

MANAGING RESISTANT BEHAVIORS TO CHANGE: AN EMPIRICAL STUDY ON ROLE OF POLITICAL SKILLS OF MANAGERS

Shilpee Aggarwal,

Assistant Professor,
Department of Management Studies,
Maharaja Agrasen Institute of Management Studies

ABSTRACT

To implement any change successfully in the organization, a manager has to first deal with the resistance of the employees. The employees display their resistant behaviours in many forms. These resistant behaviours are derived from the literature. These have been classified in a double matrix form, each quadrant of the matrix representing different type of resistant behaviour. These resistant behaviours need to be managed. Political skills of managers are considered to be an important factor for managing the same. With this, the positive aspects of the political skills are highlighted. The Pertinent approaches that scholars have taken are reviewed with the aim to build a theory. The chief proposition is that various dimensions of political skills effectively manage different type of resistant behaviours.

Keywords: Resistance, resistance to change, change behaviors, political skills of a manager.

Biographical Notes: Shilpee Aggarwal is an Assistant Professor in Maharaja Agrasen Institute of Management Studies, affiliated to Guru Gobind Singh Indraprastha University, Delhi. Her current research interests include managerial effectiveness, stress and emotional intelligence.

INTRODUCTION

An organization needs to go through change at several times in its life. The process of change is even important for the survival and growth of the organization. However, implementing the change is not as simple as it may seem. Though, there may be numerous problems associated with implementation of change. This paper focuses on the problem faced due to resistance of the employees. This resistance is seen because change involves going from the known to the unknown (Coghlan, 1993; Steinburg, 1992; Myers and Robbins, 1991; Nadler, 1981). A micro level study of individuals when confronted with

change shows that individuals go through a reaction process (Jacobs, 1995; Kyle, 1993). Typically, individuals seek a comfortable level of arousal and stimulation and try to maintain that state (Nadler, 1981; Zaltman and Duncan, 1977). Managing employee resistance is a major challenge for the initiators of change, and according to O'Connor (1993) outweighs any other aspect of the change process.

This resistance can lead to major challenges for an organisation if left unresolved. Thus, someone has to take the responsibility of managing the resistant behaviours displayed by the individuals. This person can be the change leader, the team

leader, the facilitator, manager or the coach. For this paper, we assume that the person responsible for carrying out the change is entrusted on manager. It is assumed as such because it is generally the manager who is the link between the top management and the employees. The top management brings out the change and the employees are the ones who need to work in sync with the change. Thus, the manager is the one who needs to manage these resistant behaviours for implementing the change.

The change manager fulfils a key role during the implementation of organizational change process (Anghern, 1999). However, not all managers are equally effective in implementing the process. Thus, a manager requires certain skills that help him deal with the resistant behaviours to change. One of the most important competency required in mobilizing workers to change the organization is political skill (Ferris et al., 2002). Mintzberg, 1983 regarded political skills as the ability: "to exercise formal power with sensitivity to the feelings of others, to know where to concentrate one's energies, to sense what is possible, to organize the necessary alliances" (Mintzberg, 1983, p. 26).

OBJECTIVE OF THE PAPER

The purpose of this paper is to conceptualize the impact of political skills of a manager in effectively managing resistant behaviours to organizational change. The study builds on the existing literature on political skills and resistant behaviours. The concept of political skills has received an unusual silence in the academic literature. With the help of this paper it is also sought to highlight the positive side of the political skills. It is only recently that the scholars and practitioners have realized the existence and significance of political skills in organizations. Taking this further, we propose that resistant behaviours of employees during organizational change may be affected using Political skills. This study considers change as a top driven perspective. As well, it empirically investigates how political skills of managers effect these resistant behaviors of employees

REVIEW OF LITERATURE

Resistance

Resistance is any conduct that tries to keep the *status quo*, that is to say, resistance is equivalent to inertia, as the persistence to avoid change (Maurer, 1996; Rumelt, 1995; Zaltman and Duncan, 1977). Many authors (Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998, among others) stress that the reasons for the failure of many change initiatives can be found in resistance to change. Resistance to change introduces costs and delays into the change process (Ansoff, 1990) that are difficult to anticipate (Lorenzo, 2000) but must be taken into consideration. Resistance has also been considered as a source of information, being useful in learning how to develop a more successful change process (Beer and Eisenstat, 1996; Goldstein, 1988; Lawrence, 1954; Piderit, 2000; Waddell and Sohal, 1998). Undoubtedly, resistance to change is a key topic in change management and should be seriously considered to help the organization to achieve the advantages of the transformation.

