

**WORK-LIFE BALANCE AND EMPLOYEE PRODUCTIVITY A CASE STUDY OF
MAKERERE UNIVERSITY BUSINESS SCHOOL ENTREPRENEURSHIP,
INNOVATION AND INCUBATION CENTRE (M-EIIC) KAMPALA**

IMMACULATE IVONE KAYAGA

M23B42/010

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN
RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

March, 2026



**UGANDA CHRISTIAN
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DECLARATION

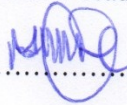
I **KAYAGA IVONE IMMACULATE** Reg. No. **M23B42/010**, hereby declare that this research proposal titled “The Effect of Work-Life Balance on Employee Productivity: A Case Study of Makerere University Business School Entrepreneurship, Innovation and Incubation Centre (M-EIIC)” is my original work and has not been presented to any other institution for the award of a Bachelor’s degree or any other academic qualification

Signature *ivone*

Date *18* / *March* / *2025*

APPROVAL

This is to certify that this research proposal "The Effect of Work-Life Balance on Employee Productivity: A Case Study of Makerere University Business School Entrepreneurship, Innovation and Incubation Centre (M-EIIC)" was carried out by KAYAGE IMMACULATE IVONE under my supervision and guidance and is now ready for submission.

Signature: 

Date 18/03/2026

DR. CHRISTOPHER MUGANGA

(supervisor)

DEDICATION

This research is dedicated to my family whose constant belief, encouragement and unwavering support provided the necessary foundation for me to pursue this academic goal. Their understanding of the demands of this process a constant balancing act of personal and professional responsibilities was invaluable.

ACKNOWLEDGEMENTS

I thank the almighty God for the knowledge guidance, good health and blessings that He has empowered me to complete my research study. I extend my sincere appreciation to my supervisor for his guidance, support, encouragement and supervision that has enabled me to successfully complete my research.

I am sincerely grateful to the administration, mentors and the entire community of the Makerere University Business School Entrepreneurship, Innovation and Incubation Centre (M-EIIC) for their willingness to participate and for granting access to this dynamic environment.

Finally, I would like to thank my parents for their financial support and endless encouragement they offered to me. May the Almighty God bless them.

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LIST OF ABBREVIATIONS

WLB Work-Life Balance

M-EIIC Makerere University Business School Entrepreneurship, Innovation and Incubation Centre

COR Conservation of Resources

JD-R Job Demands- Resources

MUBS Makerere University Business School

ABSTRACT

At the Makerere University Business Schools Entrepreneurship Innovation and Incubation Centre we are exploring how work-life balance affects employee productivity. Its tricky space where innovators juggle multiple roles and we are looking at how things like flexible work arrangements and support systems can help them thrive. By understanding what works best we hope to help M-EIIC create policies that boost productivity and keep innovators happy and healthy.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Clark (2002) defined work life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict”. It could be called a condition of equilibrium where the demand of a person’s work equals that of his personal life. (Delecta, 2011), discussed that scholars work on work life balance explain the concept as the ability to satisfy three basic domains of life. Ie. Work, family and personal. The demands of work domain of life were the working hours, work intensely and the proportion of working hours actually spent in work. If more hours were subtracted from home hours keeping the work intensity high, the imbalance may produce fatigue, anxiety and other physiological impact that could have a negative effect on family domain of life. He assumed that family demands as the roles of people as father, mother, wife etc. family commitments like children upbringing, taking care of the senior family members and related house chores etc. Nevertheless, if awareness programs come to life, best combination of work life balance practices could make a huge positive impact on the quality of employee’s life. This study envisions the new perception of the historical work on work life balance and presents specific suggestions for the organization’s willing to adapt the culture that can encourage the installation of work life balance practices making better all career stages of employees at work. Work life balance was relatively a new concept in the east however, it had gained broader recognition and acceptance in the west. Some successful organizations had already incorporated work life balance practices in their organizational culture and structure due to its ever-promising positive impact on employee productivity.

1.2 Background to the Study

Work-life balance (WLB) is becoming a serious concern in many organisations today because it affects how employees perform their duties. When employees are able to manage both their work responsibilities and their personal life properly, they are likely to work better and feel more satisfied with their jobs. In the past few years, especially during and after the COVID-19 pandemic, the way people worked changed a lot and many organisations introduced remote and hybrid working arrangements. Even if the changes provided employees with better flexibility, they on the other side made it hard for some individuals to separate their work responsibilities away from personal lives which has showed the importance of maintaining a healthy work-life balance has seen grow more. Reviews conducted between 2020 and 2022 on

work from home arrangements also indicate that working from home can improve employee performance. However, the results are not the same for everyone because they depend on the type of job, the home environment and the level of organisational support.

Similar findings have also been reported in Africa. For example, a study conducted in 2022 at the Nairobi Courts in Kenya found that flexible working schedules were strongly associated with higher employee productivity. The study also indicated that practices such as employee leave programs and proper job design contributed to improved employee performance. In addition research conducted in 2023 among IT professionals in Chennai showed that employees who experienced better work-life balance were more engaged in their work which eventually led to higher productivity.

Many scholars say that work-life balance has a positive effect on employee productivity though organizations do not always implement the same work-life balance practices and of which some organizations may not understand well the approaches that are effective. This calls for further research to examine how work-life balance practices influence employee productivity in the said organizational contexts. Therefore this study looks at contributing to the area of knowledge by finding out how different work-life balance practices influence employee performance.

1.3 Problem Statement

Despite the fact that work-life balance plays an important role in influencing employee productivity. Work-life balance is when employees can manage their work responsibilities as they maintain their personal and family life. In case employees can't achieve this balance then there will be stress, reduced motivation towards their work and fatigue. According to Aithal (2020), poor work-life balance can affect employee performance negatively since one can become tired and fail to focus on what is supposed to be done.

