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EFFECT OF WORK LIFE BALANCE VARIATION AND SUCCESSION PLANNING ON EMPLOYEE PERFORMANCE OF QUOTED COMMERCIAL BANKS IN FCT ABUJA NIGERIA

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Abstract

This study examined the effect of work-life balance variation and succession planning on employee performance of quoted commercial banks in FCT Abuja Nigeria. The study adopted a survey research design. The study covered 13 quoted Commercial Banks in FCT Abuja, Nigeria. The sample size of 481 was determined using Cochran (1963) sample size formula and convenient sampling technique was used to select the respondents. Adapted questionnaire was used as the instrument for data collection. The data collected for the study was analyzed using Partial Least Square Structural Equation Modeling in determining the measurement, structural models and hypotheses testing through SmartPLS 3.0 software. The study found that succession planning has positive and significant effect on employee performance of quoted commercial banks in FCT Abuja, Nigeria. While work-life balance variation has positive but insignificant effect on employee performance of quoted commercial banks in FCT Abuja, Nigeria. The study, therefore, concludes that human resources management practice influence employee performance of quoted commercial banks in FCT Abuja, Nigeria. Hence it is therefore, recommended among others that quoted commercial banks in FCT Abuja, Nigeria should improve on their work-life balance variation

practice by way of avoiding conflicting the working hours with employees' hours in order to have effective employee's commitment to their jobs.

Keywords: Employees, Performance, Quoted Commercial Banks, Succession Planning, Work-Life Balance Variation.

Introduction

Employees' performance is an attempt to analyze the performance of the workers and all the related psychological and physical characteristics, technical skills and behaviour, to identify the strengths and weaknesses. It tries to strengthen the strength and address the weaknesses to achieve the effectiveness of the institution now and in the future. Employees are a primary source of competitive advantage in service-oriented organizations. In other words, employees are resources or assets to organizations. The performance of employees plays an important role in organizational performance. It is originally what an employee does or does not do. The performance of employees could include the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness. Individual employee performance could improve organizational performance as well legally (Nyaema & Wambua, 2019). In the contemporary business landscape, characterized by dynamic market conditions and increasing global competitiveness, organizations are continually seeking strategies to enhance employee performance. Two critical factors that play a pivotal role in shaping the work environment and employee outcomes are work-life balance and succession planning.

Therefore, work-life balance has emerged as a crucial aspect of organizational management, recognizing the need to harmonize professional responsibilities with personal well-being. In the banking sector, where demands for productivity and efficiency are high, achieving a healthy work-life balance is paramount. The varying expectations and obligations of employees in the banking industry, coupled with the competitive nature of the sector, make understanding and managing work-life balance crucial for sustaining a motivated and high-performing workforce (Akpa et al., 2019).

Succession planning is another critical aspect of organizational management, especially in industries where leadership and talent are instrumental for sustained success. In the banking sector, the need for effective succession planning is underscored by the rapid changes in market dynamics, technological advancements, and the necessity for a skilled and adaptable workforce. The banking industry's ability to identify, develop, and retain key talents for leadership positions significantly influences its long-term sustainability and competitive advantage (Rotich &Kiiru, 2021).

This study delves into the effect of work-life balance variation and succession planning on the employee performance of quoted commercial banks in the Federal Capital Territory (FCT), Abuja, Nigeria.

Statement of the Problem

Over the years employees' performance in the banking sector in Nigeria has become a subject of concern as they remain key to the management of the banks and other stakeholders, this leads the banks to always be in search of and adopt the best practices to gain talented and competent employees that will always work actively to meet up with their expectations by performing at the highest level in such a way that offers a competitive advantage to the bank and protect the interest of the investors and customer. Yet employee performance in the quoted commercial banks in Nigeria is still below expectation and becomes worrisome to the management of commercial banks. This has created the mindset of this study to investigate the effect of work life balance variation and succession planning on employee performance of quoted commercial banks in Nigeria.

