



## Employee Performance: Analysis Intuitive Leadership, Mentoring and Work Life Balance

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**Abstract:** The purpose of this paper is to provide a view of various literature that already exists in the research results so as to contribute to the field of human resources. This paper uses qualitative methods by collecting literature related to the results or findings of papers within a period of ten years and given answers in the form of perceptions from these researchers as a form of contribution in the field of human resources. In general, from the variety found in this paper with the use of variables, results are found in various papers and research objects, but if it is made in all where the variables in one paper are not found existing literature from various journals. Furthermore, intuitive leadership variables have not been found specifically with variables that exist in the findings of papers in various journals.

**Keyword:** Employee Performance, Intuitive Leadership, Mentoring, Work Life Balance

**Abstrak:** Tujuan dari tulisan ini adalah untuk memberikan pandangan dari berbagai literatur yang telah ada dalam hasil penelitian sehingga dapat memberikan kontribusi dalam bidang sumber daya manusia. Tulisan ini menggunakan metode kualitatif dengan mengumpulkan literatur yang berkaitan dengan hasil atau temuan paper dalam kurun waktu sepuluh tahun dan diberikan jawaban berupa persepsi dari para peneliti tersebut sebagai bentuk kontribusi di bidang sumber daya manusia. Secara umum, dari variasi yang ditemukan dalam paper ini dengan penggunaan variabel, ditemukan hasil yang beragam pada paper dan objek penelitian, namun jika dibuat secara keseluruhan dimana variabel pada satu paper tidak ditemukan literatur yang ada dari berbagai jurnal. Selanjutnya variabel kepemimpinan intuitif belum ditemukan secara spesifik dengan variabel yang ada pada temuan paper di berbagai jurnal.

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***Kata Kunci: Kinerja Karyawan, Kepemimpinan Intuitif, Mentoring, Keseimbangan Kehidupan Kerja***

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## INTRODUCTION

In the dynamic and ever-evolving landscape of the modern workplace, organizational success is strongly linked to employee performance and well-being. As businesses move through complexity, intuitive leadership roles, mentoring, and work-life balance are emerging as crucial factors influencing employee performance (Pusparani et al., 2021);(Ridwan et al., 2020)(Febrian et al., 2022);(Yassir Araffat et al., 2020). This comprehensive analysis delves into the relationship of various aspects among these elements, providing an understanding of individual contributions and their synergies in shaping a conducive work environment (de Dieu et al., 2022; Demirović Bajrami et al., 2022). Amidst today's landscape of organizational dynamics, businesses face a variety of challenges that demand a reassessment of traditional leadership paradigms and employee management strategies (Yusuf et al., 2023). The phenomenon of increasingly fierce competition, rapid technological development, and changing employee expectations create a variety of problems that organizations must overcome (Yumiarti & Andika, 2022). As these challenges intensify, the need to understand and address the interrelated factors that affect employee performance becomes crucial (Milovanović et al., 2023). Strategic management can be applied to improve the quality of employee work which can improve employee performance (Susanto, Ali, et al., 2023)

The modern workplace is undergoing a transformation characterized by increased volatility, uncertainty, complexity, and ambiguity (VUCA) (Anand & Saklani, 2015). Organizations are not only facing a rapid pace of change but are also faced with the imperative to create a work culture that cares for the well-being of employees and unearths their full potential. In this context, three key elements—intuitive leadership, mentoring, and work-life balance—emerge as critical aspects that can have a significant impact on employee performance (Rembulan et al., 2022). While acknowledging the importance of these elements, many organizations face an ongoing set of challenges. Traditional leadership models are often less able to cope with the demands of the contemporary workforce, mentoring programs may lack structured implementation, and achieving a harmonious work-life balance remains a difficult goal to achieve (Hubais et al., 2023). These challenges lead to issues such as low employee morale, high turnover rates, and decreased overall organizational effectiveness.

Intuitive leadership, characterized by a leader's ability to rely on instinct and holistic decision-making, has gained prominence as a transformative approach in management. This section explores how intuitive leaders foster a culture of trust, innovation, and adaptability, which directly impacts employee performance (L. R. Widyaningrum & Amalia, 2023). By examining case studies and real-world examples, we explore how intuitive leadership inspires a sense of purpose, increases employee engagement, and ultimately contributes to organizational success (Armansyah et al., 2023). Mentoring plays a central role in professional development, providing guidance, support, and a roadmap to success for employees. This section investigates the impact of mentoring programs on employee performance, highlighting the significance of mentoring in skills development, career advancement, and the formation of a positive work culture (Malik & Nawaz, 2021). By drawing on academic research and practical insights, we analyze how effective mentoring relationships contribute to improved job satisfaction, motivation, and overall job performance. Leadership in organizations is needed to drive the work team to be productive (Buda Prasada & Sawitri, 2019).

