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**Attitude towards Change Management in Digitization  
Initiatives in an Organization – A Survey**

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**Abstract**

*Universally, survival criteria of an organization call for digital transformation. These initiatives can range across ERP implementation, migrating to technology focused initiatives to transform the business model, capitalizing on the data assets to take maximum mileage in business decision making, and the list goes on. Any such initiative is essentially cross functional and across all strata of the organizational hierarchy. Not only so, this era demands that it applies to all types of business organizations, private or public, irrespective of size. The pace of such digital transformations has become dramatically fast, thus necessitating the organizations adapt promptly. Inertia to continue with the existing system often overcomes any digital transformation initiative, posing high resistance to implementation. The study measures the attitude towards technological change in an organization from the perspective of Vision and Message of Digital transformation, Objective of the Digital transformation, Awareness about Digital transformation, Plans for Digital Transformation Implementation, Management Initiative towards Digital transformation, and Resistance to Digital transformation. The study investigates if there is a significant difference in attitude across age, education, organization type, functional area, or designation, inferred through a primary survey on 201 respondents serving various organizations in the Delhi NCR.*

**Keywords** – Digital Transformation, Change Management, Employee Attitude, Management Initiative, Barriers to Digitalization.

## INTRODUCTION

Digital transformations, rather disruptions are all around. Willingly or unwillingly, this has become a part of our life. Still the fact remains: digital transformation is not an easy task. It is difficult. The difficult part is not the technology behind, but, in fact, the acceptance of the new system by the masses. The force of inertia is very powerful – People love to continue to remain in the current state without being much disturbed. This love is so intense, that at times they strongly believe the present system to be the only one or the best possible in the lot. So, any replacement is surely for the worse. With this mindset, bringing revolution of transformation becomes almost an impossibility. While talking about personal life, be it a cashless payment or driverless car, in spite of resistance, there are always a group of first movers, who carries the baton forward. But for the professional world, the dynamics are yet more complex. Any new initiative has to pass through so many barriers, that often it gets dissipated before being finally implemented. That is why it is often said that digital transformation has got very little to do with technology. It plays around the psychological factors like overconfidence, fear, disbelief and mistrust. There exists a general absence of vision, failure to perceive the outcome of such transformation that could make their lives easier.

This serious issue needs to be addressed by studying the perception of the employees towards change and subsequent actions by change leaders towards successful implementation of the new system. With this background, the present study tries to look inside the business organizations. All of them are in the process of implementing new digital initiatives, revamping their business process. This could be either in the field of operations, product innovation, supply chain management, quality control, cloud computing or any other area with a wide scope. However, these initiatives are generally cross departmental, involving all the strata of the organizational pyramid. So, the study investigates the attitude towards digital transformation, and how it is affected by age, education, designation, functional area or organizational culture.

This introductory section is followed by the review of existing literature on this subject. The objectives of the study are next outlined, followed by the research methodology, results and analysis of the same, and finally the conclusion and recommendations.

## LITERATURE REVIEW

Verhoef, et al (2021) have analysed the consequences of digital transformation, on various firms, particularly the traditional ones, and brought out the role of organizational structure and performance evaluation process in the success of digital disruption. They studied the digital transformation in three stages, depending on the complexity of the change. Lobschat, et al (2021) have introduced a new concept of Corporate Digital Responsibility, wherein they have taken up the ethical issues of digital transformation from the perspective of the stakeholders, under four areas like data usage and technology creation, operations and decision making, monitoring and impact assessment and refinement of technology. Hausberg et al (2019) have considered the multidisciplinary aspect of digital transformation. They tried to bring out a holistic approach by studying the researches in this same area but for different disciplines, bringing out the antecedents, contingencies and consequences of the digital transformations. In continuation to the above aspects, the present study tries to investigate the attitudinal difference towards digital transformation with respect to age, education, designation, functional area and type of organization. Shikha (2018) finds in her study that mostly people in an organization are not highly tech savvy and neither they have sound digital competencies nor change management skills at the level middle management and as a result some of the important and quality information does not reach from the top to the staff below and this becomes a major obstacle in the development of an organization. Parviainen et al. (2017) states that there should be a systematic approach in the initiations of digital implications in an organizational system after defining the position, objectives and vision of the Organization at the initial stage. In this process other angles of conflict management, project group, technological innovations and change management should be

