



The Influence of Work Life Balance and Skill Mapping On The Performance of BPKAD Employees in Palopo City

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Abstract: *This study aims to analyze the influence of Work Life Balance and Skill Mapping on employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Palopo City. This research applies a quantitative approach using multiple linear regression analysis with SPSS 22. The study involves 111 employees as respondents selected through a census technique. The findings indicate that Work Life Balance and Skill Mapping are valid and reliable variables in measuring their relationship with employee performance. The results of the t-test show that both Work Life Balance and Skill Mapping have a positive and significant effect on employee performance. Furthermore, the F-test confirms that these variables simultaneously influence employee performance significantly. The coefficient of determination demonstrates that Work Life Balance and Skill Mapping contribute substantially to explaining variations in employee performance. This study offers empirical evidence on the importance of balancing work and personal life and aligning employee competencies with job roles to enhance organizational performance in the public sector. The findings provide practical implications for management in designing policies that support employee well-being and competency development to improve performance outcomes.*



Introduction

Work-life balance (WLB) has become an important issue in modern organizations as work demands increase and family responsibilities become more complex. Employees are required to meet professional targets while also fulfilling their personal and family roles. This situation often creates pressure that can affect employees' physical, mental, and emotional health (Badrianto & Ekhsan, 2021). In the public sector, including government agencies, employees also face administrative responsibilities, performance targets, and public service demands that can potentially disrupt their work-life balance.

Work-life balance refers to an individual's ability to maintain a balance between work responsibilities and personal life. A good balance can increase job satisfaction, commitment, and employee morale (Mardiani & Widiyanto, 2021). Conversely, imbalance can cause stress, reduce motivation, and lead to decreased performance (Hong et al., 2024). Therefore, work-life balance is not only important for individual well-being but also plays a strategic role in supporting organizational sustainability.

In addition to work-life balance, skill mapping also plays an important role in improving employee performance. Every organization consists of individuals with diverse backgrounds, competencies, and potential. Without proper competency mapping, employee placement may not match job requirements, resulting in low productivity (Safarni & Gadeng, 2018). Skill Mapping helps organizations identify employee competencies, ensure alignment between skills and job roles, and design more effective training and career development programs (Aminah et al., 2021).

Theoretically, the relationship between work-life balance and employee performance can be explained through Social Exchange Theory, which states that the relationship between employees and organizations is based on the principle of reciprocity. When organizations provide support in the form of policies that help employees maintain a balance between work and personal life, employees tend to respond by increasing their commitment and performance. Meanwhile, the influence of Skill Mapping on performance can be explained through Human Capital Theory, which emphasizes that employee competencies and skills are strategic assets for organizations. Through proper competency mapping, organizations can place employees according to their abilities and potential, thereby increasing work effectiveness and productivity.

Employee performance is one of the main factors determining the success of an organization, especially in government agencies that are required to be accountable and provide optimal public services (Badriyah, 2025). Therefore, the integration of Work Life Balance and Skill Mapping is relevant in efforts to improve employee performance in the public sector.

Based on previous literature reviews, most studies on Work Life Balance and Skill Mapping have been conducted in the private sector or large companies in major cities. These studies generally focus on the relationship between Work Life Balance and job satisfaction or work stress. Meanwhile, studies that simultaneously analyze the influence of Work Life Balance and Skill Mapping on employee performance in local government agencies, particularly in the Regional Financial and Asset Management Agency (BPKAD) of Palopo City, are still very limited. In addition, there is still little research examining how competency mapping can support performance improvement in conjunction with the implementation of Work Life Balance in the public sector context. These limitations indicate a significant research gap, particularly in understanding the integration of work-life balance and competency mapping in improving employee performance in the local government environment.

Based on these conditions, this study aims to analyze the effect of Work Life Balance and Skill Mapping on employee performance at the Palopo City BPKAD. This study is expected to contribute theoretically to the development of human resource management studies in the public sector and practically in the form of policy recommendations for government agencies in improving employee welfare and competency alignment to support organizational performance improvement.

The main theories underlying this research are Human Capital Theory (Becker, 1964) and Work-Life Balance Theory (Greenhaus & Beutell, 1985), which state that it is important to maintain a balance between work and personal life to avoid role conflict and support employee well-being. Skills mapping, also known as competency mapping, helps place employees according to their competencies, which in turn increases productivity. Herzberg's Two-Factor Theory (1959) asserts the relationship between variables and work motivation. Mapping skills serves as a hygiene factor that prevents dissatisfaction and as a factor that prevents dissatisfaction.