The development of work-life balance has been a central theme in discussions around employee wellbeing. The complex relationship between work and personal life and its effect on performance. By examining organizational policies, flexible working arrangements and employee testimonials, we assess how a balanced approach increases productivity, reduces

burnout and fosters a resilient workforce (Rohidas, 2022). We explore the evolutionary expectations of the modern workforce and the role of employers in promoting work-life balance. While each element—intuitive leadership, mentoring, and work-life balance—has individual significance, this section explores the synergies and interrelationships between these factors (Tsagkanou et al., 2022). How does intuitive leadership affect the effectiveness of mentoring programs? In what ways does a supportive work-life balance contribute to an intuitive leadership culture, Through comprehensive examinations, we aim to uncover symbiotic relationships that can be leveraged to optimize employee performance (Zeng et al., 2020).

Amidst these challenges, there is a significant gap in our understanding of how intuitive leadership, mentoring, and work-life balance intersect and together impact employee performance. While there is increasing research on each element independently, there is a need for comprehensive analysis that explores the synergies and dependencies between these factors. Closing this gap is critical for organizations seeking holistic solutions to improve employee well-being and, consequently, overall organizational performance. The purpose of this paper is to provide a view of various literature that already exists in the research results so as to contribute to the field of human resources.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance pertains to the observable behaviors of an employee, showcasing positive attitudes and valuable contributions to an organization. This is a multifaceted concept, defined and assessed in diverse manners within various fields of study (Ramawickrama et al., 2017). The significance of employee performance lies in its direct relevance to both organizations and individuals, serving as an indicator of how effectively and productively employees contribute to the attainment of organizational objectives (Alhammadi & Romle, 2023) Employee performance is influenced by motivation and a conducive work environment (Susanto, Sawitri, et al., 2023). Performance is very influential for the sustainability of the Company (Zahara et al., 2023).

Several studies have explored the factors that influence employee performance, including job rotation practices, equal opportunities, talent management practices, work-life balance, transformational leadership, organizational culture, and employee engagement (Kellner et al., 2019).

### **Intuitive Leadership**

The provided reference or search outcomes do not explicitly define intuitive leadership. Nonetheless, the search results offer insights into different facets of leadership, such as authentic nurse leadership, which can have an impact on employee performance (Raso et al., 2021). Intuitive leadership is not defined, the search results provide insights into various aspects of leadership that can impact employee performance and contribute to creating a work culture that cares for the well-being of employees (Strand et al., 2018).

Intuitive leadership is an approach to leadership that emphasizes the use of intuition, gut feelings, and holistic understanding when making decisions. Intuitive leaders trust their instincts and insights, often relying on a deep understanding of situations to guide their choices. This style of leadership values creative problem-solving, adaptability, and the ability to grasp the essence of complex issues (W. Widyaningrum et al., 2022). Reliable leadership that can develop the team to be more productive (Elmi et al., 2020). Leadership in the company can sometimes cultivate new cadres of intuitive leadership (Ali, 2016). Leaders do not provide much direction for staff to become a leader in the organization (Putra & Ali, 2022).

### **Mentoring**

Mentoring is a professional relationship in which an experienced individual (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced individual's professional and personal growth (Deng & Turner, 2023). Mentoring has been shown to have a positive impact on various aspects of professional development, such as performance, work-life balance, and career progression (Khojah & Asif, 2020). (Susanto et al., 2022) Mentoring is very useful for employee self-development and supports optimal performance. Conditions Companies that want to become agile organizations must apply coaching and mentoring methods (Rony & Aryanto, 2020).

The mentor provides guidance, advice, and support to the mentee, drawing on their own experience and expertise to help the mentee achieve their goals and reach their full potential. The characteristics of effective mentors include competency in context-relevant knowledge, skills, and abilities; commitment and initiative; interpersonal skills; pro-social orientation; and an orientation toward development, exploration, and expansion (Bahrami et al., 2022).