considered. Saunders, Lewis and Thornhill et al (2009) states in their study that change in any organization is actually a process of transformation where the organization has very little idea about the future outcome. The author sees organizational change as a process of introducing changes in a methodical way. It may be planned or unplanned i.e. spontaneous manner. It has been observed that attitude of resistances by the employees are less in case unplanned than planned changes. Adobe. (2016), partnered with Edelman Intelligence to inspect the development, opportunities, and difficulties, management of organizations face after the deployment of an enterprise mobile app strategy and has advocated that digital environment could enhance the employees functioning and accuracy at workplace though age factor, lack of technical knowledge and behavioral approach are the main hurdles in the process of change management. Presently workplace environments are changing very fast due to the advent of new technologies. A survey was conducted online interviews of employed youths and it was found in the study that 44 percent of them feel that their work place is not technically sound & smart enough and more than half are optimistic for the change of their workplace into a smart office (Berland, 2016).

## OBJECTIVE OF THE STUDY

The study aims to:

- Investigate the general attitude of the employees in implementation of the Digital Transformation initiatives in an organization
- Analyse if the factors like age, education, designation, functional area, or type of organization, has to play a role in determining the general acceptance and subsequent success of these initiatives

## RESEARCH METHODOLOGY

### *Sampling:*

Sample is drawn from a salaried class of people serving various organizations in the Delhi NCR. Though primarily it is a convenience sampling, care is taken to keep uniform representation of all the groups across age, education, organization type,

functional area, or designation. So, an essence of quota sampling has been underlying.

A primary survey is being conducted in order to assess the attitude towards digitization initiatives in an organization. The questionnaire consists of 18 statements, to be rated on a five point Likert scale. The statements are categorized under the following attributes:

- Vision and Message of the Digital Transformation
- Objective of the Digital Transformation
- Plans for Digital Transformation Implementation
- Management Initiative towards Digital Transformation
- Awareness about Digital Transformation
- Resistance to Digital Transformation

### *Analysis:*

The five points on the Likert scale stand for 1 = strongly agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = strongly disagree.

In the first step, the general opinion of the 201 respondents in terms of agreement or disagreement is summarized. The three decision criteria chosen to draw conclusion on each statement are as follows:

- Skewness – In a positively skewed distribution, the peak is inclined leftwards towards lower values, thereby signifying lower points as per Likert scale. So, positive skewness implies overall agreement.
- Mean: In the 5-point scale, the responses range from 1 to 5. So, if the arithmetic mean of all the responses is less than or equal to 3 (implying a neutral or agreement or strong agreement stance), it is taken as a general agreement.
- Percentage of Agreement: If the sum of the number of responses with 4 “Agree” and 5 “Strongly agree” over the total number of responses expressed as percentage is greater or equal to 50%, it is assumed as general agreement.

If all the above three criteria are together satisfied or not satisfied, the opinion is summarized as agreement or disagreement respectively. If two of these three are satisfied, it is summarized as marginal agreement.

Next, an attempt is made to study the difference in opinion across the categories based on Management Level, Functional Area, Age, Education and Type of Organization.

Chi-square test is done for this purpose with the null hypothesis (H<sub>0</sub>) that there is no significant difference in opinion between the groups versus the alternative hypothesis (H<sub>a</sub>) that the opinions of groups vary significantly.

The two-tailed test is performed at 5% level of significance. So, a p-value greater than 0.05 implies

unanimity and that less than or equal to 0.05 indicates a significant difference between the opinions.

Wherever differences of opinions exist, according to the Chi-square test, the means of the responses of each of the groups are used to analyze the point of differences and the possible reasons behind the same.

### Results and Interpretation

Based on skewness, mean and percentage of agreement, the responses in Table 1 are quantified and categorized into 'agreement – A', 'disagreement – D' and 'marginal agreement A\*'. With this categorization, the responses are further analyzed in Table 2 to bring out the perception of the employees.