Many organisations started using remote and hybrid working system during COVID-19 in 2020 and this made employees flexible as it was difficult for some people who couldn't separate work from their personal life for example those who would work through phones and laptops. Instead of improving performance, this sometimes led to burnout and reduced productivity.

Research also supports this situation for example, a study carried out in Kenya in 2022 showed that employees who did not have flexible schedules or supportive work policies were less productive. On the other hand, those who had better work-life balance practices performed better. Another study done in 2023 by Matthews and Fajardo found that burnout greatly reduces job performance. When employees are emotionally and physically exhausted and they cannot give their best at work. More recently, research emphasizes that an “always-on culture” continues to harm workplace performance by making employees mentally exhausted and less effective (Kelliher et al. ,2023)

1.4 Purpose of the Study

The main purpose of this study is to examine the effect of work-life balance on employee productivity at M-EIIC.

1.5 Specific Objectives and Research Questions

This study will be guided by the following objectives and research questions.

Specific Objectives

1. To determine the effect of work interference with personal life on employee productivity at MUBS incubation center
2. To determine the effect of personal life interference with work on employee productivity at MUBS incubation center
3. To determine effect of remote working on employee productivity at MUBS incubation center

1.6 Research Questions

1. To what extent does work interference with personal life affect employee productivity at MUBS incubation center?
2. How does personal life interference with work influence employee productivity at MUBS incubation center?
3. What is the effect of remote working on employee productivity at MUBS incubation center?

1.7 Scope of the Study

The sub section presents the time, content and geographical scopes of the study. The details are provided below.

Geographical Scope

This study will be conducted exclusively within the physical premises of the Makerere University Business School Entrepreneurship, Innovation, and Incubation Centre (M-EIIC) in Kampala, Uganda.

Content Scope

The study will focus exclusively on the relationship between Work-Life Balance and employee productivity within this specific context. The aim is to get a well understanding on how some workplace arrangements influence employees and how these practices may contribute to the long-term stability of organisations. The study will examine issues like flexible working arrangements, mentorship given to employees and guidance as well on how work is distributed at work. By looking at these aspects the research will try to determine if they can help employees complete their work in time and as a way of supporting the over all wellbeing of employees who are involved in the entrepreneurial activities.

Therefore, the attention will be at the people within the organization since the employees are the key factor when it comes to ensuring organisations grow and remain sustainable every time rather than studying their profits.

Time Scope

The study will focus on the period from September 2025 to December 2025, capturing recent practices and the current practices related to work-life balance and employee productivity.

1.8 Justification of the Study

This study plays an important role in understanding the impact of work-life balance on employee productivity at M-EIIC. In this employees should achieve the organisational goals and maintain high levels of performance not forgetting they have other responsibilities like family and personal issues. When there is no balance between these two areas it can affect how well employees do their jobs. Because of changes brought by the COVID-19 pandemic such

as remote and hybrid working it has become even more necessary to understand how work-life balance affects productivity.

One reason for conducting this study is to examine how work can interfere with personal life. In, any organisations, employees work long hours or are expected to be available even after official working time. This can lead to stress, tiredness and eventually poor performance because if employees are constantly under pressure, their productivity may decrease instead of improving.

Another reason for this study is to examine remote working. While remote working. While remote work can give employees flexibility and save time, it can also make it difficult to separate work from personal life. Some employees may end up working more hours than before. This study will therefore help to understand whether remote working improves productivity or creates more challenges.

In general, this study is necessary because it will provide useful information to managers and human resource officers. The provided recommendations provided can help guide future improvements therefore supporting work-life balance.

1.9 Significance of the Study

This study will be useful to both organisations and employees since it will provide a clear understanding on how work-life balance affects employee productivity. Therefore the findings shall help managers and organisational leaders in understanding the importance of creating working conditions which may allow employees balance their job responsibilities with their own personal lives. And if they can manage both areas then they can be motivated and become more productive at work.

The study will also help the organisation in making better decision when developing workplace policies related to flexible working arrangements and workload management. When organisations use these findings, they are able to design practices that will support employees as they as well improve the organisational performance.

Additionally, the research will create a healthier working environment through the guidance of management where employees feel supported and valued. Employees are more likely to show

their commitment when they feel that their personal well-being is considered at work and this may reduce absenteeism, lower employee turnover and improved job performance.

Lastly, the study will add to the existing knowledge about work-life balance and productivity especially in organisational settings where employees face increasing work demands. And the results on this research may help other researchers who maybe interested in studying the same issues to employee well-being and workplace performance.

1.10 CONCEPTUAL FRAMEWORK

This study focuses on how Work-Life Balance affects Employee Productivity. Work-life balance is treated as independent variable and it is broken down into three main areas that show how personal work responsibilities interact. These dimensions represent the core aspects of balance that can influence how employees perform in their professional roles.

1. Work Life Interfering with Work Life. This examines the role of the work requirements in displacing the personal time of an employee such as family, rest or leisure. Work that does not allow employees to have sufficient personal time may result in stress, fatigue and burnout. This also has the potential of reducing productivity at work.

2. Life Interfering with work Personally. This is based on the fact that personal obligations that include family obligations may result in the employees having more difficulty concentrating on their jobs. In case work is interrupted by personal life, it may lead to missed deadlines, decrease of efficiency and concentration.

3. Effect of Remote Working. This looks at the impact of working at home on work and life balance. Remote working may provide flexibility and save time on the commute but it may also create a challenge in maintaining work-life boundaries. Remote work may lower or increase productivity, depending on its proper management.

