ANNEXURES
QUESTIONNAIRE FOR RESEARCH PROJECT "COMPUTER USAGE, EXTENT, EFFECTIVENESS AND RESISTANCE IN INCOME-TAX DEPARTMENT

Your direct involvement with the department of Income-tax for the several years has provided you with the opportunity to become familiar with the procedures and systems of the working of Income-tax department. Income-tax department has introduced use of computers to increase its efficiency and revenue collection. This questionnaire gives you the opportunity to express your opinion regarding various aspects of the computer usage in Income-tax department. The results shall be submitted in the report format for the usage of researchers and other concerned authorities. Your opinion DOES count.

As is the case for entire study, no individual will be identified. Only group averages will be reported.

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PERSONAL DATA OF THE RESPONDENT:

1. AGE OF THE RESPONDENT (TICK)
   1. <22 YRS, 2. 22-25 YRS, 3. 26-30 YRS, 4. 31-40 YRS, 5. >40 YRS

3. TICK THE APPROPRIATE PROFESSIONAL STATUS AT WHICH PRESENT JOB FITS.
   1. SR.INCOME-TAX OFFICER
   2. JR.INCOME-TAX OFFICER
   3. EX-INCOME-TAX OFFICER
   4. INCOME-TAX ADVOCATE/CHARTERED ACCOUNTANT.

4. YOUR COMPUTER RELATED QUALIFICATIONS (TICK)
   1. CERTIFICATE COURSE IN COMPUTER PROGRAMMING
   2. DIPLOMA IN COMPUTER PROGRAMMING
   3. POST GRADUATE DIPLOMA IN COMPUTER APPLICATIONS
   4. MCA, M.SC.(COMPUTER SCIENCE), B.TECH, M.TECH.
   5. NONE

5. WORK EXPERIENCE: TOTAL EXPERIENCE (TICK)
   1. <3 YRS. 2. 3-5 YRS. 3. 6-10 YRS. 4. 11-15 YRS. 5. > 15 YRS

5. NUMBER OF COMPUTER RELATED EXPERIENCE
   1. <3 YRS. 2. 3-5 YRS. 3. 6-10 YRS. 4. 11-15 YRS. 5. > 15 YRS

7. SEX:--------- MALE/FEMALE
We are interested in knowing as to how people perceive computer. Write below some adjectives which will describe your view of computer. These adjectives may be positive or negative. We are interested in knowing your views, and so that adjectives you think in relation to computer are important to us. These could be words or phrases or short sentences.

1. ___________________________________________________________________
2. ___________________________________________________________________
3. ___________________________________________________________________

PERCEPTIONS ABOUT COMPUTER

We are interested in studying how computer is perceived by various persons. Please see each pair of adjectives mentioned below. There are seven spaces between two adjectives in each case. These adjectives are opposite of each other. Please indicate your perception of computer on each of these pairs by ticking( /) on one of the seven points. The more you perceive the adjective on the left-hand side to the characteristics of computer, the more you go towards the adjective on the right-hand side, the more you will indicate that adjective characteristics of computer. Please do not leave any pair of adjective unticked.

1. Accurate __ __ __ __ __ __ __ Inaccurate
2. wasteful __ __ __ __ __ __ __ Economic
3. Profitable __ __ __ __ __ __ __ Unprofitable
4. Complex __ __ __ __ __ __ __ Simple
5. Prestigious __ __ __ __ __ __ __ Non-prestigious
6. Fast __ __ __ __ __ __ __ Slow
7. Unproductive __ __ __ __ __ __ __ Productive
8. Crude __ __ __ __ __ __ __ Sophisticated
9. Unreliable __ __ __ __ __ __ __ Reliable
10. Useful __ __ __ __ __ __ __ Useless
11. Creates Problem __ __ __ __ __ __ __ Solves Problem
12. Indispensable __ __ __ __ __ __ __ Dispensable
13. Repetitive __ __ __ __ __ __ __ Varied
14. Curse __ __ __ __ __ __ __ Boon
15. Easy to __ __ __ __ __ __ __ Difficult to Handle
16. Active __ __ __ __ __ __ __ Passive
17. Extensive __ __ __ __ __ __ __ Limited
18. Unfaithful __ __ __ __ __ __ __ Faithful
19. Ineffective __ __ __ __ __ __ __ Effective
20. Justifiable __ __ __ __ __ __ __ Unjustifiable
ATTITUDE TOWARDS COMPUTER

PART I

PLEASE READ THE FOLLOWING STATEMENTS AND TICK MARK (/) THOSE WITH WHICH YOU AGREE.