**Table 1: Summary of Responses**

S. No.	Statement	Skewness	Mean	Percentage of Agreement	Response
1	There a crisp note about the digital transformation	-0.463	4.32	25%	D
2	The digital transformation message penetrated to all levels of the organization	-0.420	3.14	21%	D
3	The message explained the value of the digital transformation	-0.410	4.79	12%	D
4	The team understands the scale of the digital transformation, including possible unintended outcomes	-0.434	4.55	41%	D
5	There is a feeling of need for this digital transformation	0.249	1.55	56%	A
6	There is clarity of exactly what to achieve	-0.152	3.83	45%	D
7	The digital transformation goals are realistic	0.282	2.37	49%	A*
8	The achievements are measurable	0.205	3.12	53%	A*
9	Potential technical challenges in the way of digital transformation are planned to be handled	0.581	4.17	30%	D
10	The right systems are in place to support the digital transformation	-0.296	1.98	11%	D
11	These adaptive digital transformations are clear	-0.225	1.43	14%	D
12	The concerns of the employees were seriously taken by the management	0.115	3.33	54%	A*
13	The message of digital transformation is passed on to the juniors by the management	-0.563	3.65	38%	D
14	There is a clear understanding of the cost and benefit of digital transformation	0.283	2.03	57%	A
15	The employees are provided requisite training to embrace the digital transformation	0.704	1.56	56%	A
16	There is ownership of the people in the digital transformation project	-0.052	4.02	37%	D
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0.154	3.31	52%	A*
18	The negativity among employees regarding digital transformation has been removed	0.101	3.73	57%	A*
‘agreement – A’, ‘disagreement – D’ and ‘marginal agreement A*’					

S. No.	Statement	Indicator of	Inference Drawn
1	There a crisp note about the digital transformation	Vision and Message of Digital transformation	The employees are not very clear about the digital transformation initiatives taken by the organization. An environment of urgency is felt but they are still confused about the consequence and underlying idea and advantage behind this effort
2	The digital transformation message penetrated to all levels of the organization		
3	The message explained the value of the digital transformation		
4	The team understands the scale of the digital transformation, including possible unintended outcomes		
5	There is a feeling of need for this digital transformation		
6	There is clarity of exactly what to achieve	Objective of the Digital transformation	The employees majorly differed from this statement that there had been an absence of goal clarity. However, they marginally agreed to the fact that the goals are realistic and measurable
7	The digital transformation goals are realistic		
8	The achievements are measurable		
9	Potential technical challenges in the way of digital transformation are planned to be handled	Plans for Digital transformation Implementation	The plans for implementation of the new system is not properly designed as per the employees
10	The right systems are in place to support the digital transformation		
11	These adaptive digital transformations are clear		
12	The concerns of the employees were seriously taken by the management	Management Initiative towards Digital transformation	The respondents marginally accept to the fact that their concern had been listened to by the management, though they failed to clarify the same.
13	The message of digital transformation is passed on to the juniors by the management		
14	There is a clear understanding of the cost and benefit of digital transformation	Awareness about Digital transformation	Respondents have an idea of the outcome of the transformation. They also accepted that the organization has provided them the requisite training. Though, they are not ready to take ownership of the project
15	The employees are provided requisite training to embrace the digital transformation		
16	There is ownership of the people in the digital transformation project		
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	Resistance to Digital transformation	There is marginal acceptance to this proposition that the barriers to this initiative are identified and people's apprehension has been handled properly
18	The negativity among employees regarding digital transformation has been removed		

After extracting the overall opinion of the employees, an attempt is made to drill deeper into the responses. The respondents are categorized according to age, designation, type of organization they serve, educational background and functional area. Chi-square test is performed to test if an

opinion is the same across each of these categories. The p-value for Pearson Chi-square test is tabulated below. p-value > 0.05 implies unanimity. The results of such group-wise analysis of responses are presented in Table 3 to Table 7.