Work Life Balance

Work life balance is an important factor that must be considered, especially in formulating human resource management policies. Work life balance is a major concern because it is directly related to employee job satisfaction, loyalty, and productivity. According to Hudson (2005), work life balance describes a person's level of satisfaction influenced by the dual roles they play in life, both as a worker and as a family member in the study (Arifin et al., 2022).

According to Weerakkod & Mendis (2017), work life balance is an effort made by companies to adjust employees' work patterns so that they can manage their responsibilities at home and their work at the company in a balanced way (Ardiansyah & Surjanti, n.d.). Work life balance is one of the important aspects of human resource management that is directly related to the well being, productivity, and job satisfaction of employees. A balance between work and personal life is necessary for individuals to perform their roles optimally, both in the work environment and within the family (Natakusumah et al., 2022).

According to Vyas and Shrivastava (2017), work life balance refers to a condition where individuals have enough time to balance work responsibilities with personal life. This can be seen in the ability to spend time with family, enjoy leisure time for rest, build good communication with colleagues, and complete work tasks effectively (Muliawati, 2020).

According to Clark (2000), work-life balance is defined as a strategy to minimize conflict between roles at work and at home, with the goal of achieving satisfaction and effectiveness in both roles. Thus, work-life balance can be understood as a condition where individuals are able to manage their work responsibilities and personal life in a balanced way. Improving the balance between work and personal life will align with increased employee performance (Destry & Ramdhani, 2021). As for the indicators of Work-Life Balance according to Hudson in Arifin et al (2022). Namely, Time Balance, Satisfaction Balance, and Involvement Balance.

H1: It is hypothesized that work-life balance has a positive and significant effect on the performance of employees at the Palopo City Financial and Asset Management Agency (BPKAD).

Skill Mapping

According to Yuniarsih (2008:134), training is a strategic step to align a person's potential with organizational demands, so that employee performance can continue to

improve. In human resource management, competency mapping is very important, especially for employees. This process allows companies to determine whether a person's abilities align with the organization's needs and their own capabilities, enabling more efficient and targeted employee placement in line with objectives (Sendianto, 2019).

According to Joan (2023), actively using mapping skills within an organization has a positive effect, especially for identifying employee opportunities. This mapping simplifies the recruitment process. Additionally, organizations can conduct training programs tailored to employees' ability classifications, potential, and performance. Ultimately, this will drive an improvement in the quality of human resources in the workplace. One strategic approach in human resource management is the skills map, which aims to identify and map employee skills to align with company needs. (Nelson et al., 2023).

Skill mapping is the process of identifying and grouping employee skills according to organizational needs. Proper skills mapping not only supports efficiency in employee placement but also contributes to improved communication and collaboration within the work environment. Employees whose competencies have been systematically mapped are more likely to be able to present ideas and arguments more clearly and structuredly according to their area of expertise. Thus, skill mapping plays an important role in fostering synergy among individuals in the workplace, which ultimately has a positive impact on the overall organizational performance (Mochammad Isa Anshori, 2023).

According to Iverson (2011:133), in addition to training needed to develop abilities, skills also require basic abilities to perform tasks easily and accurately. In improving an employee's performance, one supporting factor is the employee's skill level. Lian (2013) states that skills are a person's ability to perform an activity or job. Work skills as the ability or expertise to perform a job that is only acquired through practice (Lengkong et al., 2019).

According to Sari et al. (2020), skills are a specific expertise for performing physical or mental tasks. Skills are acquired through training and experience, making someone considered skilled in their work (Nabila Nurizkia Delia, 2023). As for the skill mapping indicators according to (Misbahudin et al., 2018) dan (Khoerudin et al., 2023). Namely, fluency in generating ideas, flexibility in thinking, originality of ideas, and the ability to elaborate on ideas.

H2: It is suspected that skill mapping has a positive and significant influence on the performance of BPKAD employees in Palopo City.

Employee Performance

Prawirosoentono (2008) defines "performance" as the results achieved by an individual or group within an organization, in accordance with their respective authority and responsibilities, in an effort to legally, lawfully, and ethically achieve the organization's goals (Marjaya & Pasaribu, 2019). Hasibuan (2016) states that performance is the work result achieved by an individual in completing assigned tasks, based on competence, experience, level of seriousness, and time utilization (David Manafe, 2024).

