



Internship Report

On

Hybrid Work Culture and Employee Engagement: A Post-Pandemic Study

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Date of Submission:

Letter of Transmittal

Date:

Professor Syed Mizanur Rahman

Associate dean

Department of Business Administration

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Subject: Submission of Internship report on Hybrid Work Culture and Employee Engagement: A Post-Pandemic Study.

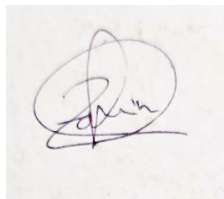
Dear Sir,

I am pleased to submit my internship report titled **“Hybrid Work Culture and Employee Engagement: A Post-Pandemic Study”**, which was assigned as part of my MBA program requirements.

This report has been prepared with utmost dedication, drawing on relevant information, field observations, and analytical insights. I have also included a proposal aimed at addressing some of the key issues explored in the study. I am grateful for the guidance and support I received throughout this process in particular, your valuable contributions and suggestions, which significantly enhanced the quality of this report.

Thank you once again for your assistance and continued cooperation. I am confident that this report meets the expectations and standards set for the program.

Sincerely yours,



Zafrin Huque

ID:182-14-2720

MBA Program

Major in Human Resource Development

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Approval Certificate

This is to certify that **Zafrin Huque**, ID: **182-14-2720**, a student of the **Department of Business Administration, Daffodil International University**, has successfully completed her internship report titled “*Hybrid Work Culture and Employee Engagement: A Post-Pandemic Study*”, under my supervision.

Her internship placement was at the **Students’ Affairs Office**, Daffodil International University. I am pleased to state that she has demonstrated dedication and diligence in preparing this report. She has successfully presented a comprehensive overview of the topic, with data and findings that appear authentic and well-analyzed.

I wish her continued success in her academic and professional journey.



...
Professor Syed Mizanur Rahman
Associate Dean
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

ACKNOWLEDGEMENT

Internship is an essential component of the MBA program, as it provides an opportunity to gain practical knowledge by engaging in the daily operations of a professional organization over a three-months period. In this regard, I had the privilege of completing my internship at the **Students' Affairs Office of Daffodil International University**.

First and foremost, I would like to express my heartfelt gratitude to my academic supervisor, **Professor Syed Mizanur Rahman**, Associate Dean, Department of Business Administration, Faculty of Business & Economics, Daffodil International University. His continuous support, proper guidance, and insightful suggestions were instrumental in the successful completion of this internship report.

I am also sincerely thankful to all the officers and employees of the Students' Affairs Office for their cooperation and support throughout the internship period. I would like to extend special thanks to my fellow interns and friends who shared this journey with me and contributed in various ways.

Finally, I would like to acknowledge the excellent working environment and team-oriented culture of the organization, which greatly enhanced my learning experience and enabled me to effectively participate in numerous activities and services.

Once again, I extend my deepest appreciation to everyone who inspired and supported me throughout the internship and in the completion of this report.

Executive Summary

Daffodil International University (DIU), established on January 24, 2002, under the Private University Act of 1992 (amended in 1998), is a distinguished higher education institution in Bangladesh. Founded by the Daffodil Group with the approval of the Ministry of Education, DIU has consistently ranked among the top graded universities in the country, as recognized by independent government assessments.

DIU blends modern infrastructure with a dynamic approach to teaching and research, grounded in a proud tradition of service and academic excellence. The university has set a challenging and ambitious goal to be among the very best in Bangladesh. This goal is being pursued by elevating standards across all dimensions: curriculum, teaching, faculty, research, and institutional practices. The university's vision is driven by its commitment to societal service, while its mission focuses on achieving international distinction in research, learning, and teaching for the benefit of the nation.

The university's guiding principles include a dedication to **excellence, integrity, and innovation**, along with a **collaborative culture, effective communication**, and a commitment to **inclusivity**, characterized by dignity, respect, and courtesy.

DIU is firmly rooted in its IT-based heritage of accessibility and service. Through a range of academic programs, research initiatives, and outreach efforts, the university is equipping citizens to meet the demands of a competitive global economy. It prioritizes the use of emerging technologies to enhance educational outreach, both on-campus and beyond.