Resistance is a natural part of the change process and is to be expected (Coghlan, 1993; Steinburg, 1992; Zaltman and Duncan, 1977). Resistance occurs because change involves going from the known to the unknown (Coghlan, 1993; Steinburg, 1992; Myers and Robbins, 1991; Nadler, 1981). Individuals go through a reaction process when they are personally confronted with major organisational change (Jacobs, 1995; Kyle, 1993). Typically, individuals seek a comfortable level of arousal and stimulation and try to maintain that state (Nadler, 1981; Zaltman and Duncan, 1977). It could be argued that the vast majority of organisational change is managed from a technical viewpoint without recognising or understanding how the human element influences the success or failure of the change (Arendt *et al.*, 1995; New and Singer, 1983). It is often easier for management to focus attention on, and to become preoccupied with, the technical side of change, dealing with quantifiable and predictable issues such as developing strategies

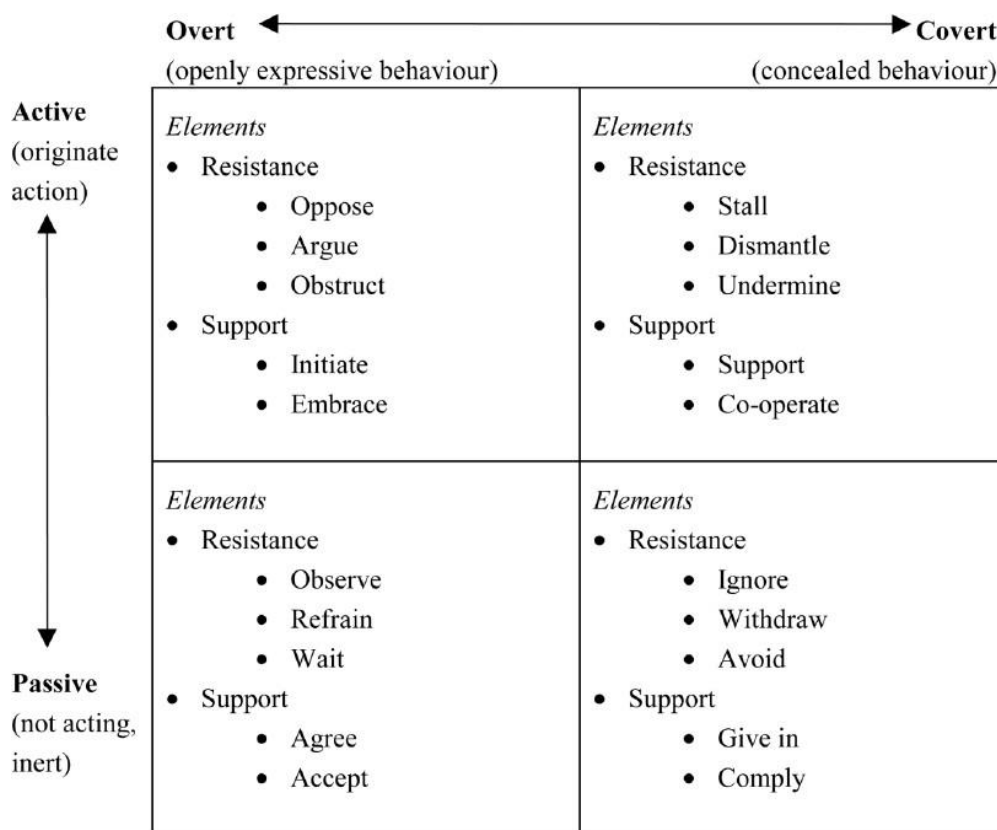
and action plans, calculating profitability and rationalising resources (Huston, 1992; Steier, 1989; Tessler, 1989). Management has a tendency to neglect and ignore the equally important human dimension when implementing change (Levine, 1997; Steier, 1989). By adopting a technical approach, individual resistance tends to be avoided. Managing employee resistance is a major challenge for the initiators of change, and according to O'Connor (1993) outweighs any other aspect of the change process.

To lead an organisation through change, involves constructively balancing human needs and that of the organisation. (Spiker and Lesser, 1995; Ackerman, 1986). Because organisations ultimately

consist of people; organisational change essentially involves personal change and acceptance by the employees. (Band, 1995; Steinburg, 1992; Dunphy and Dick, 1989).

