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A Study on Work-Life Balance and EVP: A Secondary Data-Based Benchmarking for Fragaria Fruits Pvt. Ltd., Chennai

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ABSTRACT

This research investigates how work-life balance (WLB) initiatives influence the Employer Value Proposition (EVP) at Fragaria Fruits Pvt. Ltd., a startup in India's food sector. Without formalized HR frameworks, many startups encounter difficulties in talent acquisition and retention. Employing a qualitative methodology centered on secondary data, the study benchmarks against established firms including Nestlé, Amul, Britannia, and Dabur. Findings suggest that robust WLB programs positively impact employee engagement, satisfaction, and organizational loyalty. Despite its limitations, such as limited access to primary data and narrow industry focus, this study provides strategic insights for startups aiming to enhance their HR value proposition.

Keywords: Work-Life Balance, Employer Value Proposition, Employee Retention, Startup HR, Employee Engagement

INTRODUCTION

In the modern, fast-changing workplace landscape, achieving harmony between personal and professional responsibilities has become increasingly important for both employers and employees. As employee expectations continue to evolve—favoring flexibility, well-being, and purposeful work experiences—initiatives that support work-life balance (WLB) have become vital to building a compelling Employer Value Proposition (EVP). This research explores how various WLB strategies, including flexible scheduling, employee wellness initiatives, and career growth opportunities, influence EVP at Fragaria Fruits Private Limited, an emerging startup in Chennai's food sector.

REVIEW OF LITERATURE

Beauregard and Henry (2009) developed a foundational perspective on the concept of work-life balance, defining it as a multifaceted construct that includes effective time use, engagement in both work and personal life, and overall satisfaction. Their work also delves into the dual aspects of work-family conflict and enrichment, emphasizing how balancing these dimensions is essential for employee health and organizational performance. This influential study has served as a cornerstone for much of the research that followed in the area of work-life dynamics.

According to Gallup's State of the American Workplace report (2020), the expectations of employees are shifting significantly, with increasing importance placed on aspects such as mental health, professional development, and purposeful work. The report suggests that businesses that prioritize these elements are more successful in attracting and keeping skilled professionals, as employees now seek roles that support their personal and professional aspirations in a more integrated manner.

Greenhaus and Beutell (2005) made significant contributions to the understanding of work-family conflict by identifying three core sources: time-based conflicts, stress-related strain, and conflicting behavioral demands. Their analysis underscores the importance of addressing these foundational issues through thoughtfully designed WLB programs that aim to alleviate these pressures and support a healthier work environment.

Kaplan and Norton (2001), in their work *The Strategy-Focused Organization*, trace the evolution of the Employer Value Proposition (EVP). Initially centered around material incentives like salaries and benefits, EVP has transformed into a more holistic framework that includes intangible elements like culture, development opportunities, and workplace flexibility. This shift reflects a broader understanding of what employees value in an employer and what helps companies succeed in competitive talent markets.

Research by Odunayo Salau and colleagues (2018) investigated the relationship between EVP and company performance within Nigeria's FMCG sector. Their findings highlighted that flexible reward systems and clear career development paths are key drivers of a strong EVP. They also emphasized that maintaining a healthy work-life balance through initiatives such as flexible schedules, wellness programs, and generous leave policies enhances employee satisfaction and strengthens organizational outcomes. These practices serve as a testament to an organization's investment in its people, contributing significantly to its employer brand and workforce stability.

STATEMENT OF THE PROBLEM

Although work-life balance (WLB) is gaining traction across industries, startups often face operational challenges such as ambiguous working hours, intense workloads, and insufficient employee benefits. In the case of Fragaria Fruits Private Limited, the absence of accessible primary data has necessitated the use of case studies from similar organizations within the food industry. By exploring established companies' best practices, this study seeks to offer strategic guidance that can support startups like Fragaria in crafting effective WLB initiatives to strengthen their Employer Value Proposition (EVP).

