphasizes the synergy between intuitive leadership and mentoring, emphasizing how their combined influence creates a powerful catalyst for employee performance (Lewis, 2018). Intuitive leaders, who are attuned to the unique needs of their team members, can strategically use mentoring relationships to nurture talent and address specific skill gaps, real examples will be outlined to illustrate situations where intuitive leaders effectively leverage mentoring to maximize individual and collective performance (Agunloye, 2013). From skill development initiatives to career path guidance, the symbiotic relationship between intuitive leadership and mentoring cultivates a culture of continuous improvement.

The synergy between intuitive leadership and mentoring, emphasizes how their combined influence creates a powerful catalyst for employee performance. Intuitive leaders, who are attuned to the unique needs of their team members, can strategically use mentoring relationships to nurture talent and address specific skill gaps. From skills development initiatives to career path guidance, the symbiotic relationship between intuitive leadership and mentoring cultivates a culture of continuous improvement (Uslu, 2020). While the benefits of intuitive leadership and mentoring are clear, it is important to acknowledge

the challenges that may arise, potential barriers, such as the need for leaders to strike a balance between intuition and decision-based decision-making, the discussion will also include addressing issues related to diversity and inclusion in mentoring programs, highlighting the importance of creating an inclusive environment to meet the diverse needs of employees (Shamir et al., 2021).

Measuring the impact of intuitive leadership and mentoring on employee performance poses a number of unique challenges, exploring methodologies for measuring success, including key performance indicators (KPIs), employee feedback mechanisms, and case studies that demonstrate tangible improvements attributable to these leadership and mentoring strategies (Doran et al., 2018). Explores how effective intuitive leaders and mentors adapt to changing technologies, industry trends and work dynamics. This adaptability ensures that leadership and mentoring approaches remain relevant and responsive to the evolving needs of employees and the organization as a whole, new trends in intuitive leadership and mentoring (Apoi et al., 2021). Provides insight into how organizations can stay ahead of the curve in developing employee growth and performance.

This paper aims to provide an in-depth understanding of how the combination of intuitive leadership and mentoring can be a key factor in achieving competitive advantage and sustainable growth in a modern business context.

THEORETICAL REVIEW

Intuitive Leadership

Intuitive leadership is a leadership approach that emphasizes the use of intuition and instinct in decision-making and problem-solving. It involves relying on inner feelings and perceptions to guide actions and strategies. Intuitive leaders trust their instincts and rely on their gut feelings when making decisions. They have high emotional intelligence, allowing them to understand and manage their own emotions as well as those of others. Intuitive leaders are adaptable and quickly adjust to changing circumstances based on their intuitive insights. They often have an insightful approach, able to see the big picture and anticipate future trends and challenges. Intuitive leadership can be beneficial in certain situations, especially when quick decisions are required or when dealing with ambiguous or complex issues. However, it is important to note that intuitive leadership should be balanced with rational analysis and critical thinking to ensure well-informed decisions (Doulgerof et al. ; Gosling et al., 2012).

Mentoring

Mentoring is a developmental relationship that enhances a person's career performance, development and potential during various career stages. It involves a close and supportive relationship between a more experienced or knowledgeable mentor and a less experienced or knowledgeable mentee (Eby & Robertson, 2020). Mentoring can occur in a variety of contexts, including education, work environments, and organizational life. The concept of mentoring has evolved, and traditional definitions are being transformed to encompass the changing learning and working environment (Mullen & Klimaitis, 2021).

Mentoring is a valuable development tool that contributes to the growth and success of individuals in various fields. It plays an important role in encouraging positive development in youth and supporting individuals in their personal and professional endeavors (Van Dam et al., 2018).

Employee Performance

Employee performance can be defined as the level of productivity, efficiency, and effectiveness with which an employee carries out his or her job responsibilities in an organization. It includes various aspects such as task completion, quality of work, adherence to organizational policies, and contribution to the overall goals and objectives of the organization. Employee performance is influenced by several factors, including organizational culture, employee engagement, job satisfaction, training and development, intrinsic rewards, and high-performance work systems. Organizational culture has a significant role in shaping employee performance, as it affects how engaged employees are at work and their level of productivity (Mafrudoh, 2023).