____ 1. COMPUTER IS NOT DESIRABLE NOW IN THE COUNTRY BECAUSE THE MAJORITY OF PEOPLE MAY NOT BE IN FAVOUR.

____ 2. USE OF COMPUTER SHOULD BE PROHIBITED.

____ 3. COMPUTER HELPS TO SOLVE PROBLEMS FASTER.

____ 4. ALL INDUSTRIES SHOULD MAKE USE OF COMPUTER AS FAR AS POSSIBLE.

____ 5. THE USE OF COMPUTER CAN IMPROVE THE QUALITY OF PRODUCT IS WITHIN A SHORT TIME.

____ 6. WITH THE HELP OF COMPUTER, EMPLOYEES OF A UNIT CAN BE RELIEVED FROM REPETITIVE (ROUTINE) TYPES OF JOBS.

____ 7. BECAUSE OF COMPUTER'S SUPERIOR MEMORY, IT HAS GREAT USES IN INDUSTRY.

____ 8. IF JUDICIOUSLY USED COMPUTER CAN BE USEFUL IN SEVERAL AREA.

____ 9. THE UTILITY OF COMPUTER IS HIGHLY LIMITED.

____ 10. INDIA IS NOT READY FOR COMPUTER AND WILL NOT BE READY FOR QUITE SOME TIME.

____ 11. COMPUTER CAN SOLVE COMPLEX PROBLEMS WHICH CAN NOT BE SOLVED BY HUMAN BEINGS.

____ 12. COMPUTER CREATES MORE PROBLEMS, AN HAS LITTLE UTILITY.

____ 13. THE USE OF COMPUTER GOES AGAINST THE INTERESTS OF THE EMPLOYEES AND SHOULD NOT BE ENCOURAGED.

____ 14. COMPUTER IS ECONOMIC IF THE USER USED IT FULL TIME, AND THIS IS NOT POSSIBLE.

____ 15. IT IS RISKY TO DEPEND UPON THE DECISIONS SUGGESTED BY COMPUTER.

____ 16. COMPUTER MAKES CLERKS REDUNDANT THROUGH MECHANISATION OF CLERICAL WORK.

____ 17. COMPUTER IS A GREAT BOON TO HUMANITY.

____ 18. COMPUTER CAN BE USED TO SOLVE SOME PROBLEMS, BUT NOT THE MAJOR ONES.

____ 19. COMPUTER WILL HELP EMPLOYEES LEARN NEW SKILLS.

____ 20. COMPUTER CAN BE HELPFUL IN SOLVING SEVERAL PROBLEMS OF DEPARTMENT.
PART II

Please read the following statements and tick mark (/) those with which you agree.