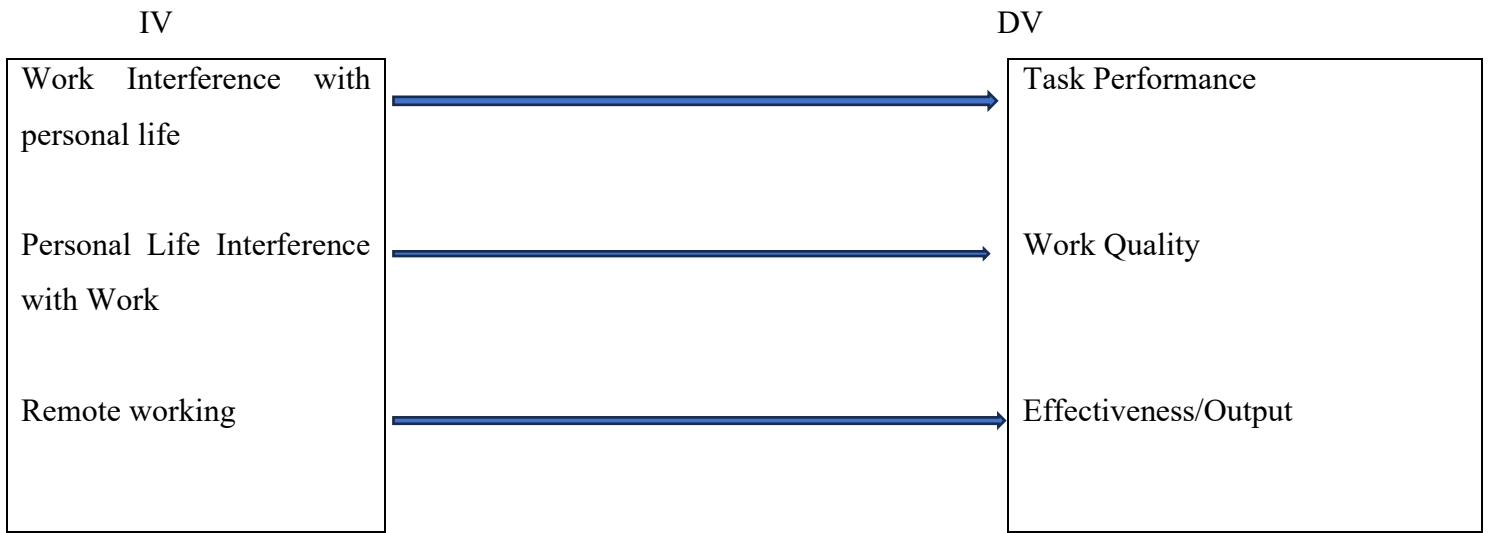


Figure 1: The figure above shows the conceptual framework of Work-Life Balance and the dependent variable Employee Productivity

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews existing literature on the effect of work-life balance on employee productivity. It discusses key theories that explain the relationship between work and personal life, empirical evidence on how work-life balance practices influence employee efficiency, satisfaction and overall performance as well as challenges organizations face in implementing effective balance initiatives and the gaps in literature

The review highlights the different dimensions of work-life balance such as work interference with personal life, personal life interference with work and remote working and how these factors contribute to employee outcomes. This chapter therefore establishes the foundation for understanding how maintaining an effective balance between work and personal responsibilities enhances employee productivity and identifies existing gaps that justify this study.

2.2 Theoretical Framework

Several theories explain how work-life balance influences employee productivity. The Job Demands-Resources (JD-R) Model proposes that every job has demands (workload, time pressure) and resources (autonomy, flexibility, supervisor support). When demands are high and resources are limited, employees experience stress and burnout reducing their productivity. However, adequate resources help them perform better and stay engaged (Bakker&Demerouti, 2020; MDPI, 2023).

The Work-Family Conflict Theory

(Greenhaus& Beutell,1985) adds that conflict arises when pressure from work and family roles become incompatible leading to reduced satisfaction and performance. Recent studies show that both work interference with personal life (WIPL) and personal life interference with work (PLIW) lead to fatigue and reduced efficiency (Kelliher et al., 2023; ScienceDirect, 2023).

Likewise, the Role Theory emphasizes that individuals hold multiple roles such as employee, spouse or parent and difficulty in managing these roles creates strain and lower work quality.

Role overload and conflict cause emotional exhaustion which ultimately affects productivity (Walia& Tulsi 2022; Taylor & Francis, 2022)

2.3 Work-Life Balance Practices in Organizations

Work-life balance practices are organisational strategies designed to help employees effectively manage their professional and personal responsibilities without sacrificing productivity. These practices have gained prominence in modern workplaces due to increasing work demands, family responsibilities and rise of flexible work models (Allen et al., 2022; APA, 2022).

According to the Chartered Institute of Personnel and Development (CIPD, 2023), effective WLB practices promote employee well-being, reduce absenteeism and improve job satisfaction all of which contribute to higher organisational performance.

2.4 Empirical Evidence

Relationship between work-life balance and employee productivity.

Empirical findings consistently show that a healthy balance between work and personal life improves productivity. A 2023 study in *Frontiers in Psychology* found that employees with flexible work arrangements reported 17% higher task efficiency and lower stress levels compared to those with rigid schedules (Frontiers,2023). Another study conducted in Indonesia revealed that work-life balance has a significant on employee productivity indicating that satisfied and balanced employees are more engaged and perform better (Putra et al.,2022; MDPI, 2022)

Similarly, research by Kotera et al. (2023) found that remote working can either enhance or reduce productivity depending on how well employees manage boundaries between work and home life. Employees who lacked clear separation between work and personal time experienced burnout and reduced concentration (PubMed,2023).

2.5 Challenges in Implementing Work-Life Balance Practices

Organisational culture is one of the significant obstacles, and the working hours and availability at all times continue to be regarded as signs of commitment (Kelliher& Anderson,2023). Technological intrusion is another problem. Although technology is beneficial to remote work, it also has a negative effect in the fact that a line between work and home is blurred leading to overwork and reduced rest (Cambridge University Press, 2020).

Also, when there is no managerial resistance, success will be impaired. There are managers who view flexible arrangements as a form of loss of control that restricts the participation of employees in the WLB practices (Wang 2021). Lastly, the inequity in policy access is one of the long-standing problems-women and junior workers are usually less likely to get flexible work schedules than men or senior employees (ILO, 2023).