Furthermore, some previous scholars have made different submissions in this area. For instance, Abozed and Salem (2020) submitted that commercial banks aim to raise the level of performance of their employees to meet the level of competition in the sector, despite this urgent need to improve the employees' performance, many indications indicate the weakness in the functional performance of workers in commercial banks. Islam et al. (2018) submitted that due to the rapid growth, highly competitive and challenges in the banking sector presently, the sector embarked on sound administrative policy, consistent HR practices, employee job satisfaction, and organizational commitment all with the hope to gain top employee performance, but despite all this effort, employees' performance in the sector is not stable. Employees'

poor performance in an organization is a result of poor HRMP put in place by the organizations such as unsatisfied well-being in terms of rewards such as salary, wages, and benefits, unfamiliar with the performance evaluation process, ineffective ways of absorbing employees into the organization and the means available for them to enhance their skills and knowledge.

However, several studies conducted focused more on HRM practice and organizational performance with less emphasis on employee performance, while others focused on a single variable or combination of a few variables of HRM Practice. For instance, the impact of human resource management practices of managers on perceived organizational performance in Sri Lanka; Al-Abbadi (2018) conducted a study on the impact of human resources management practices on organizational commitment, Performance; Afriyie et al. (2020) focused only on the effect of compensation on employees' performance in Technical University; Sajjad (2017), focused on human resource management and organizational performance; while Kasau (2017) focused only on work-life balance and employee performance in the ministry of finance and economic planning, the impact of recruitment and selection strategy on employees' performance; Therefore, there are no much study in this area that uses the combination of the variables work-life balance variation and succession planning. It is in the light of the above problems and the desire to fill the identified gaps that this study seeks to examine the effect of work-life balance variation and succession planning on employee performance of quoted commercial banks in Nigeria.

Therefore, the main objective of this study is to examine the effect of work-life balance variation and succession planning on employee performance of quoted commercial banks in FCT Abuja, Nigeria. To achieve this objective, the study was guided by the following specific objectives to:

i. examine the effect of work-life balance variation on employees' performance of quoted commercial banks in FCT Abuja, Nigeria; and
ii. evaluate the effect of succession planning on employee's performance of quoted commercial banks in FCT Abuja, Nigeria.

Based on the above objectives the study formulated the following hypotheses:

HO1: Work-life balance variation has no has no significant effect on employees' performance of quoted commercial banks in FCT Abuja, Nigeria.

HO2: Succession planning has no significant effect on employees' performance of quoted commercial banks in FCT Abuja, Nigeria.

Literature Review

Work-Life Balance Variation

Pattusamy and Jacob (2016) argued that a single definition of work-life balance does not exist and no such definition that would accumulate agreement of many parties exists. Nevertheless, they suggested that work-life balance practices refer to one of the following: organizational support for dependent care, flexible work options, and family or personal leave. Work-life balance is a concept that deals with the ability of individuals, irrespective of age or gender, to get 'into a flow' that allows them to combine the demands of work and other non-work responsibilities and activities, (Spagnoli et al., 2016). According to Khoury (2021), work-Life Balance (WLB) is a state of well-being that any person should achieve if he/she could reach a balance between family, friends, and work responsibilities. Workers should have a right to practice careers that do not hinder their ways of finalizing their personal-life matters. In Practice, WLB involves adjusting work patterns so that everyone, regardless of age, race, or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations (Ola et al, 2019). Nowadays, WLB is considered a significant matter for both employers and employees that they need to tackle. It is even evident that many of the workplace challenges are believed to be a result of unbalanced work-family matters (Khoury, 2021).

Succession Planning

Essentially, succession planning is a conscious decision by an organization to foster and promote the continual development of employees and ensure that key positions maintain some measure of stability, thus enabling an organization to achieve business objectives (Ali & Mehreen, 2018). Ali and Mehreen (2018) further states that traditionally, succession planning has sometimes taken a replacement approach, often focusing on executive-level positions. Succession planning is any effort designed to ensure the continued effective performance of an organization, division, department or work group by making provision for the development, replacement and strategic application of key people over time. succession is not only about replacing key executives It focuses on key talent pools regardless of leadership level whose

performance makes the organization effective in the marketplace. Strategic talent management embraces selection, development, and performance to recognize potential and keep a steady supply of people moving up and across the organization (Friedrich & Wahba, 2021). Therefore good succession planning can result in to increase in performance. Mhlongo and Harunavamwe (2017) stated that the objective of succession planning is to ensure the availability of appropriate human resources to fill the vacant position screened by retirement, promotion and the resignation of employees.