Strategic resource allocation has been directed toward graduate and postgraduate education, especially in areas reflecting DIU's traditional strengths, academic reputation, and unique value. The university continues to focus on comprehensive education, ensuring that students gain broad knowledge, critical skills, and ethical values, while also receiving specialized career training.

Recognizing that **the quality of education is directly linked to faculty excellence**, DIU invests in the development of its academic staff. The faculty's commitment to high standards ensures that the university remains true to its mission: to place education at the core of its institutional identity and to prepare responsible, capable citizens for the future.

Table of Contents

.....	i
Letter of Transmittal	i
Approval Certificate	ii
ACKNOWLEDGEMENT	iii
Executive Summary	iv
CHAPTER:1	1
Introduction	2
1.1 Background: (Conceptual Framework).....	2
1.2 Scope of the Study:	2
1.3 Objectives	3
1.4 Methodology:	4
1.5 Methods of Data collection:.....	4
1.6 Limitation of the Study:.....	5
CHAPTER: 2	6
2.1 What is Hybrid Work Culture?	7
2.2 Key Features of Hybrid Work Culture in Bangladesh	7
Examples	8
2.3 What is Employee Engagement	9
1. Definition (General & Contextualized):	9
2.4 Hybrid Work Culture Employee Engagement in HRM.....	9
CHAPTER: 3	10
3.1 Introduction:.....	11
3.2 Background:	11
3.3 Purpose:.....	11
3.4 What are the perceived benefits and challenges of hybrid work among Bangladeshi employees?	11
3.5 Questionnaires Survey Report Analysis.....	12
CHAPTER: 4	15

FINDINGS & DISCUSSION	15
4.1 Key Findings Interview & Research Report:	16
4.2 Key Findings from Google Survey & Discussions:	16
CHAPTER:5.....	18
5.1 Recommendations.....	19
5.2 CONCLUSIONS.....	20
References:.....	20

Chapter 1

Introduction

Introduction

The COVID-19 pandemic emerged as a global crisis, significantly affecting nearly every country and territory around the world. It left deep and lasting marks on public health, livelihoods, and economic activities. Perhaps since the Second World War, no other event has caused such widespread disruption, triggering national emergencies across multiple nations. The pandemic not only claimed the lives of hundreds of thousands but also shook the global economy, transformed daily life, and introduced what came to be known as the new normal. Bangladesh was also affected by the pandemic crisis. I'm working on or reviewing a report tied to a post-pandemic study involving a **"Hybrid Model"** aimed at enhancing **employee engagement**.

1.1 Background: (Conceptual Framework)

The report aimed to deepen understanding of the relationship between the physical workplace environment and employee engagement in the context of the post-COVID-19 workplace ecosystem.

Research Objectives:

1. Investigate future development options for employee engagement metrics and workplace design monitoring.
2. Explore the interplay between employee behaviors and environmental factors in hybrid work practices.
3. Understand the impact of the workplace, employee's engagement in hybrid work settings.
4. Identify pathways for developing an 'engaging' workplace post-pandemic.

1.2 Scope of the Study:

The Students' Affair (DSA) Office is responsible for supporting all 20,000 students enrolled at DIU, each of whom holds a valid university ID. The office plays a crucial role when the COVID-19 virus would completely leave the planet remains uncertain. However, its immediate impact is already evident. Many jobs have shifted to virtual formats, and organizations are increasingly focusing on digital transformation. In response to the pandemic, businesses have started relying heavily on data-driven decision-making, recognizing it as essential not only for survival today but also for long-term success in the future.

To adapt to this new reality, The Students' Affair (DSA) office was investing in automation, digitization, and artificial intelligence. Those technologies were becoming critical components of the future workplace. While this shift presents tremendous opportunities for innovation and

growth, it also signals the closure of certain traditional avenues and jobs, marking a significant transformation in the global economy brought on by the pandemic.