2.6 Gaps in the Literature

Despite the fact that many research works indicate that work-life balance is connected with productivity, there are still major gaps. To begin with, most of the research presented has been in the Western or developed economic setting with little emphasis on Africa or Asian settings where work cultures and family structure are much different (Chandra,2023).

Second, few studies distinguish between work interference with personal life and personal life interference with work even though these two forms of conflict may have different impacts on performance (Kotera et al., 2023)

Furthermore, while remote working is widely studied, its long-term effects on productivity and well-being remain unclear. Many organisations still lack longitudinal data showing whether flexibility sustainability enhances output or merely reduces burnout temporarily (Wang 2022).

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter outlines the systematic approach chosen to investigate the effect of work-life balance on employee productivity at Makerere University Business School Entrepreneurship, Innovation and Incubation Centre. Consideration is also given to issues of validity, reliability and ethical conduct. The purpose of this chapter is to clearly show the procedures through which the study will be conducted in order to obtain credible and dependable findings.

3.1 Research Design

The study will employ an explanatory sequential mixed-methods research design. Under this design, quantitative data will first be collected and analysed. The results obtained from this phase will then guide the collection of qualitative data for further explanation and clarification.

In the first stage, structured questionnaires will be administered to respondents in order to obtain measurable information regarding work-life balance and employee productivity. This will enable the researcher to determine patterns and relationships between the study and variables.

The second stage will involve semi-structured interviews by the researcher on a sample of the participants. Such interviews will enable the respondents to express their views and experiences personally in greater details. The data obtained through the interviews will also enable the researcher to further interpret and describe the findings obtained with the help of the questionnaires. This type of research design fits the study since the subject of the research includes quantifiable information as well as the subjective experiences. The combination of quantitative and qualitative approach, thus, will help to gain a more profound and comprehensive insight into the research problem. The sample size and study population are as follows:

3.2 Study Population and Sample Size

The population to be studied will be registered entrepreneurs, innovators and support staff employed at the M-EIIC. These people are those who operate business startups in the centre and the administrative staff and academic staff who offer mentorship and operating assistance. There will be 60 respondents who will be selected to take part in the quantitative survey. It is

believed that this figure is acceptable since it will give sufficient data to make any meaningful analysis and at the same time will be manageable within the time and resources available to conduct the study.

3.2.1 Scope of the Study

The study will be confined to M-EIIC at Makerere University Business School. The centre provides a suitable context for examining work-life balance due to the demanding nature of entrepreneurial and innovation-related activities carried out within it.

3.3 Sampling Technique and Procedures

In selecting participants for the study only census approach will be used.

For the quantitative section, the researcher will apply a census approach. This means that all registered members of M-EIIC will be given an opportunity to participate in the study. Since the population of the centre is relatively manageable, it is practical to reach out to all members. However, the target will be obtained responses from at least 60 participants. Using this approach helps to increase representation and reduce the possibility of bias in selecting respondents.

3.4 Data Collection Methods

The study will rely on primary data collected directly from respondents and the instrument to be used are questionnaires.

A structured questionnaire will be used to collect quantitative data. Respondents will be asked to show whether they agree or disagree with different statements related to work-life balance and employee productivity. Therefore, this will help the researcher to measure the opinions and experiences of respondents in a clear and organised way.

In addition to the questionnaire, the study will adopt a qualitative approach in the quest to comprehend the experiences of the employees better. Even though numerical data may demonstrate patterns and trends, it does not necessarily demonstrate how employees actually feel or why some situations are present. Work-life balance is closely related to personal experience and emotions that is why it is better to provide the respondent with the chance to express his/her ideas using his/her own words. The strategy has been particularly effective in a

working place like M-EIIC where workers and business owners find themselves engaged in highly challenging and innovative projects.

In such settings employees' experiences cannot always be fully explained through closed-ended questions alone which makes it important to include opportunities for them to express their views more openly.

3.5 Data Collection Procedures

Before collecting data , the researcher will obtain an introduction letter from the university. This letter will be presented to the Director of M-EIIC in order to seek formal permission to conduct the study within the centre

Participants will be informed about the purpose of the research and assured that participation is voluntary. They will also be informed that they are free to withdraw at any stage without any negative consequences. Confidentiality will be emphasized and the information collected will be emphasized and the information collected will be used strictly for academic purposes.

The questionnaires will be distributed both physically and electronically. Printed copies will be given to respondents who are available at the centre, while online version will be shared through Google forms using official communication platforms within M-EIIC.

To collect qualitative data, the researcher used semi-structured interviews with selected participants from M-EIIC. Semi-structured interviews were chosen because they allow flexibility. The researcher prepared guiding questions in advance but participants were free to explain their experiences in detail.

3.6 Data Analysis, Presentation and Interpretation

3.6.1 Quantitative Data Analysis:

Descriptive Statistics: Data will be coded and analysed using a statistical software package such as Google Sheets or Excel. Descriptive statistics e.g. frequencies, percentages, means, and standard deviations will be used to summarize and present the characteristics of the sample.

Correlation Analysis: The relationship between key variables e.g. flexible work arrangements and self-reported productivity will be explored using Pearson correlation analysis. This will help determine the strength and direction of the linear relationships between variables.

1.6.2 Qualitative Data Analysis:

Qualitative Data derived from interviews will be recorded and subjected to thematic analysis. Coding identifies patterns, themes and categories showcasing participants insights and experiences. This analysis accompanies quantitative findings by providing rich contextual explanations and depth to the numerical data.

3.7 Validity and Reliability

Validity and reliability are fundamental concepts used to evaluate the quality and trustworthiness of research. They are important for ensuring the research findings are accurate, consistent and meaningful (Fiona, 2025).