In a study by Bovey and Hede, 2001 behavioural intentions to resist were derived from the construct resistance. A 20-item seven point interval scale was developed by them to measure an individual's behavioural intention towards organizational change. The scale was designed to measure both support and resistance behaviours and was constructed from the key words derived in the quadrant of active-passive and overt-covert dimensions. The quadrant is shown in fig. 1.

Figure 1 Framework for Measuring Behavioural Intentions



Source: Adapted from Bovey & Hede, 2001: Resistance to organisational change: the role of defence mechanisms, Journal of Managerial Psychology 16, 7

POLITICAL SKILLS OF MANAGER

Continuous improvement in skills is required if managers are to be effective in today's highly complex and dynamic environmental conditions. Given that interpersonal skills become more critical as managers move up the hierarchy in organizations, perhaps the most important competency required in mobilizing workers to change the organization is political skill (Ferris et al., 2002). Political skill is seen as a unique form of social skill that managers must have to influence and control others to achieve organizational objectives. Politically skilled managers are astute in understanding social situations, genuine and sincere in their interpersonal interactions, effectively influence others to follow their lead, and adeptly build social capital (Umrani, Mahmood & Ahmed, 2016). Mintzberg (1983) coined the term "political skill" to refer to a personal characteristic of individuals required in order to be effective in the political arenas of organizational life. Characterized as an intuitive sense for how to use power effectively, Mintzberg regarded political as the ability: "... to exercise formal power with sensitivity to the feelings of others, to know where to concentrate one's energies, to sense what is possible, to organize the necessary alliances" (Mintzberg, 1983, p. 26). Furthermore, whereas Mintzberg tended to associate political skill explicitly with formal power, the political skill construct, as it is characterized today, fits better with the ideas suggested by some scholars concerning the exercise of influence devoid of formal authority (Kotter, 1985). People high in political skill are quite calculating and shrewd about the social connections they form, inspiring trust and confidence in others, which allows them to effectively leverage such social capital. Executives high in political skill seek out and relish personal interactions, and their control over others contributes to a sense of confidence that goes along with predictability of success. Such executives do not experience personal interactions as stressful, and, in fact, enjoy demonstrating their political skill so much that tension and stress are actually reduced. People high in political skill not

only know precisely what to do in different social attempt successful. (Ferris, 2005). This does not simply involve the demonstration of particular behaviors that might be regarded as contributing to effective interpersonal interactions. Instead, political skill allows people to create synergy among discrete behaviors that transcend the simple sum of the parts to realize a set of interpersonal dynamics and effective execution that enables individuals to reach higher levels of personal and career success (Ferris, Perrewe, et al., 2000). Thus, political skill can be defined as "the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris, Treadway, et al., 2005: 127).

Ferris, Treadway, Perrewe, Brouer, Douglas, Lux (2007) indicated four critical dimensions of political skill: social astuteness, interpersonal influence, networking ability, and apparent sincerity.

1. *Social Astuteness*: Individuals possessing political skill are astute observers of others. They understand social interactions well and accurately interpret their behaviour and the behaviour of others. They are keenly attuned to diverse social settings and have high self awareness. Pfeffer (1992) referred to this characteristic as being sensitive to others, and he argued that the ability to identify with others is critical to obtaining things for oneself. Socially astute individuals are often seen as ingenious, even clever, in dealing with others.
2. *Interpersonal Influence*. Politically skilled individuals have an unassuming and convincing personal style that exerts a powerful influence on others around them. Interpersonal influence allows people to adapt and calibrate their behaviour to different situations to elicit the desired responses from others. The interpersonal influence dimension captures what Pfeffer (1992) referred to as "flexibility," which involves adapting one's behaviour to different targets of influence in different contextual settings to achieve one's goals.

3. *Networking Ability*. Individuals with political skill are adept at identifying and developing diverse contacts and networks of people. People in these networks tend to hold assets seen as valuable and necessary for successful personal and organizational gains. Because of their typically subtle style, politically skilled individuals easily develop friendships and build strong, beneficial alliances and coalitions. Furthermore, individuals high in networking ability ensure they are well positioned to both create and take advantage of opportunities (Pfeffer, 1992). Finally, they are often highly skilled negotiators and deal makers and are adept at conflict management.
4. *Apparent Sincerity*. Politically skilled individuals appear to others as having high levels of integrity and as being authentic, sincere, and genuine. They are, or appear to be, honest and forthright. This dimension of political skill is crucial if influence attempts are going to be successful because it focuses on the perceived intentions of the behaviour exhibited. Perceived intentions or motives are important and have been argued to modify the interpretation and labelling of behavior. As noted by Jones (1990), influence attempts will be successful when actors are perceived to possess no ulterior motives. Individuals high in apparent sincerity inspire trust and confidence in and from those around them

because their actions are not interpreted as manipulative or coercive.