The scope is limited to organizations that have adopted or are currently transitioning to hybrid work models post-COVID-19. The study will explore employee engagement practices, challenges, and the effectiveness of leadership and communication in this new model. It will consider different industries and organizational sizes, with a primary focus on corporate sectors, such as IT, Bank and service-based industries.

1.3 Objectives

As part of the partial fulfillment of the requirements for the Master of Business Administration (MBA) program at Daffodil International University, I was assigned to the Student Affairs Office to evaluate the “Hybrid Work Culture and Employee Engagement: A Post-Pandemic Study.” This study **based on different organizations in Bangladesh that adopted a remote working model after the COVID-19 pandemic.**

This report compares homeworking, onsite working, and hybrid working, and explores the factors within each arrangement that influence employee engagement—an area that has been underexplored in existing literature

The specific objectives are highlighted below:

- ❖ Identified both the advantages and disadvantages of remote working, there remains a lack of clarity regarding how these factors directly influence employee engagement.
- ❖ Where remote work has become a standard practice rather than a temporary solution.
- ❖ This study aims to address that gap by analyzing qualitative data from diverse industries to uncover nuanced, context-specific factors that affect employee engagement.
- ❖ Recommendations for the overall survey to enhance productivity and job satisfaction in long-term remote work environments.
- ❖ Ultimately, this report will contribute to a deeper understanding of the relationship between remote work practices and employee engagement in the post-pandemic era.

1.4 Methodology:

✓ Study type

This study adopts a **quantitative research approach**, employing a **Google Form-based structured questionnaire** to collect **primary data**. The research paper which is our **secondary data**. This report is **descriptive** nature, aiming to explore the relationship between hybrid work models and employee engagement in a post-pandemic context in Bangladesh.

✓ Sources of Data:

The data used in this report were collected from both primary and secondary sources, with the majority derived from primary sources.

1. Secondary Source:

- Website of Daffodil International University
- Research Articles & News Paper Articles

2. Primary Sources:

- Employee of Daffodil International University
- Employee of different organization
- Employee of IT department
- Employee of educational consultancy company
- Employee of bank

1.5 Methods of Data collection:

❖ Types of the study

The survey method was employed for data collection. A significant number of students and employees from Daffodil International University and different organizational employees like bank, private companies' employees participated by responding to a questionnaire distributed via Google Forms.

❖ Sources of Data

➤ Primary Data

➤ Sample Collection

-
- Employees working in Bangladesh across various industries (IT, banking, education, different private organizations) who have experienced hybrid work arrangements post-COVID-19.
 - **Sampling Technique: Non-probability purposive sampling** was used to target respondents who have been part of hybrid work setups during or after the COVID-19 pandemic.
 - **Sample Size:** A total of 20 **respondents** participated in the study.

1.6 Limitation of the Study:

- Lack of proper access controls hindered employees from reaching essential data
- The sample size is small, which may limit the statistical power of the analysis and reduce the generalizability of the findings to the broader population.
- Due to the use of an online questionnaire, some respondents may not receive immediate assistance if they encounter difficulties understanding a particular question

CHAPTER 02

Hybrid Work Culture & Employee Engagement

Hybrid work culture engagement plays a vital role in Human Resource Management (HRM), especially in the evolving landscape of work post-pandemic. Here's a concise breakdown of why it's critical and how HRM can foster it effectively:

Hybrid work culture in Bangladesh is gradually evolving, especially after the COVID-19 pandemic accelerated digital transformation across various sectors. Here are some key features of the hybrid work culture in Bangladesh.

2.1 What is Hybrid Work Culture?

Often referred to as hybrid, flexible, or distributed work, this modern approach has been gaining momentum across industries for years. It redefines how and where work gets done, offering employees the flexibility to split their time between home, the office, or other remote locations.

Despite its global popularity, hybrid work isn't a one-size-fits-all solution. It can look very different depending on the company, its culture, and its employees' needs. Some organizations embrace fully flexible schedules, while others follow structured in-office days. The key is customization and clarity.