1. COMPUTER CAN BE USED TO SOLVE MANY PROBLEMS, IF PROPERLY USED.

2. COMPUTER DOES NOT SUPPLANT (SUBSTITUTE) BUT SUPPLEMENTS THE CLERICAL AND OTHER STAFF.

3. AN ORGANISATION SHOULD USE COMPUTER BECAUSE IT HAS SUPERIOR MEMORY AS COMPARED TO HUMAN MEMORY.

4. COMPUTER IS TOO EXPENSIVE FOR A COUNTRY LIKE INDIA.

5. COMPUTER MIGHT BE USEFUL BUT THE RESULTS ARE NOT ALWAYS ENCOURAGING.

6. ALL DEPARTMENTS SHOULD MAKE USE OF COMPUTERS FOR DEVELOPMENT PROGRAMMES.

7. COMPUTER IS GOOD FOR MANAGEMENT BUT BAD FOR CLERICAL STAFF.

8. COMPUTER CAN WORK MORE EFFECTIVELY THAN HUMAN BEINGS.

9. COMPUTER IS MORE DEPENDABLE THAN HUMAN BEINGS.

10. THE USE OF COMPUTERS IS A THREAT TO EMPLOYEE'S POSITION.

11. THE GOVERNMENT SHOULD BAN THE USE OF COMPUTERS IN INDUSTRY AND OTHER ESTABLISHMENTS.

12. COMPUTER WILL HELP IN USHERING IN TECHNOLOGICAL CULTURE IN THE INDUSTRY.

13. COMPUTER IS USEFUL FOR SOME PURPOSES ONLY.

14. COMPUTER CAN AVOID LABOUR MANAGEMENT PROBLEMS.

15. COMPUTER IS VERY MOST REMARKABLE ACHIEVEMENT IN HUMAN INDUSTRY.

16. COMPUTER IS VERY MUCH USEFUL FOR MANAGEMENT DECISION MAKING.

17. THE USE OF COMPUTER DOES NOT INCREASE THE PRODUCTIVITY OF A UNIT.

18. COMPUTER CAN BE USED IN INDIA NEITHER AT PRESENT NOR IN FUTURE.

19. COMPUTER CREATES A NUMBER OF UNAVOIDABLE PROBLEMS FOR MANAGEMENT.

20. COMPUTER IS NOT USEFUL IN SMALL SCALE INDUSTRIES.
CAUSES OF RESISTANCE

PART 1. : RESISTANCE

Below given are certain statements which may be true or false in context of your Income-tax Department. Put (/) tick mark along the statements with which you agree.

1. I THOUGHT MY JOB WOULD BE MORE IMPORTANT WITH THE COMPUTERS.
2. I THOUGHT THE COMPANY WOULD BE BETTER OFF BECAUSE OF THE COMPUTERS.
3. I THOUGHT THAT MY JOB SECURITY WOULD BE HURT BY THE COMPUTERS.
4. I THOUGHT PAY RAISES WOULD BE EASIER TO OBTAIN ONCE THE COMPUTER ARE INSTALLED.
5. I THOUGHT PROMOTIONS WOULD BE MORE FREQUENT ONCE THE COMPUTERS ARE INSTALLED.
6. MANAGEMENT UNDERSTOOD THE ROLE IN MAKING THE SYSTEM CHANGE EASIER FOR ME.
7. MANAGEMENT MADE IT CLEAR THAT THEY WANTED THE COMPUTERIZATION.
8. MANAGEMENT WAS WILLING TO SPEND (TIME, MONEY, ETC) WHAT EVER IT WOULD TAKE TO MAKE THE CHANGE WORK.
9. MANAGEMENT SPENT A LOT OF THEIR TIME TRYING TO MAKE THE CHANGE SUCCESSFUL.
10. MANAGEMENT WAS WILLING TO LISTEN TO MY IDEAS ABOUT THE INTRODUCTION OF COMPUTERS.
11. I KNEW SOME THINGS THAT WOULD MAKE THE COMPUTERIZATION MORE EFFECTIVE OR EASIER.
12. THE SYSTEMS EXPERTS (STAFF PEOPLE, TECHNICIANS, SYSTEMS SALES REPRESENTATIVES, ETC.) LISTENED TO ME.
13. MANAGEMENT RECOGNIZED ME BY CONSULTING ME ABOUT THE COMPUTERIZATION.
14. TECHNICAL PROBLEMS WITH THE CHANGE WERE NOT FRUSTRATING.
15. I WAS CONCERNED WITH THINGS I DIDN'T KNOW ABOUT THE COMPUTERIZATION.
16. I DIDN'T KNOW IF I COULD COPE WITH THE COMPLEXITY OF THE NEW SYSTEM.
17. MY DEPARTMENT GAVE ME ENOUGH TRAINING TO USE THE COMPUTERS.
18. MANAGEMENT REDUCED MY WORKLOAD WHILE I ADJUSTED TO THE COMPUTERS.
PART II: RESPONSE
1. TOTALLY, I AM SATISFIED WITH MY JOB.
2. DOING MY JOB PROPERLY GIVES ME A GOOD FEELING.
3. THE WORK I DO IS MEANINGFUL TO ME.
4. I HAVE ENOUGH TRAINING TO DO MY JOB WELL.
5. I FEEL POSITIVELY ABOUT THE COMPUTER.
6. MY JOB IS MORE INTERESTED BECAUSE OF COMPUTERIZATION.
7. I HAVE TOO MUCH WORK TO DO EVERYTHING WELL.
8. MY WORKLOAD INCREASED SIGNIFICANTLY BECAUSE OF COMPUTERIZATION.
9. I LIKE DOING DIFFERENT THINGS ON THE JOB.
10. I GET TO DO A NUMBER OF DIFFERENT THINGS ON MY JOB.
11. I AM VERY MUCH INVOLVED IN MY WORK.
12. THE COMPUTERIZATION ALTERED MY WORK HABITS.
13. I WILL PROBABLY LOOK FOR A NEW JOB IN THE NEXT YEAR.
14. IF I HAD A CHANCE, I WOULD TAKE A DIFFERENT JOB WITHIN THIS ORGANIZATION.
15. WHAT HAPPENS TO THIS DEPARTMENT IS REALLY IMPORTANT TO ME.
16. I FEEL I AM REALLY A PART OF MY WORK GROUP.
17. I HAVE TO DEAL WITH DIFFERENT PEOPLE IN MY EVERYDAY WORK BECAUSE OF THE CHANGE.
18. THE COMPUTERIZATION MODIFIED THE RELATIONSHIP I HAVE WITH PEOPLE.
19. MY CO-WORKERS ARE AFRAID TO EXPRESS THEIR REAL VIEWS.
20. THERE IS CONSTANT BICKERERING IN MY WORK GROUP.
21. I LIKE TO TALK TO CO-WORKERS THAT DON'T LIKE THE COMPUTERS.
22. I CAN ALWAYS CALL ON PEOPLE IN MY COMPANY TO HELP ME IN MY JOB.
23. SOMETIMES I LET THINGS HAPPEN THAT CAUSE PROBLEMS WITH THE COMPUTERS.
## EFFECTS OF COMPUTERS