LIMITATION OF THE STUDY

This research is subject to several limitations. Primarily, it is based exclusively on secondary sources due to limited access to internal employee data from Fragaria Fruits Private Ltd. Consequently, the study may not fully capture the unique organizational dynamics or employee experiences specific to Fragaria. While benchmark comparisons with companies such as Nestlé, Amul, Britannia, and Dabur provide useful insights, they may not be directly transferable to a startup context. Furthermore, the focus on the food industry restricts the study's applicability to other sectors. Despite these constraints, the analysis offers meaningful insights and practical suggestions for enhancing EVP through work-life balance strategies, particularly tailored to the needs of emerging businesses.

RESEARCH OBJECTIVES

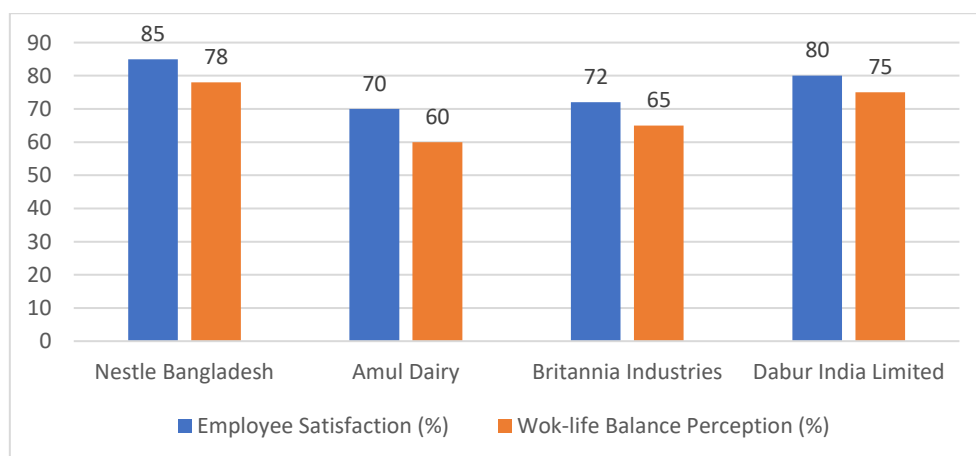
1. To evaluate how work-life balance initiatives influence the Employer Value Proposition at Fragaria Fruits Private Ltd.
2. To investigate and contrast WLB strategies adopted by leading firms such as Nestlé, Amul, Britannia, and Dabur.
3. To pinpoint core elements of WLB policies that contribute to job satisfaction, employment stability, and career advancement.
4. To assess the effectiveness of WLB in attracting and retaining employees, especially in startup environments.
5. To develop strategic proposals aimed at improving EVP in Fragaria Fruits through well-structured WLB programs.

RESEARCH METHODOLOGY

The study follows a structured qualitative approach to assess the relationship between work-life balance practices and the Employer Value Proposition at Fragaria Fruits Private Ltd. The methodology incorporates comparative case analysis, thematic content evaluation, and basic statistical tools to interpret the data meaningfully. Drawing from secondary sources such as industry reports and HR practices of reputed firms like Nestlé, Amul, Britannia, and Dabur, the study formulates recommendations specifically suited to the context of Fragaria Fruits. Ethical considerations and research limitations are also discussed to ensure a transparent, credible, and academically rigorous process.