3.7.1 Validity of Data

Validity ensures that the data collection instruments accurately measure what they intend to face validity and content validity are confirmed through expert reviews and pilot testing, questionnaires and interview guides. This process helps to enhance tools to be clear, relevant and comprehensive hence capturing all necessary aspects of work-life balance and employee productivity.

3.7.2 Reliability

Reliability refers to the consistency and stability of the instruments over repeated measurements. Cronbach's alpha is used to assess internal consistency of questionnaire scales ensuring dependable responses for instance for interviews, reliability is enhanced by the use of structured guides and training interviews to reduce interviewer bias and maintain consistency.

3.8 Ethical Considerations

Ethical considerations provide guidance on the entire research process so as to secure participants rights and ensure honesty and these include the following:

Using data exclusively for research purpose

Informed Consent, all participants will be informed about the study's purpose, their right to withdraw at any time and the confidentiality of their responses.

Confidentiality and Anonymity: The identity of participants will be kept confidential and all data will be anonymized to protect their privacy. Data will be stored securely and will only be accessible to the research team.

No Harm: The study will be designed to ensure that participants do not experience any physical, psychological or emotional harm.

Objectivity: The researcher will maintain objectivity in data collection and analysis to avoid bias.

Special ethical considerations arise when researching within an innovation centre.

These include respecting the competitive nature of startups and avoiding data collection during peak project deadlines or pitch preparation periods.

The researcher will make sure that the study follows proper ethical standards. Since mentors at M-EIIC work closely with entrepreneurs some participants may feel uncomfortable sharing their honest opinions. To avoid this, the researcher will explain clearly that the study is for academic purposes only and is not connected to the centres management.

Participants will be assured that their responses will remain confidential and will not affect their projects or relationship with the centre. They will not be required to write their names on the questionnaire.

3.9 Ethical clearance

Before conducting the study, ethical clearance was sought from Makerere University Business School. An official introduction letter was obtained from the university and presented to the Human Resource Manager to request permission to collect data within the Centre. The researcher avoided collecting sensitive business information and ensured that participation would not affect respondents' professional relationships within the Centre.

CHAPTER 4: DATA ANALYSIS PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the results obtained from the respondents from various departments such as Finance, Operations and ICT. The data examines the key dimensions of work-life balance when long working hours are common and need to take work home and the stress levels being experienced outside of the office. By examining these elements,

This section's objective is to show how pressures from a work schedule can support or hinder the worker's focus, drive and overall productivity

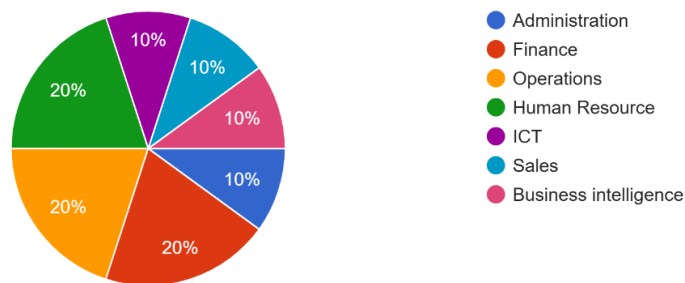


Figure 2 : The pie chart shows the distribution of the respondents across different departments

The outcome show that respondents drawn from a wide variety of departments with Finance, Operations and ICT having the largest representation (each 20%). This balanced distribution across departments suggests that the findings reflect a broad organisational view on work-life balance and employee productivity. Not a single department dominates which improves the reliability of the results.

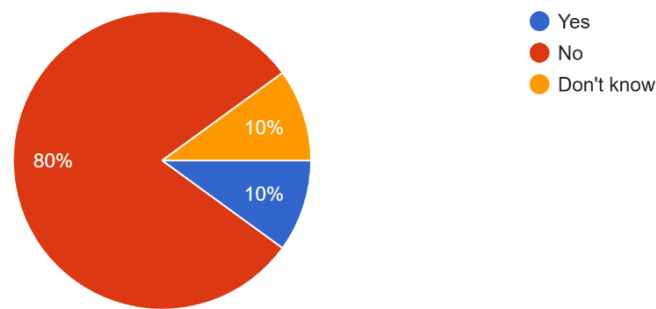


Figure 3: The pie chart shows the Analysis of work schedule and Rest across different departments

4.2 Analysis of Work Schedule and Rest

In relation to the study variables, the work schedule serves as an important dimension of the independent variable (work-life balance). When employees are sufficiently resting and relaxing, they are more likely to experience very low stress levels and better mental well-being. This improved balance enables better concentration, motivation and efficiency at work which influences the dependent variable (employee productivity)

However, the presence of 10% of employees who reported a tough time resting due to work schedules indicates that work-life balance challenges still exist for a minor percentage of staff. Failure to address imbalance may cause fatigue and reduced performance. The “dont know” responses (10%) may reflect changing work demands or unknown boundaries between work and personal life which also negatively affects productivity over time.

Overall, the findings suggest that while work-life balance is on the whole positive targeted. favorable targeted adjustments would further boost employee productivity by ensuring all employees have adequate time to rest and relax.

10% said Yes, 80% said No, and 10% said Dont Know.

NB: Although 80% of the people didn't report their rest not being affected, the fact that 70% are working long hours and 40% feel stress at home creates a statistical strain. This discrepancy suggests that employees may be normalizing a lack of proper rest or they may feel pressure to

report that their rest is adequate masking a deeper well-being issue that will eventually manifest as decreased productivity.

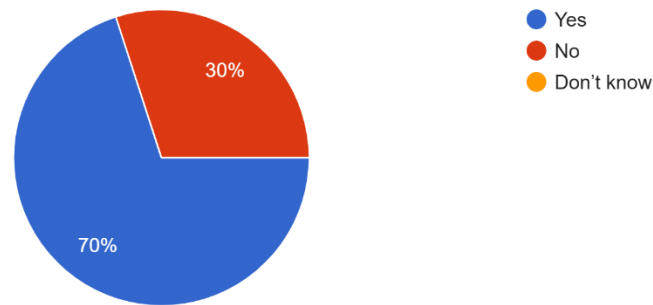


Figure 4: The pie chart shows the analysis of long working hours of the respondents across different departments

The chart shows that 70% of employees reported that their job often requires them to work long hours while 30% indicated that they do not. This finding suggests that a large proportion of employees experience significant work demands that extend beyond normal working time.