According to Afandi (2018), performance is the work result of an individual or a group of people within a company, in accordance with their respective authorities and responsibilities, without violating the law. Does not violate morals and ethics. According to Kasmir (2016): "Performance is the result of work and work behavior achieved by completing assigned tasks and responsibilities within a specific time period." (Kusdianto et al., 2022).

Improving employee performance is crucial for a company because high employee performance increases work productivity, as employees with achievable performance goals

will naturally strive to meet them. Employee performance can be influenced by work discipline, which states that work discipline is an attitude of action based on the rules applicable to performance, both written and unwritten, and the ability to carry them out and accept any consequences. (Susanto 2019). This implies that employee performance is important for achieving organizational goals (Amin et al., 2023).

Harsuko (2011) defines performance as "the extent to which a person has played their role in implementing organizational strategies, both in achieving specific goals related to individual roles and/or by demonstrating competencies deemed relevant to the organization." Performance is a multi-dimensional concept encompassing 3 aspects: attitude, ability, and accomplishment (Rosmaini & Tanjung, 2019). Veithzal Rivai (2008:309) states that performance is "the real behavior displayed by each person as the work achievement produced by employees according to their role in the company." (Aji et al., 2019).

Research Method

The research method used in this study is a quantitative approach aimed at analyzing the influence of work-life balance and skill mapping on the performance of BPKAD Palopo City employees. Research data were obtained thru the online distribution of questionnaires. Each question in the questionnaire uses a Likert scale. The population in this study consists of all employees of the Palopo City BPKAD. The sampling technique used a saturated sampling method, so the entire population was included in the research sample. In addition, a t-test was conducted to test the partial effect, an F-test to test the simultaneous effect, and a coefficient of determination (R^2) test to determine the contribution of the independent variables in explaining the dependent variable. The type of data used in this study is quantitative data with primary data sources. Primary data was obtained directly from respondents thru online questionnaire distribution. Data analysis was performed using multiple linear regression analysis.

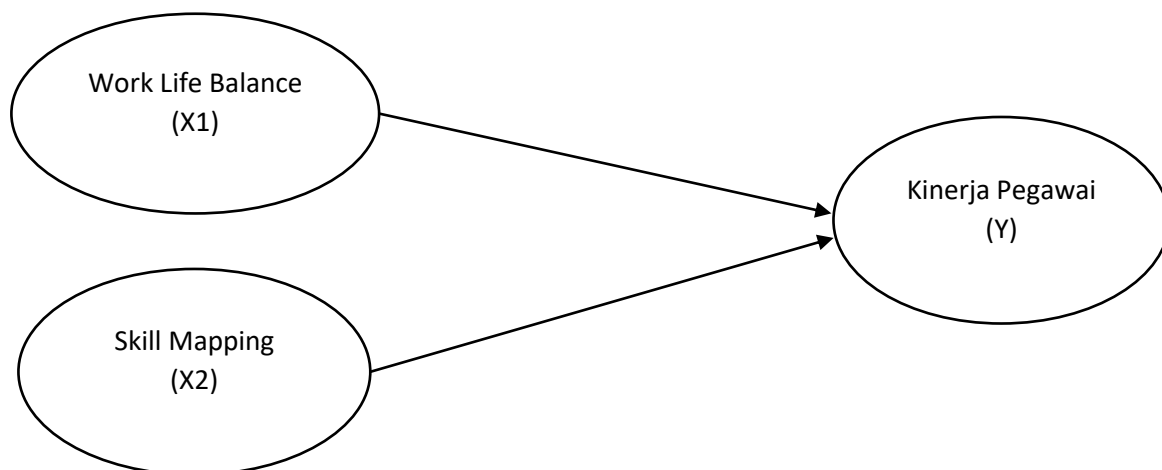


Figure 1. Conceptual Framework

Result and Discussion

The data obtained has several characteristics based on gender and age, as presented in

Table 1. Respondent Characteristics

| Demographic Items | Frequency | Percentage (%) |
|---|-----------|----------------|
| Age | | |
| < 25 tahun | 42 | 37,8 |
| 25 - 34 tahun | 29 | 26,1 |
| 35 - 44 tahun | 26 | 23,4 |
| 45 - 54 tahun | 12 | 10,8 |
| > 55 tahun | 2 | 1,8 |
| Gender | | |
| Male | 29 | 26,1 |
| Female | 82 | 73,9 |
| Highest Education | | |
| SMA/SMK Equal | 39 | 35,1 |
| Diploma (D1/D2/D3) | 11 | 9,9 |
| Bachelor (S1) | 56 | 50,5 |
| Postgraduate (S2/S3) | 5 | 4,5 |
| Length of Service at the Palopo City Financial and Asset Management Agency | | |
| < 5 tahun | 66 | 59,5 |
| 5 - 10 tahun | 30 | 27 |
| 11 - 20 tahun | 15 | 13,5 |
| > 20 tahun | - | - |

Based on the table above, it shows that the majority of respondents are under 25 years old (37.8%), the majority of respondents are female (73.9%), the majority of respondents have a bachelor's degree (S1) as their highest education (50.5%), and the majority of respondents have worked at BPKAD for less than 5 years (59.5%).