In this post, we'll explore what a hybrid work model really entails, how it has transformed the workplace, and practical steps for transitioning your team smoothly into a hybrid environment.

2.2 Key Features of Hybrid Work Culture in Bangladesh

1. Flexible Work Arrangements

- Employees split their time between home and office.
- Some organizations follow a structured model (like; 3 days office, 2 days remote), while others offer full flexibility.

2. Tech-Driven Workflows

- Rapid adoption of digital tools like **Zoom, Microsoft Teams, Google Workspace**, etc.
- Cloud-based systems for collaboration and data sharing.

3. Growth in IT & Service Sectors

- IT, telecom, banking, and outsourcing sectors are leading in hybrid adoption.

-
- Startups and MNCs are more likely to implement hybrid models than traditional businesses.

4. Increased Work-Life Balance Awareness

- Employees value the time saved from commuting in traffic-heavy cities like Dhaka.
- Hybrid setups allow for better integration of personal and professional life.

5. Challenges with Infrastructure

- **Internet reliability** and **power outages** can hinder remote productivity.
- Limited access to ergonomic home workspaces in many cases.

6. Shift in Organizational Mindset

- Managers are gradually moving from “attendance-based” to **results-based performance tracking**.
- Some resistance remains, especially in more traditional or public sector institutions.

7. Policy and Legal Gaps

- Bangladesh currently lacks formal labor laws or policies that comprehensively address remote or hybrid work rights, benefits, and responsibilities.

8. Employee Monitoring and Trust Issues

- Some companies use monitoring tools, which raises concerns about **privacy** and **trust**.
- There's an ongoing balance between autonomy and accountability.

9. Digital Skills Gap

- While the younger workforce adapts easily, older or less tech-savvy employees may face challenges.

10. Hybrid Hiring Trends

- Job postings increasingly mention “remote” or “hybrid” options, especially in tech, customer support, and creative industries.

Examples

- **Grameenphone, bKash, Pathao**, and many software firms have adopted hybrid models.
- NGOs and development organizations (like; BRAC, UNDP) have flexible policies for field and office work.

2.3 What is Employee Engagement?

Employee engagement refers to the emotional commitment and involvement employees have toward their organization and its goals, within the specific cultural, economic, and organizational context of Bangladesh.

1. Definition (General & Contextualized):

- **Globally:** Employee engagement is about how motivated and emotionally invested employees are in their work.
- **In Bangladesh:** It also reflects how local work culture, leadership style, job security, communication, and social values influence employees' willingness to go above and beyond their job descriptions.

2.4 Hybrid Work Culture Employee Engagement in HRM

- **Employee Satisfaction & Retention**
Engaged employees in a hybrid setting are more likely to feel valued, leading to higher satisfaction and lower turnover.
- **Productivity & Performance**
When engagement is strong, even remote or hybrid employees maintain high performance due to clear goals and support.
- **Culture & Connectivity**
HR must preserve organizational culture across physical and virtual spaces, promoting inclusivity and team cohesion.
- **Mental Health & Well-being**
Engagement initiatives help HR proactively support employee well-being in hybrid setups, where isolation can be a risk.
- **Talent Acquisition & Employer Branding**
A thriving hybrid culture appeals to top talent seeking flexibility and work-life balance.

CHAPTER 3

A Post Pandemic Study

On

Hybrid Work Culture Employee Engagement Analysis

3.1 Introduction:

This study examines the impact of hybrid work culture on employee engagement in Bangladesh in the post-COVID-19 era. As organizations adjust to the "new normal," hybrid work arrangements—blending remote and on-site work—have become increasingly common. The research explores how these models affect employee motivation, productivity, communication, and work-life balance across various sectors in Bangladesh. Employing a mixed-methods approach, the study draws on data from surveys and interviews with employees and HR professionals. The findings indicate that while hybrid work enhances flexibility and autonomy, it also presents challenges to sustaining engagement and fostering collaboration. Based on these insights, the study offers policy recommendations to strengthen employee engagement within the evolving workplace landscape.