HYPOTHESES

In view of the foregoing the following hypotheses have been formulated (see Figure 2).

Hypothesis 1: Resistant behaviours to change can be managed effectively by political skills of the manager.

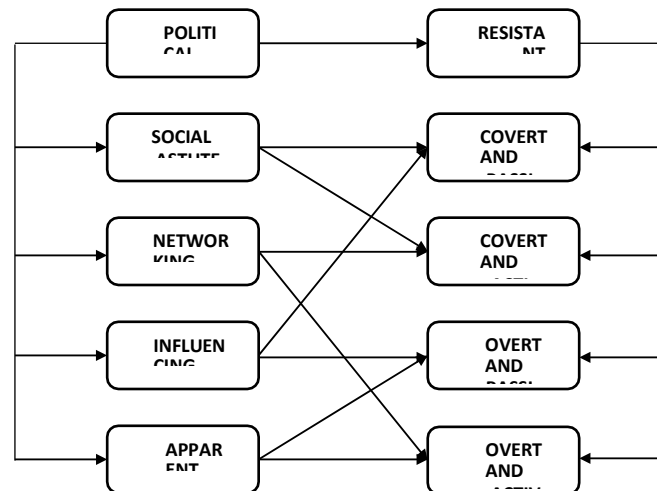
Hypothesis 2: Overt and Active Resistant behaviours of the group members can be effectively managed by apparent sincerity and networking ability of the manager.

Hypothesis 3 : Overt and Passive Resistant behaviours of the group members can be effectively managed by apparent sincerity and influencing capacity of the manager.

Hypothesis 4 : Covert and Active Resistant Behaviours of the group can be effectively managed by the Social Astuteness and the Networking ability of the manager.

Hypothesis 5 : Covert and Passive Resistant Behaviours of the group can be effectively managed by the Social Astuteness and the Influencing capacity of the manager.

Figure 2 The above-mentioned propositions have been empirically tested and the results are summarised in the improvised conceptual model (Figure 3) depicting the relationship between Political Skills and its dimensions with Resistant Behaviours



RESEARCH METHODOLOGY AND TOOLS

Stratified random sampling method was used for measuring political skills of managers (N=30) and resistant behaviors of group members/ their subordinates (N=70) from service industry representing both public and private sectors in India. IT, banking, services and marketing companies in the service industry were focussed upon. Average score of the sample was 40.86 years and SD 8.13 and Average experience 18.28 & SD 8.41.

Subjects were invited to respond to questionnaires in a version of the language commonly used in their daily work life. The data collection method used for this research was a self-administered questionnaire.

Questionnaires were distributed to two sets of participants namely managers (N=30) and their subordinates/group members (N=70). Questionnaires were distributed to participants at the place of their employment, for completion at their own convenience. To measure resistant behaviors, the behavioral intentions scale (Bovey, Hede, 2001), with Cronbach's alpha of 0.90 was

used. To measure political skills of managers, the 18-item PSI (Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas, Frink, 2005) was used. The scale demonstrated acceptable reliability ($\alpha = .86$, $M = 3.89$, $\sigma = .38$). The two primary reasons for choosing a self-administered questionnaire were efficiency in data collection for measuring variables of interest (political skills of managers, i.e. 30 respondents); resistance behaviors exhibited by their subordinates (70 employees/ group members). Also, to maintain anonymity for respondents who were disclosing personal information about themselves and their reactions to change and the role of their managers in managing change.

RESULTS & DISCUSSION

Data were collected by the researcher with the help of standardized scales in small group setting from middle level managers from Indian service industry. In order to test the hypotheses, bivariate analysis using measures of association (correlation coefficients) was implemented, to determine the existence and strength of relationship between behavioural intention to resist and political skills of managers. The results of the correlations along with

the descriptive statistics are reported in Table 1 and 2.