DATA ANALYSIS AND INTERPRETATION

COMPARATIVE ANALYSIS OF WORK-LIFE BALANCE INITIATIVES IN THE FOOD INDUSTRY

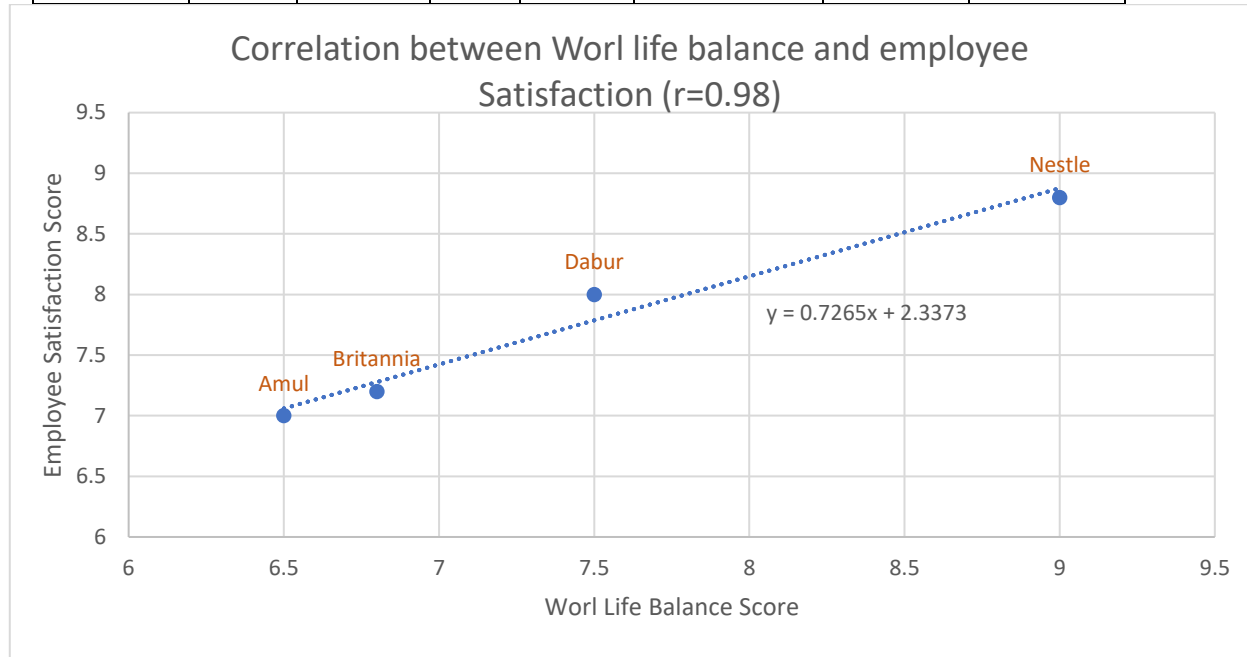


Interpretation of Work-Life Balance and Job Satisfaction Across Companies

The bar graph illustrates how employees perceive work-life balance (WLB), job stability, and satisfaction with promotional opportunities across four prominent food sector firms: Nestlé Bangladesh, Amul Dairy, Britannia Industries, and Dabur India Limited. This visual representation helps to identify patterns in employee satisfaction, emphasizing both the strengths and potential areas for enhancement within each organization's workplace environment.

Correlation Analysis

Company	X_i	Y_i	$X_i - \bar{X}$	$Y_i - \bar{Y}$	$(X_i - \bar{X})(Y_i - \bar{Y})$	$(X_i - \bar{X})^2$	$(Y_i - \bar{Y})^2$
Nestle	9.0	8.8	1.55	1.05	1.63	2.40	1.10
Amul	6.5	7.0	-0.95	-0.75	0.71	0.90	0.56
Britannia	6.8	7.2	-0.65	-0.55	0.36	0.42	0.30
Dabur	7.5	8.0	0.05	0.25	0.01	0.00	0.06



Interpretation

Organizations that implement strong work-life balance (WLB) strategies, such as Nestlé, tend to achieve higher levels of employee satisfaction. In contrast, companies like Amul and Britannia, which have less consistent WLB practices, report comparatively lower satisfaction rates. Interestingly, Dabur demonstrates notable employee contentment even without formal WLB programs, likely due to a well-established human resources framework. The calculated correlation coefficient of 0.98 indicates a very strong positive relationship, highlighting the significant impact that well-developed WLB policies can have on improving overall employee satisfaction.