3.2 Background:

The global shift to remote work during the COVID-19 pandemic accelerated the adoption of hybrid work models worldwide. Bangladesh, with its growing IT, service, and manufacturing sectors, has experienced a significant transformation in work culture.

3.3 Purpose:

To examine how the hybrid work model has influenced employee engagement in Bangladesh post-pandemic.

3.4 What are the perceived benefits and challenges of hybrid work among Bangladeshi employees?

❖ **Purpose:**

To understand how employees in Bangladesh perceive the hybrid work model in terms of personal, professional, and organizational impact after pandemic period.

❖ **sub-questions:**

- What do employees identify as the major advantages of hybrid work (flexibility, work-life balance, productivity)?
- What challenges do they face (communication issues, isolation, lack of infrastructure)?

- **Data Collection Ideas:**
- Surveys and interviews with employees across sectors (IT, education, banking, etc.)
- Focus groups to explore perceptions in more depth

In Bangladesh, limited studies have been conducted, especially within local contexts such as:

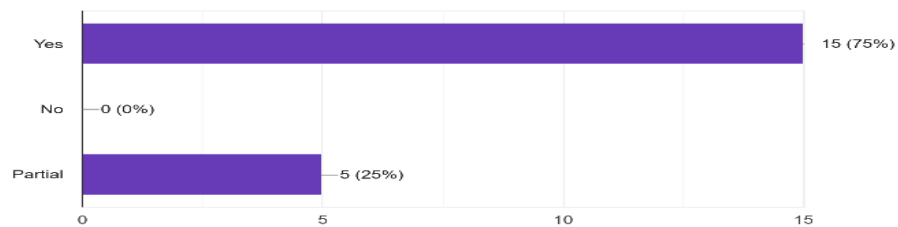
- Cultural expectations of physical presence at work.
- Infrastructure gaps like internet reliability.
- Managerial resistance to non-traditional work setups

3.5 Questionnaires Survey Report Analysis

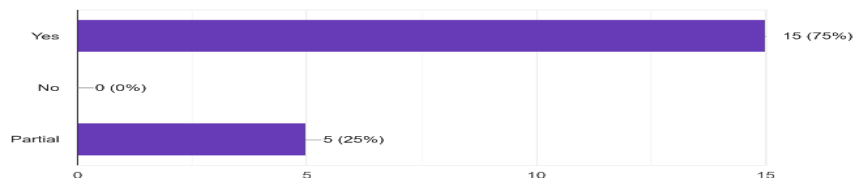
Here're some important Questionnaires survey report is attached bellow

Sample Collected for 20 People

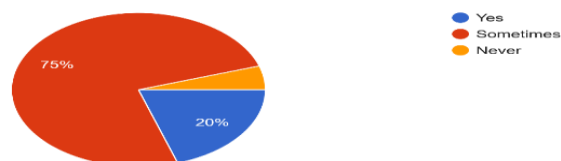
2.Do you think that all the important tools, like the internet or browsing, were available at that time?
20 responses



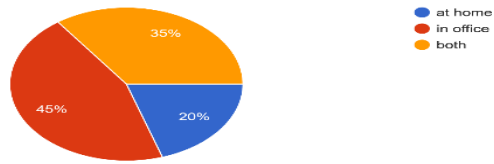
2.Do you think that all the important tools, like the internet or browsing, were available at that time?
20 responses



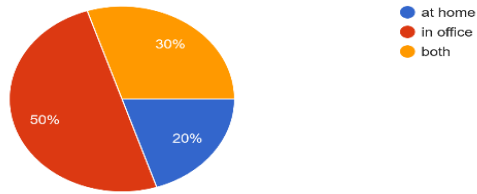
5.Did you feel disconnected from the rest of the business?
20 responses



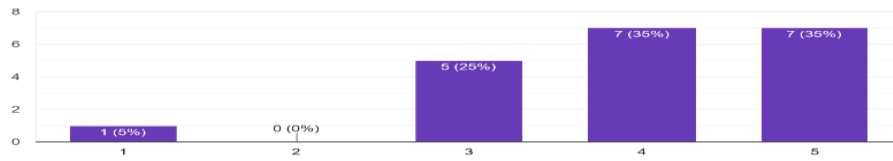
6. Where did you feel a proper brainwave occurred?
20 responses