<b>Table 3: Summary of Group-Wise Responses Across Age</b>			
<b>S. No.</b>	<b>Statements</b>	<b>p-Value</b>	<b>Interpretation of Opinions Across Groups</b>
1	There a crisp note about the digital transformation	0.0125	There is a significant difference in opinion regarding the clarity of the message for change across age. Analysis of the group wise means suggest that the level of agreement is more among the low age group.
2	The digital transformation message penetrated to all levels of the organization	0.0460	
3	The message explained the value of the digital transformation	0.0154	
4	The team understands the scale of the digital transformation, including possible unintended outcomes	0.0471	
5	There is a feeling of need for this digital transformation	0.0102	
6	There is clarity of exactly what to achieve	0.0606	The opinion regarding the objective of the project is unanimous across the age groups
7	The digital transformation goals are realistic	0.0717	
8	The achievements are measurable	0.0622	
9	Potential technical challenges in the way of digital transformation are planned to be handled	0.0264	There is a significant difference among the groups regarding their opinion about whether planning has been proper, with the high age groups more towards agreement.
10	The right systems are in place to support the digital transformation	0.0461	
11	These adaptive digital transformations are clear	0.0211	
12	The concerns of the employees were seriously taken by the management	0.0405	With respect to the management attitude the opinion is significantly different across groups. The analysis shows that groups in the extreme age groups possess more positive attitudes than the others
13	The message of digital transformation is passed on to the juniors by the management	0.0472	
14	There is a clear understanding of the cost and benefit of digital transformation	0.0708	The groups has been unanimous regarding the awareness about the consequences of the transformation
15	The employees are provided requisite training to embrace the digital transformation	0.0526	
16	There is ownership of the people in the digital transformation project	0.0946	
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0.0886	All are unanimous regarding the apprehension that the fears and resistance to change, still exists to pose as a greatest threat to the implementation.
18	The negativity among employees regarding digital transformation has been removed	0.5620	

<b>Table 4: Summary of Group-Wise Responses Across Educational Background</b>			
<b>S. No.</b>	<b>Statements</b>	<b>p-Value</b>	<b>Interpretation of Opinions Across Groups</b>
1	There a crisp note about the digital transformation	0.0472	There is a significant difference in opinion regarding the clarity of the message for change across educational qualification. Analysis of the group wise means suggest that the level of agreement is more among the engineers.
2	The digital transformation message penetrated to all levels of the organization	0.0383	
3	The message explained the value of the digital transformation	0.0312	
4	The team understands the scale of the digital transformation, including possible unintended outcomes	0.0472	
5	There is a feeling of need for this digital transformation	0.0261	
6	There is clarity of exactly what to achieve	0.0544	The opinion regarding the objective of the project is unanimous across the groups
7	The digital transformation goals are realistic	0.0702	
8	The achievements are measurable	0.0886	
9	Potential technical challenges in the way of digital transformation are planned to be handled	0.0562	The opinion about whether planning has been proper is unanimous across the groups
10	The right systems are in place to support the digital transformation	0.0626	
11	These adaptive digital transformations are clear	0.0944	
12	The concerns of the employees were seriously taken by the management	0.0948	The opinion regarding the management attitude is unanimous across the groups
13	The message of digital transformation is passed on to the juniors by the management	0.0837	
14	There is a clear understanding of the cost and benefit of digital transformation	0.0886	The groups has been unanimous regarding the awareness about the consequences of the transformation
15	The employees are provided requisite training to embrace the digital transformation	0.0562	
16	There is ownership of the people in the digital transformation project	0.0626	
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0.0383	There is a significant difference in opinion regarding the apprehension that the fears and resistance to change, still exists to pose as a greatest threat to the implementation, with high age group is having a positive outlook
18	The negativity among employees regarding digital transformation has been removed	0.0312	

**Table 5: Summary of Group-Wise Responses Across Management Levels**

S. No.	Statements	p-Value	Interpretation of Opinions Across Groups
1	There a crisp note about the digital transformation	0,0264	There is a significant difference in opinion regarding the clarity of the message for change across management levels. Analysis of the group wise means suggest that the level of agreement is more among the junior and the senior management, while the middle management and the staff are more towards disagreement.
2	The digital transformation message penetrated to all levels of the organization	0,0461	
3	The message explained the value of the digital transformation	0,0211	
4	The team understands the scale of the digital transformation, including possible unintended outcomes	0,0405	
5	There is a feeling of need for this digital transformation	0,0769	
6	There is clarity of exactly what to achieve	0,0544	The opinion regarding the objective of the project is unanimous across the management levels
7	The digital transformation goals are realistic	0,0702	
8	The achievements are measurable	0,0886	
9	Potential technical challenges in the way of digital transformation are planned to be handled	0,0264	There is a significant difference among the groups regarding their opinion about whether planning has been proper, with the top management more towards agreement.
10	The right systems are in place to support the digital transformation	0,0461	
11	These adaptive digital transformations are clear	0,0211	
12	The concerns of the employees were seriously taken by the management	0,0405	With respect to the management attitude the opinion is significantly different across groups. The analysis shows that the top management possess more positive attitudes than the others
13	The message of digital transformation is passed on to the juniors by the management	0,0472	
14	There is a clear understanding of the cost and benefit of digital transformation	0,0383	There is a significant difference among the groups regarding the awareness about the consequences of the transformation, with the senior and junior management more towards agreement
15	The employees are provided requisite training to embrace the digital transformation	0,02	
16	There is ownership of the people in the digital transformation project	0,0445	
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0,0291	There is a significant difference in opinion regarding the apprehension that the fears and resistance to change, still exists to pose as a greatest threat to the implementation, with the top management is having a positive outlook
18	The negativity among employees regarding digital transformation has been removed	0,0345	