Training and development has been shown to have a positive impact on employee performance, as it improves employee skills and capabilities. Intrinsic rewards and high-performance work systems can also facilitate employees in providing help and voice, leading to expanded role definition and improved performance (Mwangi, 2017; Wang et al., 2019). In summary, employee performance is a complex concept that is influenced by various factors such as organizational culture, job satisfaction, training and development, intrinsic rewards, and high-performance work systems. Understanding and addressing these factors can contribute to improved employee performance in an organization.

METHODOLOGY

The method used is qualitative where the source of findings comes from articles related to the variables in this paper, with a time span of ten years and this proof to strengthen and provide an implementation result in a result in a scientific paper or article.

RESULTS

Intuitive leadership can have a significant impact on employee performance. Research shows that servant leadership, mentoring practices, ethical leadership, and training and development are some specific aspects of intuitive leadership that can impact employee performance. Servant leadership emphasizes the leader's role in serving and putting the needs of their employees first, which can contribute to increased job satisfaction and employee performance (Doulgerof et al., 2006). Mentoring practices, such as acceptance, sponsorship, delegation, and relationship, were shown to have a positive and significant impact on employee performance in local government agencies (Oamen, 2023).

Ethical leadership has a positive and significant impact on employee productivity. Training and development has a positive effect on employee performance by improving their skills and capabilities (Dittrich-Lagadec et al., 2010; Malewska & Sajdak, 2014). Results of the paper from (Mnasi et al., 2022)

stated that mentoring practices such as acceptance, sponsorship, delegation, and relationship have a positive and economic contribution to the employee performance model in local government agencies at 95% confidence interval. However, the findings showed that role modeling and togetherness had an insignificant impact on employee performance at the same confidence interval.

The impact of mentoring functions (career, psychosocial, role model) and employee performance (career success, organizational citizenship behavior, and job performance) through the mediating effect of relational self-efficacy. For this purpose, data were collected from 310 banking employees of conventional bank branches of Pakistan. PLS-SEM was used for data analysis, showing that there is a direct relationship between mentoring function and employee performance (Malik & Nawaz, 2021). Results of proprietary papers (Thakur et al., 2020) stated that there were no differences in the research variables with respect to gender, qualifications, and marital status. Ethical leadership and employee performance varied depending on age and experience respectively. A discussion of the limitations and scope of future research is also included.

In a finding from a paper by (Agarwal & Raghav, 2023) states four key variables that improve employee performance. They are employee engagement, employee empowerment, development value, and interest value. Based on the results, this study provides useful insights to leaders and policymakers on determining priorities during policy formation, developing work practices, and building or encouraging work culture.

Training and development is more likely to improve employee performance, results show that employees who have been trained are more likely to improve service delivery, training and mentoring can be used to improve performance. therefore, the study found that local governments are not providing relevant training and development to employees to enable them to overcome poor service delivery, the study recommends that local governments invest in training and development to enrich employees with new skills and knowledge to improve service quality (Nama et al., 2022).

A study of (Titilope & Babalola, 2020) stated in his paper that knowledge sharing behavior, mentoring, and motivation together affect employee performance in selected new generation banks in Lagos, Nigeria. However, in terms of relative contribution to employee performance, motivation made a higher contribution than knowledge sharing behavior, while mentoring did not make a significant contribution to employee performance. Another paper also stated that employee training and mentoring showed their influence on employee performance (Tanoli, 2016).

Mentoring significantly predicts improved employee performance in public hospitals in Rivers State, providing recommendations that the management of public hospitals design successful mentoring strategies that will focus on developing critical employee skills, capacities and competencies, which will promote improved employee performance (Ibiye & (Ph.D), 2020).