Employee Performance

According to Khan and Khurshid (2017), employee performance is a rating system used in many corporations to decide the abilities and output of an employee. Employee performance is the ability of workers to execute an assignment or a given work and responsibilities. Employees are considered effective when they accomplished standard descriptions and ineffective when the work is not accomplished based on behaviour and performance (Nyaema & Wambua, 2019). According to Rizwan et al., (2014), employee performance contains quality and quantity of results driven by individual or group struggle completion. In other meaning job performance can be described as the ability of individuals to achieve their respective work aims, then meet their expectations, achieve benchmarks or accomplish their organizational goals, (Islam et al., 2018). Employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and compensation practices, performance evaluation and promotional practices are determinants of employee performance, (Akpa, 2019).

Employee Performance is associated with the quantity of output, quality of output, timeliness of output, presence/attendance on the job, the efficiency of the work completed and effectiveness of work completed, (Nwata, 2016).Employee job performance is about the timeliness, effectiveness, and efficiency in the completion of tasks set out by an employer to the employee. Also, performance is a process where members of a workplace contribute to the fulfilment of the overall objective of the organization (Karim et al., 2019).

Empirical Review

Work-Life Balance Variation and Employee Performance

Anwar and Abdullah (2021) evaluated the impact of human resource management practice (work-life balance variation, incentives, training, selective hiring, and job security) on employee's performance. The study adopted a survey research design. The study used sample of 240 respondents from a population of 300 employees with the aid of random sampling techniques. Pearson's Correlation and Multiple Regression tests were employed to determine the strength as well as the relationship of both the dependent and the independent variables. The study found that work-life balance variation has an affirmative relationship with employee's performance and can significantly explain organizational performance. The study was done in Iraq and covered only the Ministry of Regional Municipalities and Water Resources in the Kurdistan region.

Also, Khoury (2021) conducted a study on work-life balance constructs and employee job satisfaction: evidence from the Palestinian investment sector. The study adopted a survey research design. The study covered 7 different investment companies in Palestine and sampled 502 employees. The study utilized a questionnaire as the instrument for data collection. The study used descriptive statistics and multiple regression to analyze the data gathered and test the hypotheses. The study also found that Work-Life Balance has a positive and significant effect on employee job satisfaction in the Palestinian investment sector. The variable used to measure both work-life balance and employee job satisfaction in the study was not the only variable to measure them.

Succession planning and Employee Performance

Rotich and Kiiru (2021) examined the effect of succession planning on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi City County, Kenya. The study adopted a descriptive research design. The population of the study consisted of 332 management personnel drawn from the Ministry of ICT, Innovation and Youth Affairs out of which 175 sized sample was determined. The study utilized a questionnaire as the instrument for data collection. The data that collected for the study were analyzed using descriptive statistics and regression analysis. The study found that succession planning had a strong, positive and significant effect on employee performance in the Ministry of ICT, Innovation and Youth Affairs. The study was not sincere on the population used as that might not be

the true population of the Ministry of ICT, Innovation and Youth Affairs in Nairobi City County, Kenya.

Also, Nyaema and Wambua, (2019) determine the influence of strategic human resource management practices and employee retention in commercial banks in Nairobi, Kenya. The study used succession planning to measure strategic human resource management practices. The study adopted a descriptive survey research design. The sample size used for the study comprised 336 respondents comprises of 42 top-level managers, 84 middle-level managers and 210 low-level managers of commercial banks in Nairobi, Kenya. A questionnaire was used as the instrument for data collection. Multiple regression analysis was used to analyze the data gathered. The findings from the study depicted that succession planning has a positive and significant effect on employee retention in commercial banks in Nairobi, Kenya. This has led to high staff turnover in most commercial banks.