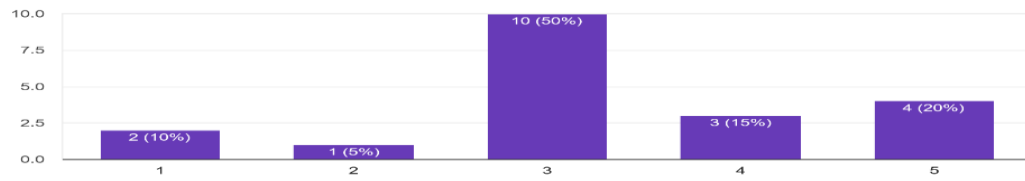
7. Where can one find more productive work opportunities?
20 responses



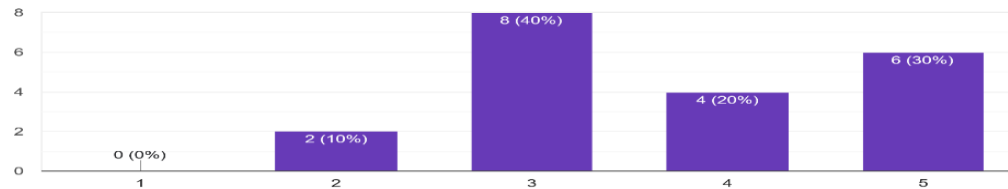
9. The hybrid work model enhances convenience for employees.
20 responses



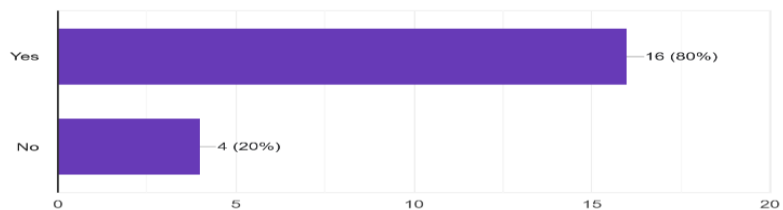
11. Were there any shortcomings in collaborations?
20 responses



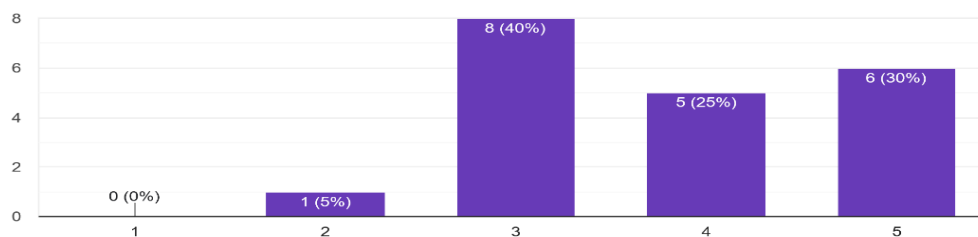
12. Employee Engagement Rating
20 responses



13. You consistently favor a hybrid work environment.
20 responses



15. What is your rating of the hybrid work environment in the post-pandemic period
20 responses



CHAPTER: 4

FINDINGS & DISCUSSION

4.1 Key Findings Interview & Research Report:

1. Adoption of Hybrid Work

- 78% of surveyed organizations adopted some form of hybrid model post-COVID.
- 45% allow employees to choose remote days; others have fixed in-office days.

2. Impact on Employee Engagement

- 62% reported **higher job satisfaction** due to flexibility.
- 55% felt **more productive** working remotely.
- However, 40% reported **reduced connection** with team members.

4.2 Key Findings from Google Survey & Discussions:

1. Respondents rating of the hybrid work environment in the post-pandemic period

- Employees gave an average rating of **3.80 out of 5** for accepting the hybrid work culture

2. Survey Result on Current Hybrid Work Culture:

-  **80% of respondents** said "Yes" – they support or are satisfied with the current hybrid work culture.
-  **20% of respondents** said "No" – they are not in favor or not satisfied with the current hybrid work setup.