DISCUSSION

Not all results or findings from existing literature were found, so several dozens of articles related to employee performance, mentoring, leadership. This

discussion provides an overview of the results that have been implemented and makes the results of a paper. Intuitive leaders encourage a dynamic and responsive work environment where flexibility and innovation flourish. This environment encourages flexibility, creativity, and rapid adaptation to changing circumstances, Intuitive leadership goes beyond conventional management styles by emphasizing a leader's ability to access instinct and emotional intelligence, this approach involves making quick, informed decisions based on a combination of experience, perception, and empathy.

Prioritizing these elements is considered critical for sustained success amidst the challenges of an ever-changing business landscape. The discussion outlines a comprehensive analysis of intuitive leadership and mentoring, illustrates their associated impact on employee performance, and emphasizes their significance for organizational success.

CONCLUSIONS AND RECOMMENDATIONS

Intuitive leadership and mentoring on employee performance, it can be concluded that these two elements play an important role in shaping a productive work environment that supports individual growth. Intuitive leadership, with its emphasis on instinct-based decision-making and emotional intelligence, creates responsive and adaptive leaders. This dynamic work environment allows employees to thrive, creating a culture of flexibility and innovation. Mentoring also contributes significantly to employee performance, through personalized and ongoing mentoring. With mentors in place, employees can experience increased job satisfaction, engagement and development of specialized skills. A successful mentoring program can be a catalyst for employees' professional and personal growth.

The importance of understanding the relationship between intuitive leadership and mentoring in the context of employee performance suggests that organizations need to consider holistic strategies to optimize the contribution of both elements. Creating an environment where intuitive leaders can effectively harness the potential of mentoring will provide a competitive advantage and sustain organizational success amidst evolving business challenges.

FURTHER STUDY

The results of this paper can be one of our contributions by representing the variables used, for institutions and researchers in the future it can be one of the references in continuing in further research.

REFERENCES

- Agarwal, A., & Raghav, D. (2023). Analysing Determinants of Employee Performance Based on Reverse Mentoring and Employer Branding Using Analytic Hierarchical Process. *Management and Labour Studies*, 48(3), 343–358. <https://doi.org/10.1177/0258042X231152321>
- Agunloye, O. O. (2013). *Impact of Mentoring Program on Faculty Performance in Institution of Higher Education: A Developing Country Study*. <https://api.semanticscholar.org/CorpusID:153152140>
- Apoi, A., Latip, H. B. A., & Marikan, D. A. A. (2021). The Impacts of Transformational Leadership and Employee Reactions on Individual Work Performance: Exploring Individual Adaptability as a Moderator. *International Journal of Academic Research in Business and Social Sciences*. <https://api.semanticscholar.org/CorpusID:242896845>
- Aswanti Setyawati, Yosi Pahala, Primadi Candra Susanto, Loading And Unloading Labor Performance As A Mediation Of Variables Of Work Motivation, Work Competence And Work Behavior That Impacts Well-Being Loading And Unloading Labor, *Journal of Economics, Management, Entrepreneurship, and Business (JEMEB)*, Vol.2, Issue.2, 146-161, 2022/11/30.
- Baran, M. (2017). The Importance of Mentoring in Employee Work Engagement – Based on Research of Company Employees in Poland. *International Journal of Contemporary Management*, 16, 33–56. <https://api.semanticscholar.org/CorpusID:204376409>
- Barnard, A., & Nel, E. (2015). Personality type: optimizing the development of emotional intelligence. *Problems and Perspectives in Management*, 13, 115–123. <https://api.semanticscholar.org/CorpusID:59385001>
- Dittrich-Lagadec, Q., Nietzsche, F., & Smith, D. (2010). *Leadership and Morality Conceptualizing a non-concept: defining Common decency*. <https://api.semanticscholar.org/CorpusID:53131001>
- Doran, J. M., Galloway, M. P., Ponce, A. N., & Kaslow, N. J. (2018). Leadership mentoring: a survey of early career psychologist leaders. *Mentoring & Tutoring: Partnership in Learning*, 26, 165–182. <https://api.semanticscholar.org/CorpusID:149982628>
- Doulgerof, I., Fredensborg, & Denmark. (n.d.). *Leadership revisited*. <https://api.semanticscholar.org/CorpusID:46017401>
- Eby, L. T., & Robertson, M. M. (2020). *The Psychology of Workplace Mentoring Relationships*. <https://api.semanticscholar.org/CorpusID:210569359>