Long working hours often disrupt personal life as they reduce the time available for rest, family and personal responsibilities. When employees regularly work beyond standard hours, they miss out on necessary recovery time, risking burnout and a decline in overall well-being. When you relate with the study variables, these long working hours negatively affect work life balance(IV)

This imbalance has a direct impact on employee productivity as it tends to reduce concentration, job satisfaction and overall work efficiency over time.

While about 30% of the staff manage to stick to regular hours the vast majority are consistently working beyond their standard hours. Research suggests that while grinding out long hours might give a quick boost to output it eventually backfires. Overtime exhaustion and a lack of motivation kick in causing performance to take a serious hit

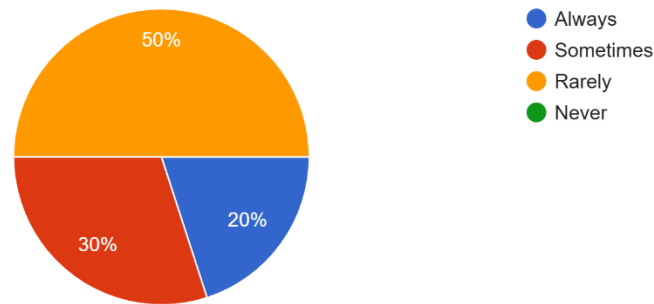


Figure 5: The pie chart shows the Analysis of taking work home of the respondents across different departments

4.3 Analysis of Taking Work Home

The results show an even split in work habits: 50% of respondents rarely take work home while the other 50% struggle to switch off. Within that latter group 20% are always working after hours and 30% do so on an occasional basis. This suggests that for half the workforce the line between office time and home time has become significantly blurred.

In relation to the study variables, frequent work spillover weakens work-life balance (IV) by blurring boundaries between work and personal life. Employees who always or sometimes take work home are more likely to experience fatigue, stress and reduced well-being. These conditions directly affect the dependent variable (employee productivity) since tired and stressed employees tend to have lower concentration, reduced efficiency and decreased motivation at work.

Although 50% reported that they rarely take work home, the presence of a substantial proportion that does so regularly suggests a potential productivity concern for the organisation. Studies show that inadequate separation between work and personal life leads to emotional exhaustion which in turn reduces job performance and sustainable productivity overtime. Therefore, the findings support the study's topic by demonstrating that poor work life balance through taking work home, negatively influences employee productivity.

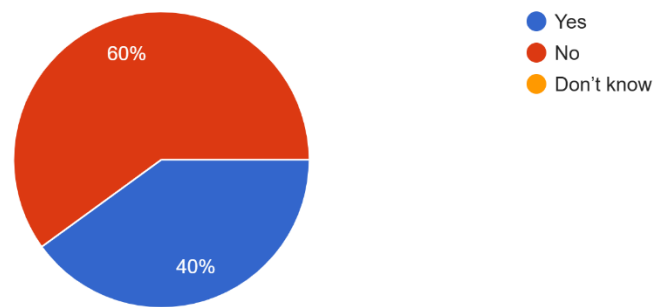


Figure 5: The pie chart shows the Analysis of stress at home due to work pressure across different departments

Analysis of Stress at Home due to Work Pressure

The chart shows that 40% of employees experience stress at home due to pressure from work while 60% reported that they do not. Even though the majority of staff reported feeling no stress, a significant with work-related pressure that spills over into their home lives. This trend is a clear indicator of how professional demands can infringe on personal time a core factor being analysed in this study.

From a work-life balance perspective, employees who experience stress at home due to work demands are likely to have inadequate recovery time and emotional strain. Such stress negatively affects mental well-being which in turn reduces focus, motivation and energy levels at work. As a result, employee productivity (DV) may decline due to decreased concentration and increased fatigue.

Even though more than half of the respondents did not report stress at home, the presence of 40% experiencing stress is significant enough to affect overall organisational productivity. Research indicates that persistent work related stress outside the workplace was associated with lower job performance, increased absenteeism and reduced work engagement. Therefore the findings support the study's topic by showing that poor work-life balance, manifested through work induced stress at home can negatively affect employee productivity.

Empirical Findings

The study findings show a clear relationship between work-life balance and employee productivity at M-EIIC.

Work Interference with Personal Life

The results show that 70% work long hours. In addition, 50% reported that they sometimes or always take work home. About 40% said they experience stress at home because of work pressure.

Although 80 per cent of the population believes that their rest is not being tapped the fact that so many are working long hours suggests that they have come to be accustomed to overworking. This is a kind of unspoken productivity murderer in the sense that it causes an invisible burden which ultimately fatigues human beings and slows them down.

Employees who are regularly working long hours stated that they could not concentrate and were more exhausted. It actually does indicate that you can not have continued pushing people without allowing them to rest or else their performance is sure to deteriorate in the long run.

On Interference in Personal Life.

The statistics also indicate that non-work life does affect the performance of people. Some individuals observed that family obligations or personal pressures at times make it more difficult to be at the office in good time or to remain fully engaged in their work.

Remote Working and Productivity.

Working remotely has been something of a contested issue. It is popular with a good number of people as it eliminates the stress associated with the commute and allows them to have greater control of their day. To others home actually served them better, by making them more focused and healthier in their balance.

The generalized Relationship between Work-Life Balance and Productivity.

Finally, there is a definite relationship between the good work life balance and the productivity of an individual. People who actually can separate their work and personal life are working better than they are completing work on time and achieve better quality results and feel more motivated.