### **Work Life Balance**

According to (Susanto, Parmenas, et al., 2023) Employee life in the routine must be balanced which has an impact on the employee's work mood to produce work performance. Work-life balance refers to the equilibrium between an individual's professional work and personal life. It involves the ability to manage responsibilities at work and outside of work, allowing for a fulfilling and healthy lifestyle (Pandita & Singhal, 2017). The pursuit of work-life balance is particularly relevant in the context of modern workplaces, where employees seek harmony between their professional and personal lives to maintain overall happiness and productivity (Strand et al., 2018).

Setting boundaries can help achieve work-life balance by establishing clear limits between work and personal life. This can help individuals manage their time more effectively and reduce the risk of work-related stress and burnout (Ganapathi et al., 2023)

### **METHOD**

This paper uses qualitative methods by collecting literature related to the results or findings of papers within a period of ten years and given answers in the form of perceptions from these researchers as a form of contribution in the field of human resources.

### **RESULT AND DISCUSSION**

Analysis of the findings of these papers provides a literature that will later be given an analysis from the authors in this paper as a form of perspective, the findings of the paper belong to (Nelson & Angellius, 2023) stated in the results of the paper leadership and religion had a significant positive influence on employee engagement, leadership style, work-life balance, and high-performance work practices had a significant positive influence on employee performance, leadership and religion had a significant positive influence on employee performance mediated by employee engagement, while high work performance and work-life balance had no influence significant to employee performance mediated by employee engagement.

The results of other papers also stated related to mentoring variables, and work performance where stated in the results of mentoring practice papers such as acceptance, sponsorship, delegation, and relationships had a positive and economically significant contribution in the employee performance model in local government institutions at 95% confidence intervals, however, the findings showed that role models and togetherness did not have a significant impact on employee performance at the same confidence intervals. same (Mnasi et al., 2022). Other papers with variables related to this paper state Transformational leadership has a direct positive and significant influence on employee performance.

Transformational leadership also has a direct positive and significant influence on work discipline. Work-life balance has a direct positive but not significant influence on work discipline and employee performance. The work environment has a positive but not significant direct influence on employee performance, and has a positive and significant direct influence on work discipline. Work discipline has a positive and significant direct influence on employee performance (Lubis et al., 2023).

The results of the paper from (Malik & Nawaz, 2021) state There is a direct relationship between the mentoring function and employee performance. Followed by the results of a paper that states Islamic leadership, Islamic Work Ethics, and Intellectual Intelligence can affect employee performance. Furthermore, Organizational Culture is not able to moderate the influence of Islamic Leadership and Islamic Work Ethics on Employee Performance, but organizational culture can moderate Intellectual Intelligence on Employee Performance (Candra et al., 2022). Employee training and mentoring show their effect on employee performance (Tanoli, 2016). Ethical leadership and employee performance vary depending on their age and experience (Thakur et al., 2020).

The positive correlation between coaching and mentoring is evident, and both aspects significantly impact employee performance (Neupane, 2015). Other paper results as well explain work-life balance is known to have a positive and significant impact on employee performance of PT Gemilang Mitra Sejahtera (Aisyah et al., 2023). Paper results from (Kurniasari & Dewi, 2023) explain imply practical benefits for the employers in making decisions for their employees in efforts to achieve the work-life balance.

A noteworthy positive correlation exists among leave policy, ICT, flexi-time, and employee performance. The results indicate that the presence of ICT, flexi-time, and leave policy leads to an improvement in employee performance (MADOGWHE & OMOGERO, 2023). Other result form paper (L. R. Widyaningrum & Amalia, 2023) explain Transformational leadership plays a role in enhancing organizational culture and employee performance. Subsequently, organizational culture has the potential to reinforce employee engagement within the organization and enhance employee performance.

From the results of the papers above related to this paper with the use of variables that are stated and exist, then in general there are various paper results in various journals that exist today. But to directly look for findings from papers together related to variables in this paper, no single paper or study has found results together either significant or insignificant.

The results of this paper according to our perception of various existing findings that the Intuitive Leadership variable is not also found in the results paper with various studies, it's just that in the elaboration of the literature in the definition stated to exist with references that have been stated. This paper can provide literature or strengthen another paper, to be used as a reference.

## CONCLUSION

In general, from the variety found in this paper with the use of variables, results are found in various papers and research objects, but if it is made in all where the variables in one paper are not found existing literature from various journals. Furthermore, intuitive leadership variables have not been found specifically with variables that exist in the findings of papers in various journals. Therefore, as a form of contribution, this paper is a form of qualitative contribution for other researchers to use.

Future recommendations researchers who will continue can use all the variables in this paper into a unity in research and in the specified object.

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