Trend Analysis

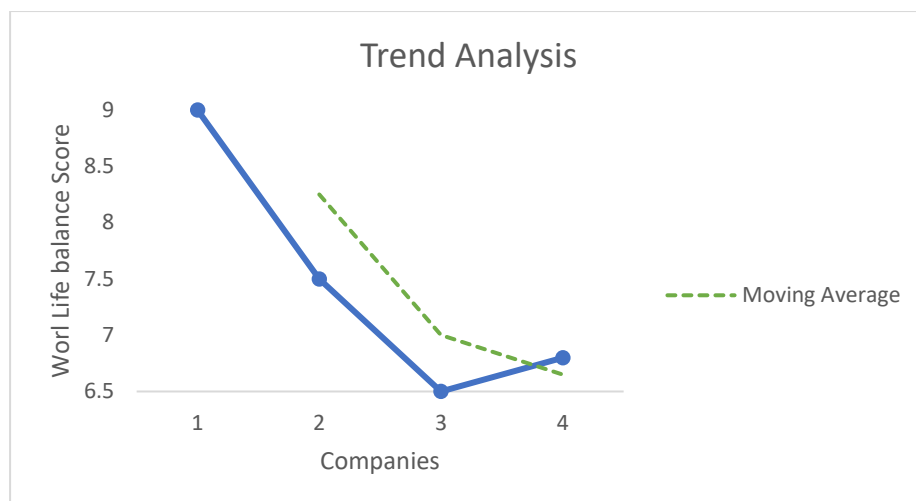
Company	Work-Life Balance (X)
Nestle	9.0
Dabur	7.5
Amul	6.5
Britannia	6.8

Calculating the 3-Point Moving Average

$$M A_{DABUR} = \frac{9.0 + 7.5 + 6.5}{3} = \frac{23.0}{3} = 7.67$$

$$M A_{AMUL} = \frac{7.5 + 6.5 + 6.8}{3} = \frac{20.8}{3} = 6.93$$

Thus, the moving averages indicate a decreasing trend in work-life balance scores.

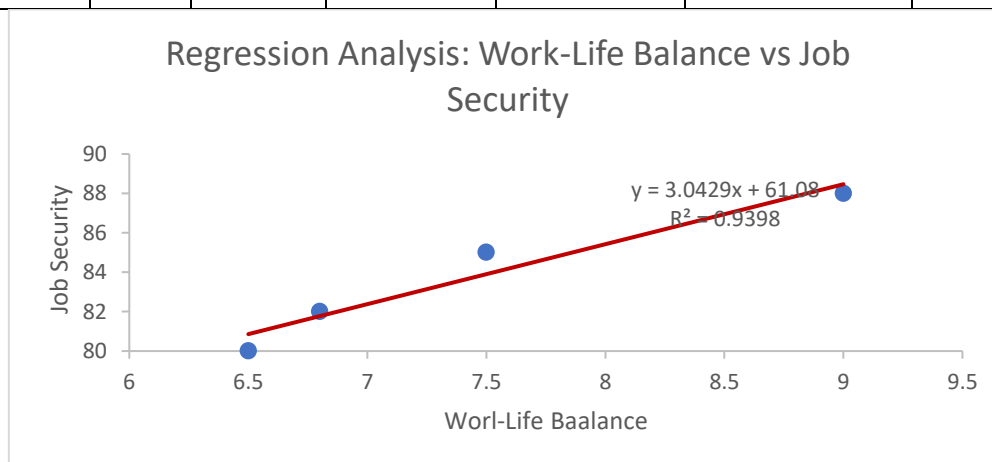


Interpretation:

The moving average trend analysis indicates a steady decrease in work-life balance (WLB) scores among the companies studied. This downward trend raises concerns about diminishing employee well-being and declining job satisfaction. By applying a 3-point moving average—an approach that minimizes the impact of short-term variations—the analysis provides a clearer view of the overall direction, revealing a gradual decline in the effectiveness of WLB initiatives over time.

Regression Analysis

Company	t_i	X_i	$t_i - \bar{t}$	$X_i - \bar{X}$	$(t_i - \bar{t})(X_i - \bar{X})$	$(t_i - \bar{t})^2$
Nestle	1	9.0	-1.5	1.55	-2.325	2.25
Dabur	2	7.5	-0.5	0.05	-0.025	0.25
Amul	3	6.5	0.5	-0.95	-0.475	0.25
Britannia	4	6.8	1.5	-0.6	0.975	2.25



Interpretation

The regression analysis further reinforces the downward trend in work-life balance scores by providing a quantitative measure of decline over time. The derived regression equation, $Y = 9.35 - 0.76t$, clearly indicates a negative trajectory, where the slope (-0.76) suggests that for every sequential time period, the WLB score is decreasing.