Theory: Human Capital Theory

The theory was founded by Grey Becker (1993) and it asserts that challenges such as globalization, a knowledge-based economy, and technological evolution have obliged many countries and organizations to seek new ways to maintain competitive advantage (Kwon, 2009). The standard approach in labour economics is said to view human capital as a set of skills or characteristics that enhance a worker‘s productivity. Human capital is said to refer to the stock of productive knowledge and skills possessed by workers (Gao et al, 2010). Boldizzon (2008) adds that, the concept of human capital is semantically the mixture of human and capital. In tandem with the meaning of capital in the economic perspective, the human is the subject to take charge of all economic activities such as production, consumption, and transaction, as such, the performance of the employees need to be appraised, who take over the task or schedule of other in their absence need to be plan and the work environment need to be design to fit with the life of the employees (Mutua et al., 2017). The theory is relevant to this study as it captures the variables used in this study.

Research Methodology

The objective of this study is to examine the effect of work-life balance variation and succession planning on employee performance of quoted commercial banks in Nigeria. The study adopted a survey research design. The study covered 13 quoted Commercial

Banks in Nigeria. The thirteen (13) quoted commercial banks in FCT Abuja covered are Access Bank Plc, First Bank of Nigeria Limited, First City Monument Bank Limited, Guaranty Trust Bank Plc, City Bank Plc, Polaris Bank Limited, Fidelity Bank Plc, Sterling Bank Plc, United Bank for Africa (UBA) PLC, Eco Bank, Skey Bank Plc, Wema Bank Plc and Zenith Bank Plc. The justification for choosing quoted commercial banks in Nigeria is based on the fact that they have more capital structure and values then unquoted banks. In addition, this study focused on employees in the department of Human Resources (HR) only. The justification for focusing on the employees in the HR department is based on their experience and knowledge of the research variables. Therefore, the population of this study was defined as unknown, as there is no any official published document to obtain the comprehensive list of the staff of only HR department of the thirteen (13) quoted commercial banks in FCT Abuja Nigeria. As such it becomes difficult to access the number of employees of only HR department of the thirteen (13) quoted commercial banks in Nigeria.

Therefore, to determine the sample size for this study, Cochran (1963) sample size determination formula for calculating infinite or unknown population was adopted. Cochran (1963) developed the equation for a population that is infinite or too large or unknown, to yield a representative sample for proportions. The Cochran (1963) sample size formula is given as: $n= Z^2 pq/e^2$, q is (1 - P) $n=Z^2 x P (1 - P)/e^2$, Where n is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area α at the tails (1 – α equals the desired confidence level, e.g., 95%), e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. The value for Z is found in statistical tables which contain the area under the normal curve.

Therefore, for the purpose of this study, Z^2 is the Z value at 95% confidence interval, e = 5%, P is the proportion of the population 0.6 and q = 1-p = 1-0.6=0.4. Therefore, the sample size for this study comprised of four hundred and eighty-one (481) plus the attrition rate of 30% as suggested by Singh and Masuku (2014); Muritala and Ajetunmobi (2019). And convenience sampling technique was used to select the respondents for the study. The study utilized questionnaire as the instrument for data collection. The questionnaire used was adapted from the works of Cook and Crossman (2004), Rosenwald and Wendell (2013), Rothwell (2010), Obiageli et al. (2015), Williams and Anderson (1991) and Alsafadi and Altahat (2021). The questionnaire was administered equally to the selected 13 banks, therefore, 37 copies of

questionnaire was administered to each bank. The reliability of the instrument used was accessed using Cronbach alpha. Cronbach alpha value of greater than 0.7 is appropriate (Hair, et al., 2017). Out of 481 copies of questionnaire administered, 338 copies (70% of total questionnaire administered) were valid for the analysis. The data was analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) in determining the measurement, structural models and hypotheses testing through SmartPLS 3.0 software (Hair, et al., 2017). Validity and reliability of the measures were first of all ascertained before testing the hypothesized relationships using algorism and bootstrapping techniques (Hair, et al., 2017). The model for the PLS-SEM is shown below:

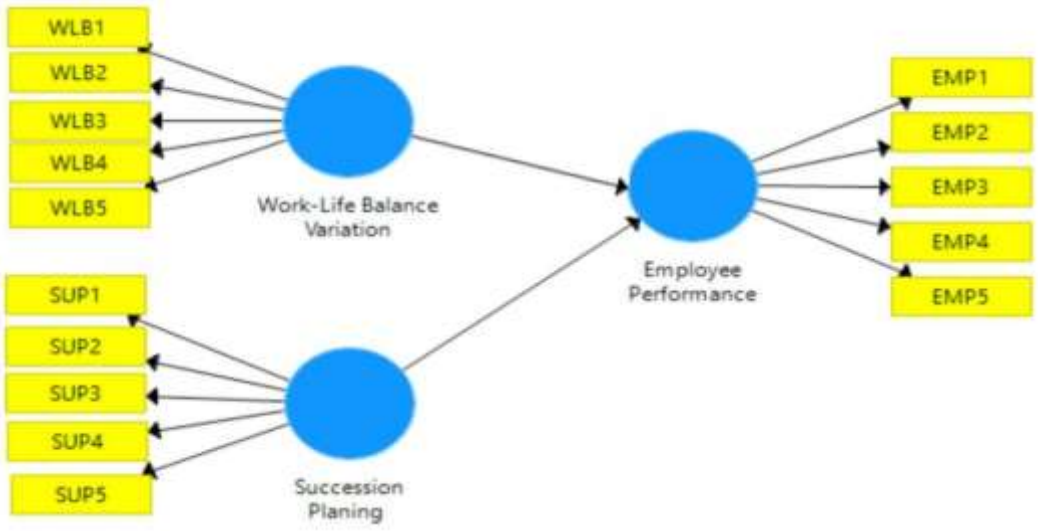


Fig. 1: Model Specification
Source: SmartPLS Output, 2024

Measurement of Variables
Independent variables:
Work-life balance variation: The scale of work-life balance variation was adapted from the work of Obiageli et al. (2015). Sample items are: My work gives me time to attend to my family, My organization give me leave to care and support my dependents, Study/training leave allows me to take time off for study or training to improve on my personal growth.

Succession planning: The scale of succession planning was adapted from the works of Rothwell (2010), Rosenwald and Wendell (2013). Sample items included: Our

organization a clearly defined succession planning system. Our organization identified the target group for the succession efforts.

Dependent variable: Employee Performance, measured by Employee Job Performance. The scale of employee performance was adapted from the works of Williams and Anderson (1991) and Alsafadi and Altahat (2021). Sample items were: I adequately complete the assigned duties. I Fulfills responsibilities specified in job description. I perform tasks that are expected of me.

Result and Discussion

Table 1 Descriptive Statistics of Dependent and Independent Variables

	Mean	Standard Deviation
Work-Life Balance Variation	0.014	0.052
Succession Planning	0.313	0.069
Employee Performance	0.232	0.041

Source: Author's computation SmartPLSOutput, 2024

Table 1 above shows the behaviour of the variables under study and provided the statistical description of the variables as expressed in the data collected in terms of the mean and standard deviation. The mean values of the variables with their respective standard deviation values for each of the variables under study are less than 1, also the gap between the mean values and the standard deviation values in all the respective cases is small and this indicates that the data for the variables are normally and evenly distributed. Although the normality of data is the issue of concern when applying the ordinary least square (OLS) regression, however, while applying the PLS-SEM, this assumption is overridden and not an issue that could prevent any further analysis or produce a form of bias in the result, (Hair, et al., 2017).