Instrument Test

1. Validity Test

Validity testing is conducted to measure the extent to which the questionnaire is able to represent the aspects being studied. A questionnaire is considered valid if each question asked can reveal the variable being measured. Validity testing is done by comparing the calculated *r* value with the table *r* value. With a sample size of 111 respondents, the degrees of freedom (*df*) obtained were 109 (calculated as $N-2$, which is $111-2$). At a significance level of 5% ($\alpha = 0.05$), the table *r* value is 0.187. If the calculated *r* value is greater than the table *r* value, then the question item is declared valid and suitable for use as a measurement tool in this study.

Table 4.1 Validity Test Results

| Variable | Question item | R calculated | R table | Description |
|-------------------|---------------|--------------|---------|-------------|
| Work Life Balance | P1 | 0.768 | 0.187 | Valid |
| | P2 | 0.799 | 0.187 | Valid |
| | P3 | 0.781 | 0.187 | Valid |

| | | | | |
|----------------------|----|-------|-------|-------|
| | P4 | 0.793 | 0.187 | Valid |
| | P5 | 0.713 | 0.187 | Valid |
| | P6 | 0.722 | 0.187 | Valid |
| Skill Mapping | P1 | 0.742 | 0.187 | Valid |
| | P2 | 0.786 | 0.187 | Valid |
| | P3 | 0.771 | 0.187 | Valid |
| | P4 | 0.771 | 0.187 | Valid |
| | P5 | 0.722 | 0.187 | Valid |
| | P6 | 0.707 | 0.187 | Valid |
| | P7 | 0.694 | 0.187 | Valid |
| | P8 | 0.757 | 0.187 | Valid |
| Employee Performance | P1 | 0.713 | 0.187 | Valid |
| | P2 | 0.794 | 0.187 | Valid |
| | P3 | 0.719 | 0.187 | Valid |
| | P4 | 0.657 | 0.187 | Valid |
| | P5 | 0.618 | 0.187 | Valid |
| | P6 | 0.761 | 0.187 | Valid |
| | P7 | 0.782 | 0.187 | Valid |
| | P8 | 0.657 | 0.187 | Valid |

Based on the validity analysis presented in Table 4.1, all question items for each variable have a significance value above 0.05 and a calculated *r*-value higher than the *r*-table value. Therefore, in this study, the *r*-table value is 0.187. Thus, it can be concluded that all items from the Work Life Balance, Skill Mapping, and Employee Performance variables are declared valid.

2. Reliability Test

Reliability testing is conducted to assess the extent to which the questionnaire can be trusted as a tool for measuring the observed variables. A questionnaire is said to be reliable if respondents' answers to the questions are consistent when measured repeatedly at different times. To measure reliability, Cronbach's Alpha statistical test is used. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60. Conversely, if the Cronbach's Alpha value is less than 0.60, the data is considered unreliable. Here are the results of the reliability test for the research instrument:

Table 4.2 Reliability Test Results

| Variabel | Cronbach's Alpha | Nilai Batas | Keterangan |
|----------------------|------------------|-------------|------------|
| Work Life balance | 0.875 | 0.60 | Reliabel |
| Skill Mapping | 0.896 | 0.60 | Reliabel |
| Employee Performance | 0.892 | 0.60 | Reliabel |

Results of Statistical Data Processing SPSS 2025

Based on Table 4.2 above, the reliability test results for each item of the variables were obtained with values above 0.60, indicating that the instrument items for each variable in this study are reliable.

3. Multiple Linear Regression Test

Linear regression is used to test the hypothesis linking the influence between the variables Work Life Balance (X1) and Skill Mapping (X2) on whether they directly and indirectly affect Employee Performance (Y).