Table 1
Correlation coefficients for political skills dimensions

	SA	II	NA	AS
SA	1			
II	0.382508041	1		
NA	0.294280516	0.468514804	1	
AS	0.364186085	0.224596464	0.123901024	1

Table 2
Correlation coefficients for behavioural intentions to quit

	CP	OP	CA	OA
CP	1			
OP	0.513405257	1		
CA	0.297763293	0.103599292	1	
OA	0.501211794	0.469922058	0.169430409	1

TERMINOLOGY:

Political Skills Dimensions

Astuteness

II: Interpersonal Influence

NA: Networking Ability

AS: Apparent Sincerity

Behavioural Intention to Resist

SA: Social

CP: Covert and Passive

OP: Overt and Passive

CA: Covert and Active

OA: Overt and Active

Table 3
Correlation coefficients (computed values)

	SA	II	NA	AS	CP	OP	CA	OA
S A	1							
I I	0.382508041	1						
N A	0.294280516	0.468514804	1					
A S	0.064186085	0.224596464	0.123901024	1				
C P	-0.241963418	0.494933858	-0.37994305	0.391060416	1			
O P	-0.522275613	-0.460413657	-0.336465658	-0.408654019	0.473793594	1		

C	0.8343241	0.6997239	0.7639081	0.6976860	0.2788412	0.1938119		
A	14	89	18	01	95	27	1	
O	-	0.6278315	-	-	0.5154748	0.5565904	0.218066	
A	0.554491839	67	0.430891136	0.377098445	16	17	71	1

Organizations, that manage change in their favour is may be because of presence of managers who have the political skill. The political skill orientation is a very important variable in influencing decisions. Political skill enables the manager to scan the environment, establish sensitive controls, and facilitate internal communication before and after change. They discuss organizational matters with the employees. Understanding of organizational politics guides them the right situation and time for decentralization and delegation, and also sensitize on the hoarding of power.

Political skill reinforces individuals' belief, at a given point in time, in their ability to act as a causal agent to effect change in the intended direction on their environment (Greenberger & Strasser, 1986) and achieve what they desire (Perrewe' et al., 2004). Political skill makes interactions more predictable, reducing the pressures caused by uncertainty, and in turn, enhancing perceived control over events (Ferris et al., 1999). Thus, it is reasonable to expect that, when facing daunting challenges of change politically skilled people will find ways to solve the immediate problem or at least determine how to "get by" i.e., cope (Perrewe et al., 2005).

Politically skilled individuals not only are successful at regulating interpersonal interactions but also know exactly *how* to exert such influences in a manner that facilitates interpersonal relationships characterized by confidence, trust, and sincerity (Ferris, Hochwarter, Blass, Kolodinsky, & Treadway, 2002). Politically skilled people view interpersonal interactions as opportunities (vs. threats), facilitating the establishment of friendships, connections, and alliances, which in turn ensures a favorable social identity in their network (Perrewe' et al., 2000) by the help of which they can manipulate the environment in their favour for desired change. For example, politically skilled individuals may enjoy network centrality, enabling

them to gain access to important information. Moreover, the confidence and trust placed in politically skilled individuals likely increase cooperation from others in the network. Therefore, in addition to contributing to a greater sense of *perceived* control, political skill, and the accompanying interpersonal influence, may enable individuals to gain *actual* control over events, thus helping individuals to cope with job demands fitting to organizational change.

HYPOTHESIS

Hypothesis 1: *Resistant behaviours to change can be managed effectively by political skills of the manager.*

In order to test Hypothesis 1, Pearson's correlation was employed on PSI and Resistant behaviours comprising overt, covert, active and passive resistance behaviours and social astuteness, interpersonal influence, networking ability and apparent sincerity. It is to be noted that there have been high scores on multi-dimensional adjustment between political skills and resistant behaviors. A perusal of the Table 3 reveals that resistant behaviours of group members have significant correlation with various dimensions of political skills of managers.

Group members exhibiting Overt and Active behaviours are the ones who resist change openly and also express that which may also be accompanied by the reason for disagreement. Also they act on such resistances in the form of opposition, argument and sometimes even obstruction to change. These individuals can be better managed with the apparent sincerity and networking ability of the leader. The manager with high scores on apparent sincerity would appear to the members as having high levels of integrity and being authentic, sincere and genuine, honest and

upright, because of which he can communicate with the group well and discuss the positives and need of bringing the change. Since his actions are not interpreted as manipulative or coercive, he should be able to convey the necessity of change in meeting the organizational objectives. The manager with high apparent sincerity is able to self monitor his performance so is able to keep others from questioning his motives. As noted by Jones (1990), influence attempts will be successful when actors are perceived to possess no ulterior motives. The networking ability of the manager would associate well with active behaviours as people with high networking ability tend to network with people that they view valuable and necessary for successful organizational functioning. Thus using this ability the manager can create a favourable social identity among those in their networks, resulting in significant benefits such as gaining support of ideas, enhanced access to information, and increased cooperation and trust. The manager can use their subtle style to develop friendships and build strong, beneficial alliances and coalitions. Furthermore, individuals high in networking ability ensure they are well positioned to both create and take advantage of opportunities (Pfeffer, 1992). Finally, they are often highly skilled negotiators and deal makers and are adept at conflict management.