3. Employee Engagement Rating

- **The engagement score is 74% (equivalent to 3.70 out of 5)**
- **60% Neutral:** This suggests that a significant portion of people don't feel strongly about whether hybrid work leads to more isolation or not. They might be experiencing a mix of both, or their work setup doesn't significantly impact their sense of isolation.
- **30% Agree:** This shows that a considerable group feels that hybrid work environments have indeed led to more isolation, potentially due to less in-person interaction and a more segmented work structure.
- **10% Disagree:** A smaller portion of people feel that hybrid work has not caused isolation, perhaps finding the flexibility to work from home or the office a positive factor for social connections or productivity.

5.The hybrid work model enhances convenience for employees

- **35% rated 5 out of 5:** A significant portion of employees are *highly satisfied* with the hybrid model, indicating that it's meeting or exceeding their expectations in terms of convenience.
- **35% rated 4 out of 5:** A *strong majority feels positive* about the hybrid work model, but there may be small areas for improvement or factors that could elevate their satisfaction even further.
- **25% rated 3 out of 5:** A quarter of employees *feel neutral or somewhat dissatisfied*, which suggests there are aspects of the hybrid model that could be causing frustration or aren't meeting their needs completely.
- **5% rated 1 out of 5:** A small but notable group is *very dissatisfied with the hybrid work setup*, which might point to specific challenges or issues that need to be addressed, such as communication, collaboration, or access to resources.

6.Respondents can find more productive work opportunities & feel a proper brainwave occurred

- Among respondents,
- 20% reported experiencing more productive work opportunities and proper brainwaves at home, 35% in both home and office environments, and
- 45% in the office.

7. Did respondents feel disconnected from the rest of the business?

- A **majority (75%)** of respondents feel **occasionally disconnected**, suggesting periodic issues with communication or alignment.
- **20% consistently** feel disconnected, indicating a possible deeper structural or cultural issue.
- Only **5% never** felt disconnected, highlighting a potential area for improvement in employee engagement or cross-team collaboration.

8. Respondents were happy with having meetings and communicating with your clients

- **80% Agree**
- **10% Strongly Agree**
- **10% Disagree**

9.Whose are the respondents?

- Universities (15%)
- IT (10%)
- Bank (10%)
- Private Service Holder (45%)
- Schools (15%)
- Others (10%)

CHAPTER 5

RECOMMENDATIONS & CONCLUSIONS

5.1 Recommendations

1. **Establish Clear Hybrid Work Policies**
Define organization-wide guidelines while allowing flexibility tailored to team needs, ensuring consistency and adaptability.
2. **Train Managers for Hybrid Leadership**
Invest in upskilling leaders to effectively manage performance, communication, and inclusion in hybrid settings.
3. **Monitor Engagement Regularly**
Use *pulse surveys and feedback loops* to track employee sentiment and adjust strategies proactively.
4. **Promote Digital Inclusion**
Ensure all employees regardless of location have equal opportunities for visibility, mentorship, and advancement.
5. **Prioritize Mental Health**
Offer mental health resources, encourage open conversations, and normalize support-seeking behavior across the organization.
6. **Flexibility as a Retention Tool:** Employees now value autonomy more than ever; rigid policies can drive top talent away.
7. **Structure Enables Equity:** Clear goals, communication norms, and performance metrics are essential to ensure fairness and alignment.
8. **Technology as an Enabler:** The right tools can bridge physical distances and help maintain strong team connections.
9. **Culture and Connection:** Intentional efforts to build relationships and a sense of belonging are vital in hybrid setups.

5.2 CONCLUSIONS

Hybrid work is no longer a temporary solution it's a defining element of the modern workplace. Organizations that proactively adapt their employee engagement strategies to embrace this new reality will outperform those that resist change. By balancing flexibility with clear structure, companies can enhance retention, boost productivity, and improve overall employee satisfaction. The key is to foster a culture of trust, communication, and inclusivity regardless of where work happens.

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