Discriminate Validity

Table 2 Heterotrait-Monotrait Ratio (HTMT)

	Employee Performance	Succession Planning	Work-Life Variation	Balance
Employee Performance				
Succession Planning	0.298			

Work-Life Variation	Balance	0.303
		0.212

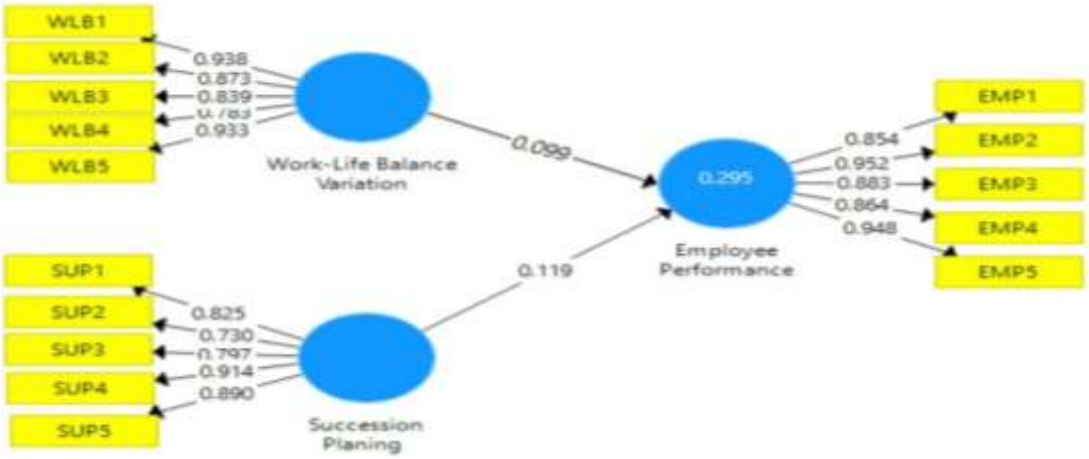
Source: SmartPLS Output, 2024

The table above shows the results of Heterotrait-Monotrait (HTMT) ratio for the variables used in this research which was used to assess the discriminate validity. From the table, the result in all the respective cases show that values are less than 0.9, this therefore indicated that there is absent of discriminate validity problems. That is, the result revealed that there is no problem of discriminate validity in all respective cases as suggested by Henseler, et al. (2015). Discriminate validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Measurement Model Evaluation

The convergent validity was used to evaluate the measurement model using convergent validity. Convergent validity is determined by examining the factor loadings, composite reliability, and average variance extracted (AVE). All the constructs used in this study has achieved the acceptable factor loadings of above 0.6, as a result no construct was deleted from the analysis; composite reliability (CR) of all the constructs were all above 0.7 and Average variance extracted (AVE) were all above 0.5 as recommended by Hair et al. (2017). The above is depicted in the fig. 2 and the table 1 below:

Fig. 2: Measurement model of the study constructs and indicators.



Source: SmartPLS Output, 2024

Table3: Convergent validity

Variables	Indicators	Loadings	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)
	PFA5	0.908			0.766
Work-Life Balance Variation	WLB1	0.938	0.923	0.942	
	WLB2	0.873			
	WLB3	0.839			
	WLB4	0.783			
	WLB5	0.933			
Succession Planning	SUP1	0.825	0.890	0.919	0.695
	SUP2	0.730			
	SUP3	0.797			
	SUP4	0.914			
	SUP5	0.890			
Employee Performance	EMP1	0.854	0.942	0.956	0.812
	EMP2	0.952			
	EMP3	0.883			
	EMP4	0.864			
	EMP5	0.948			

Source: SmartPLS Output, 2024

Collinearity Test

A collinearity test was conducted to ensure the absence of multicollinearity which could lead to bias in the results. This was assessed through the variance inflation factors (VIF). As a rule, VIF values shouldn't exceed 5 to indicate the absence of multicollinearity, (Hair, et al., 2017). The result of the collinearity test is shown in the table below:

Table 3: Collinearity Statistics (Variance Inflation Factor (VIF)

Variables	VIF
Work-Life Balance	1.118
Succession Planning	1.172

Source: SmartPLS Output, 2024

From the table above, the Variance Inflation Factor (VIF) values of 1.118 and 1.172 for all the respective cases indicated that the explanatory variables are not highly correlated. These, therefore, show the absence of multicollinearity among the independent variables used since multicollinearity exists only when the VIF Value is greater than 5. The Variance Inflation Factor (VIF) was used to evaluate the collinearity of the formative indicators. All the VIF values were less than 5 indicating the absence of critical collinearity issues among the indicators of formatively measured constructs, (Hair, et al., 2017; Ringle et al., 2019).