Hypothesis 2: *Overt and Active Resistant behaviours of the group members can be effectively managed by apparent sincerity and networking ability of the manager.*

As proposed in the conceptual model, there are members in the group who openly express their resistance to change, i.e. they engage in overt behaviour however, they do not act on it which makes them passive resisters of change. They will engage in activities such as observation from the distance, refraining from the change and waiting for change to just pass by without happening. As hypothesized, that overt behaviours are better managed by the apparent sincerity of the manager. The passive behaviours can be managed by exerting a strong influence on them.

The apparent sincerity dimension was positively related to overt and active resistant behaviours ($r = 0.67$) so we accept the hypothesis. The results led us to reject the hypothesis for networking ability and overt and active resistant behaviours as there was negative correlation between them, also exhibiting a positive correlation between covert and active resistant behaviours and networking ability rather than overt resistant behaviours.

Not all resistant behaviours to change are overt, some are even covert. Resistance in covert form occurs as the concealed or undefined, lack of support for change and such resistance can completely avoid detection. Consequently it is easier to manage overt resistance than covert resistance. However because it exists, it needs to be managed, according to the results.

Hypothesis 3: *Overt and Passive Resistant behaviours of the group members can be effectively managed by apparent sincerity and influencing capacity of the manager.*

The leader with his interpersonal influence i.e. unassuming and convincing personal style exerts a powerful influence on the members. Interpersonal influence allows people to adapt and calibrate their behaviour to different situations to elicit the desired responses from others. The interpersonal influence dimension captures what Pfeffer (1992) referred to as flexibility, which involves adapting one's behaviour to different targets of influence in different contextual settings to achieve one's goals. The above-mentioned statements have thus been proven empirically with the results as well. All the correlation coefficients between influencing capacity and overt and covert behaviours along with passive resistant behaviours are statistically significantly positive. ($r = 0.74$). Though covert and passive resistant behaviours have a negative correlation with apparent sincerity. Henceforth, there have been improvisations in the conceptual model as per the determined results.

Hypothesis 4: *Covert and Active Resistant Behaviours of the group can be effectively managed by the Social Astuteness and the Networking ability of the manager.*

The covert behaviours because they are concealed requires the Social Astuteness skills of the manager as this dimension is closely related to interpersonal perception, social intelligence, practical intelligence, self preservation, emotional stability and emotional intelligence. Managers, who are high in social astuteness move easily through the members, properly comprehend their surroundings. They are often seen as clever or ingenious. Because the covert behaviour is concealed, managers who are high on social astuteness can interpret their behaviour as they are keenly attuned to diverse social settings and have high self awareness. Pfeffer (1992) referred to this characteristic as being sensitive to others. Along with the social astuteness, networking ability of the leader can be used to manage the active behaviours and influencing capacity for the passive behaviours as mentioned in hypothesis 2 and 3.

When covert and active resistant behaviours of the group members were studied in relation to social astuteness of their managers, significant positive correlation coefficients were found ($r = 0.61$). Also, networking ability has positive

but not statistically significant correlation coefficients.

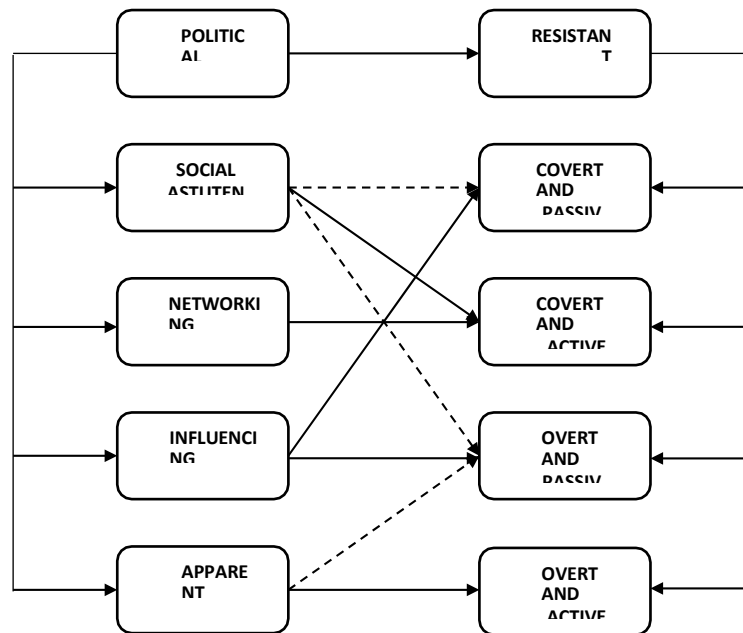
Hypothesis 5: *Covert and Passive Resistant Behaviours of the group can be effectively managed by the Social Astuteness and the Influencing capacity of the manager.*