<b>Table 6: Summary of Group-Wise Responses Across Functional Area</b>			
<b>S. No.</b>	<b>Statements</b>	<b>p-Value</b>	<b>Interpretation of Opinions Across Groups</b>
1	There a crisp note about the digital transformation	0.0606	There is no significant difference in opinion regarding the clarity of the message for change across the functional area.
2	The digital transformation message penetrated to all levels of the organization	0.0717	
3	The message explained the value of the digital transformation	0.0622	
4	The team understands the scale of the digital transformation, including possible unintended outcomes	0.0708	
5	There is a feeling of need for this digital transformation	0.0526	
6	There is clarity of exactly what to achieve	0.0946	The opinion regarding the objective of the project is unanimous across the functional areas
7	The digital transformation goals are realistic	0.0769	
8	The achievements are measurable	0.0544	
9	Potential technical challenges in the way of digital transformation are planned to be handled	0.0702	There is a significant difference among the groups regarding their opinion about whether planning has been proper, with the IT function more towards agreement.
10	The right systems are in place to support the digital transformation	0.0886	
11	These adaptive digital transformations are clear	0.0562	
12	The concerns of the employees were seriously taken by the management	0.0626	The opinion regarding the management attitude is unanimous across the functional areas
13	The message of digital transformation is passed on to the juniors by the management	0.0944	
14	There is a clear understanding of the cost and benefit of digital transformation	0.0457	There is a significant difference among the groups regarding the awareness about the consequences of the transformation, with the HR function more towards disagreement.
15	The employees are provided requisite training to embrace the digital transformation	0.0331	
16	There is ownership of the people in the digital transformation project	0.0248	
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0.0837	All are unanimous regarding the apprehension that the fears and resistance to change, still exists to pose as a greatest threat to the implementation.
18	The negativity among employees regarding digital transformation has been removed	0.0606	

<b>S. No.</b>	<b>Statements</b>	<b>p-Value</b>	<b>Interpretation of Opinions Across Groups</b>
1	There a crisp note about the digital transformation	0.0264	There is a significant difference in opinion regarding the clarity of the message for change across organization type. Analysis of the group wise means suggest that the level of agreement is more among the private sector organization and public sector undertakings
2	The digital transformation message penetrated to all levels of the organization	0.0461	
3	The message explained the value of the digital transformation	0.0211	
4	The team understands the scale of the digital transformation, including possible unintended outcomes	0.0405	
5	There is a feeling of need for this digital transformation	0.0472	
6	There is clarity of exactly what to achieve	0.0606	The opinion regarding the objective of the project is unanimous across the type of organization
7	The digital transformation goals are realistic	0.0717	
8	The achievements are measurable	0.0622	
9	Potential technical challenges in the way of digital transformation are planned to be handled	0.0708	The opinion about whether planning has been proper is unanimous across the type of organization
10	The right systems are in place to support the digital transformation	0.0526	
11	These adaptive digital transformations are clear	0.0946	
12	The concerns of the employees were seriously taken by the management	0.0769	The opinion regarding management attitude is unanimous across the type of organization
13	The message of digital transformation is passed on to the juniors by the management	0.0544	
14	There is a clear understanding of the cost and benefit of digital transformation	0.0264	There is a significant difference among the groups regarding the awareness about the consequences of the transformation, with the private sector organizations more towards agreement.
15	The employees are provided requisite training to embrace the digital transformation	0.0461	
16	There is ownership of the people in the digital transformation project	0.0211	
17	Obstacles to transformation has been foreseen with a plan to remove them suitably	0.0405	There is a significant difference in opinion regarding the apprehension that the fears and resistance to change, still exists to pose as a greatest threat to the implementation, with the private sector organizations having a positive outlook
18	The negativity among employees regarding digital transformation has been removed	0.0472	

## Summary of Results

The summary of the group wise attitude towards digital transformation is given in Table 8.