Table 5: Model Goodness of Fit (GoF) Summary

	Saturated Model	Estimated Model
SRMR	0.055	0.055
d_ULS	0.624	0.624
d_G	2.574	2.574
Chi-Square	2,464.032	2,464.032
NFI	0.696	0.696

Source: SmartPLS Output, 2024

The table above shows the result of the model goodness of fit. Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as suggested by Hair, et al., (2017). This study used the standardised root mean square residuals (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu and Bentler's (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.055 which is less than 0.08, therefore indicating the fitness of the model of this study as suggested by Hu and Bentler (1998); Ringle, et al. (2019).

Structural Model and Hypotheses Testing

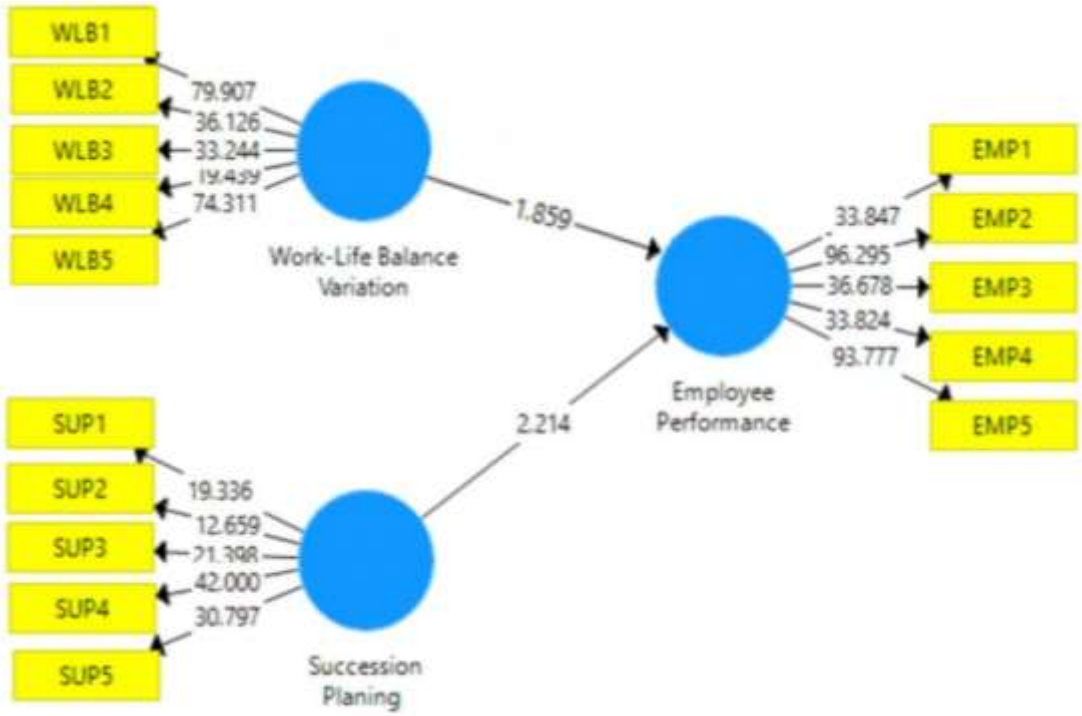


Fig. 3: Structural Model and Hypotheses Testing
Source: SmartPLS Output, 2024

Table 6 Results of the Structural Model Analysis (Hypotheses Testing)

Hypotheses	Relationship	Beta (β)	Standard Error	T Statistics	P value	Decision	R^2	Adj. R^2
HO2	SUP-> EMP	0.119	0.054	2.214	0.027	Rejected	0.295	0.288
HO3	WLB-> EMP	0.099	0.053	1.859	0.064	Accepted		

Source: SmartPLS Output, 2024

The Figure 3 and table 6 above show the result of the study. The standard beta and the corresponding t-values were used in assessing the structural model in this study. This was done through the bootstrapping procedure.