Influencing capacity of the manager significantly affects covert and passive resistant behaviours of group members ($r = 0.84$). Political skill reflects the capacity to effectively exercise influence over group members in organisations. Individuals high with influencing capacity know precisely how to execute a specific tactic or strategy in the right way to demonstrate the desired effect, thus ensuring the success of the influence attempt. No matter the resistant behaviors of group members are covert, passive or tactfully invisible, such can be effectively managed with influence tactics selected, combined to shape impressions in the working environment.

As already discussed in hypothesis 4, covert and active resistant behaviours of the group members were studied in relation to social astuteness of their managers, significant positive correlation coefficients were found ($r = 0.61$) but with covert and passive resistant behaviours, social astuteness was found not to relate significantly.

As a result, there have been improvisations in the conceptual model in the same context.

Figure 3 The improvised conceptual model derived on the basis of empirical testing. On the basis of empirical investigations, the above- mentioned hypothesis and the conceptual model have been improvised, depicting the relationship between political skills and its dimensions with resistant behaviours.



This paper aimed to conceptualize and empirically investigate the impact of political skills in effectively managing resistant behaviours to organizational change. The chief proposition of carrying out this study was that resistance to change can be a major obstacle if not sought out at the right time, and may even make change unsuccessful. And it is believed that individuals tend to show certain behaviours and activities that confirms their resistance to change, so rather than just technically managing the change, without giving due importance to the human element would not suffice in today's scenario. Thus, it becomes important to manage these behaviours which may further help in carrying out the change process smoothly.

IMPLICATIONS AND LIMITATIONS

Implications that result from an enhanced scholarly understanding of Political skills, and specifically how Political skills relates with effective managing of resistant behaviours are several and exist for scholars as well as for practitioners. For the

organizations, an increased understanding of political skills enhances organizational success, lessens anxiety, and improves external relationships. For managers of the organizations, the implications is that with change as a persistent phenomenon, it becomes ever more necessary for them to develop their skill to read employees and be capable of persuading them to act in ways so as to meet organizational objectives. Politically skilled managers have the ability to enhance their team's performance (Ferris et al., 2005).

A number of limitations are acknowledged with this research. The data collection method used was very structured. This approach did not allow the opportunity to identify, measure and test other significant variables that may be associated with resistance to change. Self-reporting on a questionnaire is subjective rather than objective. Finally, respondents may have underestimated their level of resistance, producing respondent bias. Despite these limitations, which are common in most social research, the design and methodology was considered adequate.

Most of the scholars have done research on the overall construct of Political Skills; the effort in this paper has been to take into picture the four dimensions of political skills also. Each form of resistant behaviour is considered important to be managed, therefore all the forms are sought to be managed. Political skills underlies a whole gamut of organisational politics. A limitation of this paper is that, this research has considered resistant behaviours only. When implementing significant change, management needs to be aware of all other factors which might help them to foster change amiably and also creating a harmonious environment of acceptance by enhancing managers as better change agents.

Once the benefits of working with these dimensions are understood and accepted, management will be more inclined to develop, promote and implement appropriate intervention strategies in organisations.

CONCLUSION

This paper has demonstrated how change managers may use their political skills in managing the resistant behaviours to change, an issue overlooked in literature. A model is proposed that addresses management of resistant behaviours as an outcome of manager's political skills. The research model has offered relationships between dimensions of Political skills and resistant behaviours. Managers may be provided with political skills development training and workshops to create awareness these skills. Human resource managers may prefer to identify change managers who are high on these dimensions, while training may be imparted to those executives who are low on these dimensions. These efforts would help ensure maximal organizational performance.

REFERENCES

- Arendt, C.H., Landis, R.M. and Meister, T.B. (1995), "The human side of change. Part 4",

IEE Solutions, May, pp. 22-6. Atkinson, P. (2005). Managing resistance to change. *Management Services*, 49(1), 14-19.