- Erenda, I., Metelko, A., Roblek, V., & Me\vsko, M. (2018). *The Leadership Competencies and Intuitive Decision-Making of Top and Middle Level Managers in the Automotive Industry*.
<https://api.semanticscholar.org/CorpusID:116501188>
- Gosling, J., Jones, S. E., & Sutherland, I. (2012). *Key Concepts in Leadership*.
<https://api.semanticscholar.org/CorpusID:153019236>
- Ibiye, N., & (Ph.D), P. N. T. K. (2020). MENTORING AND EMPLOYEE PERFORMANCE IMPROVEMENT IN PUBLIC HOSPITALS IN RIVERS STATE. *Strategic Journal of Business \& Change Management*.
<https://api.semanticscholar.org/CorpusID:212416268>
- Lewis, E. J. (2018). *Power shifts: leading, following, sharing, solidarity, sponsorship, mentoring, allyship*. <https://api.semanticscholar.org/CorpusID:149565453>
- Mafrudoh, M. (2023). IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE. *Journal of Finance, Economics and Business*.
<https://api.semanticscholar.org/CorpusID:260180174>
- Malewska, K., & Sajdak, M. (2014). The Intuitive Manager and the Concept of Strategic Leadership. *Management*, 18, 44–58.
<https://api.semanticscholar.org/CorpusID:54207941>
- Malik, M. S., & Nawaz, M. K. (2021). The Relationship between Mentoring Functions and Employee Performance: Mediating Effects of Protégé Relational Self-Efficacy. *ANNALS OF SOCIAL SCIENCES AND PERSPECTIVE*. <https://api.semanticscholar.org/CorpusID:243907711>
- Mentoring, G.-L., van Vianen, A. E. M., Homan, A. C., & Horstmeier, C. A. L. (2015). *Chapter 2 Mentoring in Context: a Multilevel Study on Differentiated and Group-level Mentoring Mentoring in a Group Context Supervisors Play a Crucial Role in Employee's Career Development by Offering Individual-level Differentiated Mentoring*.
<https://api.semanticscholar.org/CorpusID:18455163>
- Menzin, A. W., Kline, M., George, C., Schindler, J. S., Yacht, A. C., & Fornari, A. (2021). *Toward the Quadruple Aim: Impact of a Humanistic Mentoring Program to Reduce Burnout and Foster Resilience*.
<https://api.semanticscholar.org/CorpusID:235329934>
- Mnasi, H. M., Matoka, C. A., & Raphael, G. (2022). Mentoring Practices and Employee Performance in Local Government Authority, Tanzania. *Asian Research Journal of Arts \& Social Sciences*.
<https://api.semanticscholar.org/CorpusID:253329763>
- Mullen, C. A., & Klimaitis, C. C. (2021). Defining mentoring: a literature review of issues, types, and applications. *Annals of the New York Academy of Sciences*, 1483(1), 19–35.