The hypothesis with respect to the succession planning and employee performance (SUP->EMP) is positive and statistically significant with beta (β) value of 0.119 (12%), t-value of 2.214 and the p- value of 0.027 (β-value = 0.119, t-value = 2.214 & p-value = 0.027). This result has provided sufficient ground for rejecting the null

hypothesis which states that SUP has no significant effect on EMP of quoted commercial banks in FCT Abuja, Nigeria. Therefore, this null hypothesis is rejected. This has proved that the relationship between SUP and EMP is positive and significant at 0.05 significant levels. This implies that SUP practice by quoted commercial banks in FCT Abuja, Nigeria ginger the performance of their employees as the next person or method to succeed the current one is assured.

The hypothesis with respect to work-life balance variation and employee performance (WLB->EMP), the bootstrapping result from the Smart PLS reveals that path coefficient of WLB and EMP is positive and significant with a beta (β) value of 0.099 (10%) with t-value of 1.859 and its corresponding p-value of 0.064 (β-value = 0.099, t-value = 1.859 & p-value = 0.064). This result has not provided sufficient ground for rejecting this null hypothesis which states that WLB has no significant effect on EMP of quoted commercial banks in FCT Abuja, Nigeria. Therefore, the null hypothesis is accepted. This has shown that the relationship between WLB and EMP is positive but insignificant at $p < 0.05$. This implies that the work-life balance variation practice by quoted commercial banks in FCT Abuja, Nigeria though is positive but is not significant enough to improve employee performance.

The R^2 shows the predictive relevance of the model. The R^2 shows the variance in the dependent variable as explained by the independent variables. The result shows R^2 value of 0.295 (30%) accounted by the predictive variables on the criterion variable of the model. That is, the coefficient of determination (R^2) of 0.295 indicates that about 30% of the variation in employee performance of quoted commercial banks in Nigeria can be explained by the combined effects of work-life balance variation and succession planning, while the remaining 70% variation in employee performance of quoted commercial banks in FCT Abuja, Nigeria, can be explained by other factors or variables not included in this study.

From the result in table 6 and analysis above, the study found that work-life balance variation has a positive but insignificant effect on employee performance of quoted commercial banks in FCT Abuja, Nigeria. This finding contradicts the findings of Anwar and Abdullah (2021) and Khoury (2021) who in their studies found that work-life balance variation has a positive and significant effect on employee performance. This could be because of the difference in their research location as their studies were conducted in Kurdistan region Palestinian investment sector respectively.

While, the study found that succession planning has positive and significant effect on employee performance of quoted commercial banks in FCT Abuja, Nigeria. The finding of this study is in agreement with the findings of Rotich and Kiiru (2021) and Nyaema and Wambua, (2019) who in their studies found that succession planning has positive and significant effect on employee performance.

Conclusion and Recommendations

This study examined the effect of work-life balance variation and succession planning on employee performance of quoted commercial banks in FCT Abuja, Nigeria. From the findings of this study, it is concluded that succession planning positively and significantly influence employee performance of quoted commercial banks in Nigeria. While, work-life balance variation positively but insignificantly influences employee performance of quoted commercial banks in FCT Abuja, Nigeria

Based on the findings and conclusion drawn from this study, the study recommends that:

i. Quoted commercial banks in FCT Abuja, Nigeria should improve on their work-life balance variation practice by way of avoiding conflicting the working hours with employees' hours in order to have effective employee's commitment to their jobs.

ii. Quoted commercial banks in FCT Abuja, Nigeria should continue to improve on their succession planning practice such as filling the vacancies and preparing for a change in leadership to keep having effective employees that will be ready to be committed and improve their overall performance.

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