### PART A

**IN THE FOLLOWING STATEMENTS YOU HAVE TO TICK (/) ANY ONE OF THE SCORE GIVEN ON THE RIGHT SIDE OF EACH STATEMENT AS FAR AS YOUR ORGANISATION IS CONCERNED.**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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1. **The introduction of computer systems in department has lowered employees pride by showing that it can work even faster than experienced employee. It is tireless, persistent and rapid.**
   - Score: __ __ __ __ __

2. **With the introduction of computers in income-tax department the little authority vested in the hands of officers has shifted to system as more and more decisions are programmed.**
   - Score: __ __ __ __ __

3. **Complaint handling has become the job of computer and hence no more a obliging job for the employees. It treats all persons with impersonal objectivity and uniformity.**
   - Score: __ __ __ __ __

4. **System's errors are easily detectable and accountability fixed and hence a sense of fear has developed.**
   - Score: __ __ __ __ __

5. **More and more decisions have been programmed into the computer and not much autonomy is left with officers to take decisions.**
   - Score: __ __ __ __ __

6. **Despite using computers in income-tax department, managers need to help computers in taking decisions.**
   - Score: __ __ __ __ __

7. **Because of the information security, all the employees cannot access the desired information.**
   - Score: __ __ __ __ __

8. **With the introduction of computers in income-tax department most of the discretionary powers of the employees have been curtailed.**
   - Score: __ __ __ __ __

9. **Because of the work standardisation by the use of computers, the distinctive proficiency of complex calculations of the employees is no longer valued.**
   - Score: __ __ __ __ __

10. **Instead of easing the employees, a great amount of stress is being laid on efficiency because of computer usage.**
    - Score: __ __ __ __ __

11. **With the computer system, one is always afraid of that errors might have crept in at any stage.**
    - Score: __ __ __ __ __

12. **More mental attention and thus strain is required with computers.**
    - Score: __ __ __ __ __
13. BECAUSE OF THE AIRCONDITIONING REQUIREMENT OF THE COMPUTERS, EMPLOYEES WORKING ON THE SITE IN SEPARATE AIR-CONDITIONED CHAMBERS AND CONSEQUENTLY IT HAS AFFECTED THEIR SOCIAL INTERACTION.

14. COMPUTER NEVER ADJUSTS TO WORK, PEOPLE AND WORK MUST BE ADJUSTED AS PER COMPUTER REQUIREMENTS.

15. COMPUTER ERRORS HAVE PLAGUED OFFICERS, TAX-PAYERS AND EMPLOYEES AND HENCE LESSER CONFIDENCE IN COMPUTERS.

16. DATA IS STORED IN ELECTRONIC MEDIUM AND HENCE IS NOT AVAILABLE FOR VISUAL AUDIT.

17. MORE AND MORE POWERS HAS BEEN CONCENTRATED IN THE HANDS OF THE COMPUTER TECHNOCRATS.

20. AS THE DATA IS NOW CENTRALISED, INTEGRATED AND INEXPENSIVE TO OBTAIN, AND HENCE INVASION OF PRIVACY.

PART B

BELOW MENTIONED ARE SOME OF THE HEALTH HAZARDS REPORTED IN THE LITERATURE ARISING OUT OF THE EXTENSIVE USAGE OF THE COMPUTERS AND RELATED PERIPHERALS. PLEASE COMMENT ON THE HEALTH HAZARD THAT YOU THINK HAS BEEN A MAJOR CAUSE OF CONCERN AND TALKED ABOUT IN INCOME-TAX DEPARTMENT AS A RESULT OF COMPUTER USAGE.