- Mwangi, S. W. (2017). *The Influence of Training and Development on Employee Performance: A Case of Somalia Non-Governmental Organization Consortium in Nairobi*. <https://api.semanticscholar.org/CorpusID:157144827>
- Nama, K., Daweti, B., Lourens, M., & Chikukwa, T. (2022). The impact of training and development on employee performance and service delivery at a local municipality in South Africa. *Problems and Perspectives in Management*. <https://api.semanticscholar.org/CorpusID:252941242>
- Oamen, T. E. (2023). The Moderating Role of Perceived Reward on Leadership Style and Policy Involvement Effects on Job Performance Among Pharmaceutical Managers. *Business Management Analysis Journal (BMAJ)*. <https://api.semanticscholar.org/CorpusID:258669903>
- Piotrowski, K. (2015). A "WOW" APPROACH to SELF-DIRECTED EMPLOYEE CAREER DEVELOPMENT. *The Career Planning and Adult Development Journal*, 31, 41. <https://api.semanticscholar.org/CorpusID:217935247>
- Primadi Candra Susanto, Wastam Wahyu Hidayat, Tri Widyastuti, Zahara Tussoleha Rony, Josua Panatap Soehaditama, Analysis of Resilience and Competence on Employee Performance through Intervening Key Performance Indicator Variables, *Indonesian Journal of Business Analytics*, Vol. 3, Issue.3, 2023/6/30, p. 899-910.
- Primadi Candra Susanto, Coaching And Mentoring Education To Improve The Competence Of Final-Semester Students, *International Conference on Education of Suryakencana (IConnects Proceedings)*, 2023/5/24.
- Primadi Candra Susanto, Ni Nyoman Sawitri, Sugeng Suroso, Determinant Employee Performance and Job Satisfaction: Analysis Motivation, Path Career and Employee Engagement in Transportation and Logistics Industry, *International Journal of Business and Applied Economics*, Vol.2, Issue.2, p. 257-268, 2023/3/31.
- Primadi Candra Susanto, Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan PT TELKOM Cabang Boyolali, *Journal of Current Research in Business and Economics*, Vol.1, Issue.1, p. 43-55, 2022/4/28
- Shamir, M., Cors, R., & Derby, M. M. (2021). Contributing to Diversity and Inclusion in STEM Graduate Education: An Interdisciplinary Approach. *2021 ASEE Midwest Section Conference Proceedings*. <https://api.semanticscholar.org/CorpusID:244373523>
- Tanoli, M. F. (2016). *Impact of Training and Mentoring on Employee Performance - Empirical analysis of Public and Private Universities' staff members of Islamabad*. <https://api.semanticscholar.org/CorpusID:55604172>

- Thakur, D., Verma, P., & Sharma, D. (2020). *Demographic analysis of Ethical Leadership Style and Employee Performance*. <https://api.semanticscholar.org/CorpusID:245535891>
- Titilope, A. O., & Babalola, Y. T. (2020). Knowledge Sharing Behavior, Mentoring and Motivation as Determinants of Employee Performance in Selected New Generation Banks, Lagos, Nigeria. *Int. J. Knowl. Based Organ.*, 10, 57–68. <https://api.semanticscholar.org/CorpusID:213683703>
- Uslu, B. (2020). *Mentoring and Role Modelling Through the Perspective of Academic Intellectual Leadership: Voluntarily and Institutionally*. <https://api.semanticscholar.org/CorpusID:229422775>
- Uusi-Kakkuri, & Pape, B. (2018). *Do personality and emotional intelligence predict transformational leadership qualities*. <https://api.semanticscholar.org/CorpusID:162177546>
- Van Dam, L., Smit, D., Wildschut, B., Branje, S. J. T., Rhodes, J. E., Assink, M., & Stams, G. J. J. M. (2018). Does natural mentoring matter? A multilevel meta-analysis on the association between natural mentoring and youth outcomes. *American Journal of Community Psychology*, 62(1–2), 203–220.
- Wang, C.-H., Baba, V. V, Hackett, R. D., & Hong, Y. (2019). Employee-experienced High-performance Work Systems in Facilitating Employee Helping and Voice: The Role of Employees' Proximal Perceptions and Trust in the Supervisor. *Human Performance*, 32, 69–91. <https://api.semanticscholar.org/CorpusID:150868521>
- Wenny Desty Febrian, Rini Ardista, M. Surno Kutoyo, Yana Suryana, Wetri Febrina , Kusnadi Kusnadi, Ryan Firdiansyah Suryawan, Tambaten Yuliana Br Purba, La Ode Turi, Sri Sudiarti, Bambang Libriantono, Erni Pratiwi Perwitasari, Irwanto Irwanto, Manajemen Sumber Daya Manusia, Eureka Media Aksara, 2022/9/20.