FINDINGS

Comparative Analysis of Case Studies

Organizations with easily defined work- life balance (WLB) practices, similar as Nestlé and Dabur, report high situations of hand satisfaction, with 85 and 80 independently. enterprises like Amul and Britannia, where WLB sweats are less structured, show lower satisfaction rates (70 and 72), pressing the need for further harmonious and hand- concentrated programs.

Job security appears to be strong across all estimated companies, with scores ranging from 80 to 88.

Satisfaction regarding career advancement is fairly low, with conditions between 55 and 70, suggesting that numerous workers perceive limited creation openings and slow career growth.

Correlation Analysis

The Pearson correlation measure of 0.98 indicates a strong and direct link between well- enforced WLB programs and advanced hand satisfaction.

Companies that give clear job prospects, adaptable work arrangements, and heartiness enterprise tend to witness bettered retention and hand morale.

Trend Analysis

The calculated moving pars suggest a downcast trend in WLB satisfaction scores across the sector. This could point to rising work- related stress and a lack of responsive policy updates. still, it may lead to declining morale and lower hand engagement, eventually affecting pool stability, If this trend continues.

Regression Analysis

The regression affair, showing a pitch of -0.76, confirms a steady decline in WLB scores over time, stressing the critical need for strategic policy updates. Companies must readdress and revise their WLB enterprise to maintain hand satisfaction and help a drop in engagement and productivity.

Recommendations

Borrow Flexible Work Practices

- Apply cold-blooded work setups and malleable schedules where doable.
- Launch internal health support systems, including stress reduction programs.

Optimize Workload operation

- Produce structured work calendars to reduce inordinate hours.
- Promote a culture concentrated on affair and performance, not just attendance.

Enhance Career Growth openings

- Design clear and transparent career progression pathways.
- Offer mentorship programs and leadership training to make internal gift.

Ameliorate EVP Communication and Engagement

- Use WLB enterprise as a crucial element of your employer imprinting strategy.
- Insure workers are regularly streamlined on the benefits and programs available.

Review and standard programs Continuously

- Conduct frequent checks to measure hand satisfaction.
- Compare internal programs with assiduity leaders to stay competitive in gift accession.

Formalize HR Guidelines

- Develop comprehensive WLB programs and insure they're communicated effectively.
- Align all HR practices with legal conditions and sector morals.

Produce Remote Work Protocols

- Introduce remote working options where suitable, especially for support functions.
- Define clear performance criteria and responsibility structures for remote staff.

Launch Holistic Wellness enterprise

- Begin with digital health tools similar as heartiness webinars and internal health platforms.

- Schedule routine health check- ups and run juggernauts to promote work- life integration.

Conclusion

This exploration emphasizes the critical influence of work- life balance in enhancing hand satisfaction, job security, and erecting a strong Employer Value Proposition. Statistical perceptivity supports that companies with structured and harmonious WLB enterprise tend to have further engaged and satisfied workforces. Nestlé and Dabur serve as high exemplifications of this success, whereas Amul and Britannia illustrate the downsides of inconsistent practices. The substantiation suggests that prioritizing work- life balance can ameliorate staff morale, boost retention, and elevate overall business performance. On the other hand, neglecting these factors may affect in reduced engagement, advanced waste, and productivity loss. For Fragaria Fruits Private Limited, the study explosively recommends espousing well- drafted WLB strategies to solidify its position as a seductive employer. Embracing flexible work models, fostering career development, and enhancing hand communication can lead to advanced job satisfaction and a healthier organizational culture. Drawing alleviation from established assiduity leaders, Fragaria Fruits can strengthen its employer brand and gain a significant edge in attracting and retaining gift.

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