Table 4.3 Results of Multiple Linear Regression Test

| Model | | Coefficients ^a | | | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.398 | 1.446 | | 4.426 | 0.000 |
| | Work Life Balance (X1) | 0.455 | 0.193 | 0.382 | 2.351 | 0.021 |
| | Skill Mapping (X2) | 0.473 | 0.155 | 0.498 | 3.062 | 0.003 |

a. Dependent Variable: Kinerja Pegawai (Y)

Source: Processed SPSS Data (2025)

Based on the results of the multiple linear regression test above, the values of the coefficients and the constant can be determined, so the equation model can be formulated as follows:

$$Y = 6.398 + 0.455X_1 + 0.473X_2 + e$$

From the equation above, it can be explained that:

- A constant of 6.398 indicates that if Work Life Balance (X1) and Skill Mapping (X2) have a value of 0, then Employee Performance (Y) will be at 6.398.
- The regression coefficient for the Work Life Balance variable (X1) is 0.455, which means that for every one-unit increase in Work Life Balance, Employee Performance will increase by 0.455, assuming the Skill Mapping variable remains unchanged.
- The regression coefficient for the Skill Mapping variable (X2) is 0.473, indicating that for every one-unit increase in Skill Mapping, Employee Performance will increase by 0.473, assuming other variables remain constant. This effect is significant because the significance value is below 0.05.

4. Uji T (Partial)

The Partial T-test is used to test whether there is a significant influence of the independent variable on the dependent variable. The independent variable is considered to have an influence on the dependent variable if its significance level is less than 0.05 and the calculated t-value is greater than the t-table value. To calculate the degrees of freedom (df), the formula used is $df = n - k - 1$, where n is the sample size and k is the number of independent variables. Based on the calculation, the degrees of freedom (df) is obtained as 108 (111-2-1). With $df = 108$, the value of t-table is 1.982.

Table 4.4 Results of the T-test (Partial)

| Model | Coefficients ^a | | | t | Sig. | |
|-------|-----------------------------|------------|---------------------------|-------|-------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 6.398 | 1.446 | | 4.426 | 0.000 |
| | Work Life Balance (X1) | 0.455 | 0.193 | 0.382 | 2.351 | 0.021 |
| | Skill Mapping (X2) | 0.473 | 0.155 | 0.498 | 3.062 | 0.003 |

Source: Processed SPSS Data (2025)

Based on Table 4.4, it is known that the calculated t-value for the Work-life balance variable (X1) is 2.351, which is greater than the t-table value (1.982) with a significance level of 0.021, which is less than 0.05. This indicates that the Work-life balance variable (X1) has a significant influence on employee performance (Y). Meanwhile, the calculated t-value for the Skill Mapping variable (X2) is 3.062, which is also greater than the t-table value (1.982) with a significance level of 0.003, which is less than 0.05. Therefore, it can be concluded that the Skill Mapping variable (X2) also has a significant influence on Employee Performance (Y).

5. F-test (Simultaneous)

The F-test (Simultaneous) is used to evaluate whether all independent variables collectively influence the dependent variable. The independent variable is said to influence the dependent variable if the calculated F value is greater than the F table value and the significance level is less than 0.05. Using the degrees of freedom (df) formula = $n - k - 1$, where n is the sample size and k is the number of independent variables, then $df = 111 - 2 - 1 = 108$. Based on the calculated df value, the F-table value is 3.09. The results of the F-test can be seen in Table 4.5 below.

Table 4.5 Results of Simultaneous Test (F-test)

| Model | ANOVA ^a | | | | | |
|-------|--------------------|----------------|-----|-------------|---------|--------------------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1417.328 | 2 | 708.664 | 170.043 | 0.000 ^b |
| | Residual | 450.096 | 108 | 4.168 | | |
| | Total | 1867.423 | 110 | | | |

a. Dependent Variable: Kinerja Pegawai (Y)
b. Predictors: (Constant), Skill Mapping (X2), Work Life Balance (X1)

Based on Table 4.5, the F-test results show that the calculated F value is 170.043, while the F-table value is 3.09 with a significance level of 0.000. This indicates that the calculated F value is greater than the F-table value, and the significance level is less than 0.05. Therefore, it can be concluded that H1 and H2 are accepted, which means that the variables of Work Life Balance (X1) and Skill Mapping (X2) simultaneously and significantly affect Employee Performance (Y) at the Palopo City Financial and Asset Management Agency.

6. Test of Determination Coefficient (r^2)

The coefficient of determination test aims to determine whether the independent variables can explain the changes occurring in the dependent variable. In this case, this test

was conducted to determine the percentage of Work Life Balance (X1) and Skill Mapping (X2) on Employee Performance (Y) at the Palopo City Financial and Asset Management Agency (BPKAD).