1. RADIATION EFFECT

2. MISCARRIAGES

3. BIRTH DEFECTS

4. PREGENANT WORKER REASSIGNMENT

5. VISION CONCERN

6. MUSCOSKELTEL PAINS

7. BODYACHES

8. ANY OTHER
REASONS FOR THE USAGE AND NON-USAGE OF THE COMPUTERS:

Following are some of the reasons because of which people feel that either the computer should be used in an organisation or may not be used. Some of the fears, though founded, some are totally unexplainable. We are interested in knowing your viewpoint. Against each reason, cite tick at the appropriate place as you deem true.

| REASONS | COMPUTERS 
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<tr>
<td>MAY BE USED</td>
<td>MAY NOT BE USED</td>
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1. **Lack of technical skills & expertise for the maintenance & use of computers.**
2. **High costs of operation & machine.**
3. **Fear of obsolescence of skill among employers.**
4. **Ignorance about the potential use of computer.**
5. **Fear of losing jobs & job opportunities.**
6. **Fear of becoming dispensable.**
7. **The belief that the availability of manpower does not warrant the use of computer.**
8. **Non-availability of skilled manpower to run computer.**
9. **Scale of operation being too small for computer.**
10. **Current procedures & technology not requiring computer.**
11. **Fear of role change.**
12. **Feeling that those who work with computer will have a hold over others because of their specialised knowledge.**
13. **Fear that the computer would reduce free time & the tendency to work according to convenience.**
14. **Introduction of computer may require reorganisation of unit.**
15. **Feeling of inadequacy in the face of unknown powerful system.**
16. **Reduction in the importance of people who are making decisions.**
17. **Increase in overhead costs.**
<table>
<thead>
<tr>
<th>Reasons</th>
<th>Computers May Be Used</th>
<th>Computers May Not Be Used</th>
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<tbody>
<tr>
<td>18. COMPUTER REQUIRES CHANGES IN WORK HABITS</td>
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<td>19. REDUCTION OF HUMAN ELEMENT IN WORK</td>
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<td>20. FEAR THAT THE COMPUTER MAY GO WRONG &amp; IT MAY NOT BE DETECTED</td>
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<td>21. SHIFT IN THE BALANCE OF POWER IN FAVOUR OF COMPUTER PEOPLE</td>
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<td>22. LACK OF SKILL TO UNDERSTAND THE REPORTS GENERATED BY THE COMPUTER</td>
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<td>23. ANTI-WESTERN FEELINGS</td>
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<td>24. FEAR OF LOSS OF POWER SINCE ALL INFORMATION WILL BE CENTRALISED</td>
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<td>25. CHANGE PRODUCED IN THE SOCIAL &amp; CULTURAL ENVIRONMENT &amp; THE PROBLEMS TO ADJUST WITH THESE CHANGES</td>
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<tr>
<td>26. RESISTANCE TO CHANGE/CULTURAL RESISTANCE</td>
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<td>27. LOW VENDOR SUPPORT</td>
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<td>28. LACK OF MANAGEMENT COMMITMENT</td>
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<td>29. LOW FUNCTIONALITY</td>
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<td>30. STEEP LEARNING CURVE</td>
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<td>31. FAILURE TO INTEGRATE</td>
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<td>32. HIGH TRAINING COSTS</td>
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<td>33. SEVERAL HEALTH HAZARDS</td>
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<td>34. LAKHS OF INVESTMENT HAS BEEN MADE BY THE MANAGEMENT</td>
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<td>35. IT IS A NEW, FAST ACTING AND REALLY USEFUL MACHINE</td>
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<tr>
<td>36. AFTERALL COMPUTER PROGRAMMERS AND OPERATORS HAVE BEEN IN</td>
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<td>37. BETTER DATA AND INFORMATION IS REQUIRED NOW</td>
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<td>38. LOT OF INTEGRATION OF DATA FROM THE FIELD OFFICE IS COMING</td>
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<td>39. OTHER FIRMS IN THE SAME INDUSTRY HAVE ALREADY RESORTED TO COMPUTER USAGE</td>
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<tr>
<td>40. ROUTINE TYPE OF DECISIONS TO BE MADE EVERY DAY</td>
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