On the other hand, employees who experienced long hours, stress and work spillover showed lower efficiency and reduced sustained performance. The study therefore confirms that maintaining a good work—life balance is important for improving employee productivity at M-EIIC.

CHAPTER FIVE:SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusion and recommendations of the study and further suggested research areas.

5.2 Summary of the Key Findings

This study examined the effect of work-life balance on employee productivity at the Makerere University Business School Entrepreneurship, Innovation and Incubation Centre (M-EIIC) focusing on work interference with personal life interference with work and remote working. The findings show that work-life balance clearly affects productivity at the centre.

Most employees (70%) reported working long hours and half said they sometimes or always take work home. Even though many claimed their rest is not affected, 40% admitted they experience stress at home because of work. This shows that work pressure is high and may slowly affect employees well-being and performance.

5.3 Discussion of findings

The results indicate clearly that at M-EIIC the level of performance of employees is directly related to their ability to balance work and their personal life. Although long working hours may appear as a sign of high productivity at the outset, it causes burnout. Although the staff may report that they are coping with it, according to the data, a strain lurks in their background and is consumptive of their energy and their creativity in the long run.

Similarity remote work is an excellent flexibility tool provided one manages it well. This lack of solid demarcation can even result in isolated people or working even longer hours than in the office.

5.3.1 Work Intervention with Personal Life. The research makes it very much clear that staff at M-EIIC are often subjected to work in their personal lives. Having 70 percent of the population as with long working hours and half of the staff bringing work home to the family, professional and personal line has become highly blurred.

Interestingly, despite the fact that people claim their rest is not impacted, a great number of people experience stress at home. This implies that there is a culture of overworking in the workplace such that employees may feel the need to underreport their level of fatigue. This matches the Job Demands-Resources (JD-R) model that cautions huge pressure over time without the time to rest will ultimately harm the individual and the organisation.

5.3.2 Work-Interference with Personal Life. This paper has also observed that personal life sometimes distracts at work but not as significant as work distracts the home. Some respondents confessed that family commitments or unexpected personal assignments may sometimes play around with their time and focus. When personal stress is not resolved it is bound to spill into the workplace. This is in line with the theory of Work-Family Conflict that simply states that when you are being pulled in too many ways by the various roles in life then your job performance will be affected.

5.3.3 Remote Working and Employee Productivity. Studies on remote work indicate limited ambivalence, as it tends to be conducive to productivity. It was mentioned by many that working either at home or in a hybrid arrangement provided them with room to balance their work and personal lives much easier which really minimized work-related stress. Still, it was not an ideal solution to everyone. Others were a little out of touch without the physical contact and home distractions at times made them difficult to keep motivated or to talk effectively.

Finally remote work is most effective when a company pre-establishes some ground rules and maintains the communication channels open. Being strategically managed is a big win to productivity but is a backfire as it is mismanaged.

5.3.4 The overall relationship between work-life balance and productivity. According to the results provided by M-EIIC, there is a very strong correlation between work-life balance and the amount of work actually accomplished by people. Those members of staff who could maintain a healthy distance between the place of work and home were more motivated and delivered far better results. On the other side of those that were constantly pressured by working hours the productivity decreased. This supports our theory that the lesser these conflicts in life are in you can have a much productive team.

5.4 Conclusions

This paper was aimed at investigating the impact of work-life balance in the team of the Makerere University Business School (M-EIIC). Judging by all we had discovered we can make a few broad conclusions:

To begin with, first work-life balance is a massive determinant of the productivity of people at M-EIIC. It is not only about the number of hours that a person works it is about the ability of the person to balance between work and personal life. As soon as work begins to consume, the stress and fatigue that it brings about ultimately exhaust people.

Second working long hours constantly is one of the greatest risks of the long-term success. Although it may provide a temporary increase in productivity, it will ultimately destroy creativity and innovation that is particularly essential in an entrepreneurship and incubation setting. It is somewhat ironic as overworking seems to be productive in the present but its reverse is true in the future.

Thirdly and personal life issues do affect work although not as drastic as work-related stress. This implies that they can easily absorb these negative impacts in case the organization supports them more and offers them greater flexibility.

Lastly remote work is very promising in assisting people to work better provided it is well organized. Bad remote setups only result in people being lonely or unmotivated whereas the good ones provide more freedom. All is reduced to open communication and responsibility.

5.5 Recommendations

According to what we have heard in the research below are some of the practical strategies that M-EIIC can employ to balance work and life leading to high productivity. These recommendations are not a collection of general recommendations, but are made specifically to fit the specific context of an innovation and incubation centre.

5.5.1 Suggestions to M-EIIC Management.

Flexible Work Policies: As an alternative to maintaining informal flexibility M-EIIC should have pilot programs. This may involve allowing employees to decide by themselves on the time to work such as early in the morning at 8:00am or late morning at 10:00am. Taking the day off on two days a week also would be a great help. The leadership can check in on these programs after every three months to be in position to clearly see the effects they have on the teamwork and morale before they become a permanent aspect of the rules.

Results Not Hours: The management should change the emphasis on the number of hours that a person spends at his desk and the work that one actually accomplishes. The performance review should focus more on actual performance than at the office presence as was the case with an innovation officer whose milestones such as the number of startups he/she has successfully guided rather than the number of times he/she was late at work.

M-EIIC should introduce support as part and parcel of its daily operation. It may be as simple as assigning the juniors to mentors or having an informal monthly coffee and discussing workload and well-being. Also to the remote workers, a weekly virtual stand-up or certain days to have in-person brainstorming can make people feel not isolated. It is all about ensuring that everyone is visible, connected and accountable.

5.5.2 To Employees Recommendations.

- It is very crucial that employees lead in safeguarding their own balance. It is not merely about time keeping it is about energy keeping. As an example, you can build a shutdown ritual at the

end of the day, such as clearing your to do list or switching off work notifications, as something that will lead you to change your mindset to work mode into personal time.