Table 4.6 Determination Test Results

| Model | R | R Square | Model Summary | |
|-------|--------------------|----------|-------------------|----------------------------|
| | | | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.871 ^a | 0.759 | 0.755 | 2.04146 |

a. Predictors: (Constant), Skill Mapping (X2), Work Life Balance (X1)

Based on Table 4.1.6, the R-squared value (R^2) is recorded as 0.759. This indicates that the variables Work Life Balance (X1) and Skill Mapping (X2) can explain or influence Employee Performance (Y) by 75.9%. In other words, the contribution of the independent variables to the dependent variable is 75.9%, while the remaining 24.1% is influenced by other factors not analyzed in this study.

Discussion

Work-life balance affects employee performance

Based on the analysis results, a t-test value of 2.351 was obtained with a significance level of 0.021 (<0.05). This indicates that work-life balance has a positive and significant effect on the performance of BPKAD Kota Palopo employees. Thus, the first hypothesis (H1) is accepted.

These findings indicate that the better the balance between employees' work and personal lives, the higher their performance levels. Employees who are able to manage their time and responsibilities in a balanced manner tend to have more stable psychological conditions, lower stress levels, and higher work motivation.

Theoretically, these results can be explained through Social Exchange Theory, which states that when organizations provide support for employee life balance, employees will respond by increasing their commitment and performance as a form of reciprocity. In addition, the concept of Work Life Balance emphasizes that a balance between work and personal life contributes to increased job satisfaction and productivity.

The results of this study are in line with (Wati & Budiono., 2024). who state that work-life balance affects employee capabilities and productivity. Other studies also show that work-life balance can increase work engagement and reduce burnout, which ultimately leads to improved performance.

In practical terms, these findings emphasize that government agencies such as the Palopo City BPKAD need to pay attention to work policies that support flexibility, proportional workload management, and a conducive work environment. Thus, work-life balance can be positioned as a strategic factor in improving the performance of public sector employees.

Skill Mapping affects Employee Performance

The results show a t-test value of 3.062 with a significance level of 0.003 (<0.05). This indicates that Skill Mapping has a positive and significant effect on employee performance. Thus, the second hypothesis (H2) is accepted.

These findings indicate that accurate skills mapping helps organizations place employees according to their competencies. Employees who work according to their potential and expertise will be more confident, adapt more quickly, and be able to complete tasks more effectively.

Theoretically, these results are supported by Human Capital Theory, which states that employee skills and competencies are key assets for organizations. When organizations are able to manage and develop these competencies through systematic mapping, productivity and performance quality will increase significantly.

These results are in line with the research by (E. A. Saputri & Marsudi Lestariningsih, 2021). which states that skill mapping improves individual work effectiveness and creates synergy within teams. Other studies also confirm that the alignment between competencies and positions has an impact on improving performance and job satisfaction.

In practical terms, these results indicate that the Palopo City BPKAD needs to implement a structured competency mapping system in its recruitment, job placement, and career development processes. Skill mapping is not merely an administrative tool, but a strategic instrument for improving organizational effectiveness.

The F test result shows a value of 170.043 with a significance level of 0.000 (<0.05). This indicates that Work-Life Balance and Skill Mapping simultaneously have a significant effect on employee performance. Thus, the third hypothesis (H3) is accepted.

The coefficient of determination (R^2) value of 0.759 indicates that these two variables can explain 75.9% of employee performance variation, while the remaining 24.1% is influenced by other factors outside the scope of this study.

These findings indicate that improved employee performance is the result of a combination of work-life balance and competency alignment. Work-life balance plays a role in maintaining emotional stability and work motivation, while skill mapping ensures that employees work to the best of their abilities.

Theoretically, the combination of these two variables reinforces the view that employee performance is influenced by psychological well-being and competency management simultaneously. Practically, these results underscore the importance of integrated human resource management policies that focus not only on employee well-being but also on systematic competency management.

Thus, this study confirms that the integration of Work Life Balance and Skill Mapping is an effective strategy for improving employee performance in the public sector.

Conclusion

Based on the research findings regarding the influence of work-life balance and skill mapping on the performance of BPKAD employees in Palopo City, it can be concluded that both variables play an important role in improving employee performance. Simultaneously, work-life balance and skill mapping have a significant effect on employee performance with a contribution of 75.9%. This finding confirms that organizations need to implement policies that support employee work-life balance while optimizing skill mapping. The combination of both can be an effective strategy for sustainably improving both individual and organizational performance.

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