Table 8: Summary of Group-Wise Attitude							
Attributes	Groups Based On ->	Age	Educational Background	Management Level	Functional Area	Type of Organization	Overall
Vision and Message of Change		Different	Different	Different	Unanimous	Different	Disagree
Objective of the Change		Unanimous	Unanimous	Unanimous	Unanimous	Unanimous	Marginally Disagree
Plans for Change Implementation		Different	Unanimous	Different	Different	Unanimous	Disagree
Management Initiative towards Change		Different	Unanimous	Different	Unanimous	Unanimous	Disagree
Awareness about Change		Unanimous	Unanimous	Different	Different	Different	Agree
Resistance to Change		Unanimous	Different	Different	Unanimous	Different	Marginally Agree

## RECOMMENDATIONS

The study reveals that there exists a gap in understanding the intent of the digital transformation among the employees. The message for the change has not been very clear. Specially, there had not been a proper flow of information across the organizational hierarchy. The objective of the transformation was somewhat perceived. Except for the direct implementers, all are of the view that planning of the project was flawed. Role of the management is not appreciated by the employees in the lower strata. There has been overall awareness of the transformation, but the same is low among the HR department, a non-technical functional area, Public Sector Employees, who are more prone to inertia, employees with non-engineering educational background. These groups pose serious resistance to transformation.

Technology has got little to play in digital transformation, when it comes to actual implementation. Technology is for human beings and not the other way round. So, the psychological aspect of change management has got a key role to play in such projects. Training and formal communication often fails to serve the purpose. People should perceive the underlying value of these projects. They must appreciate and associate these initiatives to their own convenience or enhancement. Unless the acceptance comes from

both heart and brain, successful execution of the digitization effort is never possible.

On the basis of the above findings, the following conclusions and recommendations are suggested:

- A bottom up approach should work better than the top down approach while implementing a new digital initiative.
- The training initiatives towards successful implementation of any digital transformation should be backed by the objective of establishing the goal congruence between the employee and the organization. Lack of ownership leads to the failure of successful implementation.
- A diverse team should be set up with different age groups and across different functional areas and management levels towards hand-holding and convincing those who are resistant to change.

## IMPLICATION OF THE STUDY

The study tries to address a serious problem in the way of modernization of business. Employees and general human beings are resistant to changes. Most of the corporate digital initiatives uproot the traditional system in place and introduce a new one. In the process, they try to communicate the benefits and provide training for employees to adopt to the changes. But how far such initiatives are effective and if not, where they are getting impediments. The

study investigates the attitude of the employees towards change across varied groups and organisations. The findings would help the implementers of such changes to reconsider their process of implementation and introduce the softer aspects of the same along with the technical sides.

### LIMITATIONS OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

The study is very general in nature and failed to address the specific bottlenecks faced by the organizations to implement any new digital initiatives. So sector specific and firm specific initiatives need to be studied in order to bring out the actual solutions to such problems. That is presently beyond the scope of the current study, but can be taken up as future research.

### CONCLUSION

The management of human resources plays the most critical role in any organizational level change implementation. The sense of ownership of the project should percolate through all the strata of the organization. Whole hearted adoption is the key to success of the organization, and thus the softer aspects of technological innovations should never be undermined. All training and induction initiatives should be designed to accommodate all concerned and all inclusive. Without this sense of goal congruence, no project can be successfully completed.

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### Questionnaire

The opinion of employees are captured and analysed across the following classes with respect to:

- Age
  - <25
  - 25-40
  - 41-50
  - 51-60
  - >60
- Functional Area
  - Marketing and Sales
  - IT

- Finance
- HR
- Other
- Type of Organisation
  - Private
  - State Government
  - Central Government
  - Public Sector Undertaking
- Management Level
  - Senior Management
- Middle Management
- Junior Management
- Staff
- Educational Background (Graduation)
  - Commerce/Management
  - Engineering
  - Science
  - Arts