- We also encourage employees to raise their voices at the earliest stage in case their responsibilities are getting too heavy to be handled. Committing time to yourself, to sleep and even taking a little rest in the day is not luxury as this is precisely what helps you to be focused and motivated throughout the long day.

5.5.3 Policy Recommendations to HR Practitioners and the Policy Makers.

- The HR professionals and policy makers must go beyond simple policies and begin to explore how work-life balance is actually propelling innovation. This involves making routine checks on the workloads to identify burnout before it occurs.

- HR also needs to begin incorporating the measures of well-being such as stress into their routine checks. However, it is not merely viewing employee health as an element of working at all since by doing so it becomes a priority, not an addition.

5.5.4 Future Research Recommendations.

- It would be nice to have researchers track employees longer in future researches. It would allow us to see how balance influences such things as innovation and mental health in the long term. It would be also interesting to compare the ways, in which these same challenges are dealt with in different locations such as universities, or in personal hubs.

Also, further examination of the role of organizational culture and mental health would provide us with a far more comprehensive picture of what it takes to make a workplace actually productive.

Final Remark

The research highlights that for M-EIIC to achieve sustainable productivity, the key lies not in extending work hours but in adopting smarter and balanced work practices that focus on people. Companies that prioritize work life balance tend to foster environments where long-term innovation thrives and employees can reach their full potential hence employee retention, long-term innovation success and employee excellence.

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APPENDIX

The questionnaire that was used during collection of data at mubs incubation centre for the effect of work life balance on employee productivity

The effect of Work Life Balance on Employee Productivity

Dear Participant,

I am carrying out a study to understand the effect of work life balance on employee productivity at MUBS Incubation Centre. Your participation will be highly valued therefore I kindly request you to answer the following questions to the best of your ability. The information you provide will remain confidential and be used solely for research purposes.

Kindly tick your preferred answer.

Section A: Demographic Information

- Department
- Administration
- Finance
- Operations
- Human Resource
- Others (Specify)

Position / Job Title:-----

Years of service in the company:

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years

Gender:

Male

Female

Marital status:

Single

Married

Divorced

Widowed

Section B: Work Interference with Personal Life (WIPL)

My job often requires me to work long hours.

Yes

No

Don't know

I take work home which reduces my time for personal or family activities.

Always

Sometimes

Rarely

Never

My work schedule affects my ability to rest or relax.

Yes

No

Don't know

I experience stress at home due to pressure from my work.

- Yes
- No
- Don't know

I often miss family or social events because of work demands.

- Yes
- No
- Rarely

Section C: Personal Life Interference with Work (PLIW)

Family or personal issues sometimes make me arrive late at work.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

My personal or family responsibilities interfere with my job productivity.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Family emergencies often affect my work attendance.

- Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

Personal stress affects my productivity at work

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Section D: Remote Working and Employee Productivity

Working from home helps me manage my work and personal life better.

- Often
- Sometimes
- Rarely
- Never

I am more productive when working remotely.

- Yes
- Sometimes
- Rarely
- Never

Communication with colleagues and supervisors is effective when working remotely.

- Often
- Sometimes
- Rarely
- Never

Remote work reduces my work-related stress.

- Yes
- Sometimes
- Rarely
- Never

Working remotely makes me feel isolated or less motivated.

- Often
- Sometimes
- Rarely
- Never

Section E: Employee Productivity

I always complete my work within the expected deadlines.

- Often
- Sometimes
- Never

I meet the performance targets set by my organization.

- Often
- Sometimes
- Never

I am satisfied with the quality of my work output.

- Often
- Sometimes
- Never

My organization's work-life balance practices improve my job performance.

- Often
- Sometimes
 - Never

Maintaining a healthy work-life balance enhances my overall productivity.

- Often
- Sometimes
- Never

Suggestions and Open Comments

What challenges do you face in balancing your work responsibilities and personal life?

In your opinion, how can, management support a healthier work-life culture?

What suggestions would you give management to help you maintain a better balance between work and personal life?

Thank you for participating! Your feedback is very crucial and will contribute significantly to this research.

Please use the Likert scale below to rank the following sections and ticking the boxes that best matches your response.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Note:

All respondents should select the appropriate option (1 to 5) for each item indicating their level of agreement.

Section F: Work-Life Balance Awareness and Practices (Independent Variable)

S/N	Statement	5	4	3	2	1
1	My organization allows flexible working hours that support work-life balance.					
2	My supervisor supports me in balancing my work and personal life.					
3	My organization encourages employees to take annual leave regularly.					
4	I can effectively manage both work and personal responsibilities.					
5	My workload allows me to have sufficient time for rest and relaxation.					
6	I can take time off work for personal or family matters when necessary.					
7	I am satisfied with the level of flexibility offered by my job.					
8	Remote or hybrid work arrangements have improved my work-life balance.					
9	I am able to disconnect from work during non-working hours.					

10	My work schedule allows me to spend enough quality time with my family.					
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Section G: Employee Productivity (Dependent Variable)

S/N	Statement	5	4	3	2	1
1	I am able to complete my work tasks within deadlines.					
2	Work-life balance programs have improved my productivity.					
3	I feel motivated to perform well in my job.					
4	I am more focused and efficient when I have time for personal activities.					
5	My job allows me to maintain a healthy level of energy throughout the day.					
6	I maintain high-quality standards in my work					
7	I rarely feel exhausted or burned out from work.					
8	I am satisfied with my job performance					
9	Lack of work-life balance negatively affects my job performance.					
10	I believe promoting work-life balance increases overall productivity.					




Appendix ii: Study Work Plan

Activity	Time Frame	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026
Selection of topic						

Approval of topic						
Literature review						
Proposal development						
Approval of proposal						
Seeking permission						
Pre-testing questionnaire						
Data collection						
Data analysis						
Report writing						
Report approval						
Submission of report						
Defense of report						

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