- Bovey, Wayne H. and Hede, Andrew. 2001. Resistance to organizational change: the role of defence mechanisms. *Journal of Managerial Psychology*, 16(7): 553-548.
- Carnall, C. A. (1986), "toward a theory for the evaluation of organizational change", *Human Relations*, Vol. 39 No. 8, pp. 745-766. Carr, C. (1994), "7 keys to successful change", *Training*, Vol. 31, No. 2, pp. 55-60.
- Coghlan, D. (1993), "A person-centred approach to dealing with resistance to change", *Leadership and Organization Development Journal*, Vol. 14 No. 4, pp. 10-4.
- Conte, H.R. and Plutchik, R. (1995), *Ego Defenses: Theory and Measurement*, John Wiley & Sons, New York, NY. Darling, P. (1993), "Getting results: the trainer's skills", *Management Development Review*, Vol. 6 No. 5, pp. 25-9. Dunphy, D.C. and Dick, R. (1989), *Organizational Change by Choice*, McGraw-Hill, Sydney.
- Evans, R. (1994), "The human side of business process re-engineering", *Management Development Review*, Vol. 7 No. 6, pp. 10-2. Gabriel, Y. (1992), "Putting the organization on the analyst's couch", *European Management Journal*, Vol. 10 No. 3, pp. 348-51.
- Halton, W. (1994), "Some unconscious aspects of organizational life: contributions from psychoanalysis", in Obholzer, A, and Zagier Roberts, V. (Eds) (1994), *The Unconscious at Work*, Routledge, London.
- Hultman, K.E. (1995), "Scaling the wall of resistance", *Training and Development*, Vol. 49 No. 10, pp. 15-8.

- Kegan, R., & Lahey, L. L. (2002). The real reason people Won't change. In Harvard Business School, & I. NetLibrary (Eds.), *Harvard business review on culture and change* (pp. 37-58). Boston, Mass.: Harvard Business School.
- Lawson, E., & Price, C. (2003). The psychology of change management. *McKinsey Quarterly*, (4), 30-41.
- Ferris, G.R., Davidson, S. and Perrewe', P. (2005a), "Developing political skill at work", *Training*, Vol. 42, pp. 40-5.
- Ferris, G.R., Treadway, D.C., Perrewe', P.L., Brouer, R.L., Douglas, C. and Lux, S. (2007), "Political skill in organizations", *Journal of Management*, Vol. 33 No. 3, pp. 290-320. *JMP* 23,7
- Ferris, G.R., Berkson, H.M., Kaplan, D.M., Gilmore, D.C., Buckley, M.R., Hochwarter, W.A. and Witt, L.A. (1999), "Development and initial validation of the political skill inventory", paper presented at the Academy of Management, 59th Annual National Meeting, Chicago, IL.
- Ferris, G.R., Treadway, D.C., Kolodinsky, R.W., Hochwarter, W.A., Kacmar, C.J., Douglas, C. And Frink, D.D. (2005b), "Development and validation of the political skill inventory", *Journal of Management*, Vol. 31 No. 1, pp. 126-52.
- Mintzberg, H. (1983), *Power in and around Organizations*, Prentice-Hall, Englewood Cliffs, NJ.
- Pardasini, R., & Aggarwal, S. (2012). *Managing Resistant Behaviours to Change: Impact of Political Skills of Managers. Enhancing The People Factor*, 110. Pfeffer, J. (1981), *Power in Organizations*, Pitman, Boston, MA.
- Pfeffer, J. (1992), *Managing with Power: Politics and Influence in Organizations*, Harvard Business School Press, Boston, MA.
- Randall, M., Cropanzano, R., Bormann, C., & Birjulin, A. (1999). *Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior*. *Journal of Organizational Behavior*, 20, 159-174.
- Rosenfeld, P., Giacalone, R. A., & Riordan, C. A. *Impression management in organizations: Theory, measurement, practice*. London: Routledge, 1995. Schaafsma, A., *Networking model of change for middle managers*. *Leadership & Organization*, 1997, 18(1), pp 41-49.
- Treadway, D.C., Hochwarter, W.A., Kacmar, C.J. & Ferris, G.R. (2005). *Political will, political skill, and political behavior*. *Journal of Organizational Behavior*, 26, pp. 229 – 245.
- Tushman, M. L. A political approach to organizations: A review and rationale. *Academy of Management Review*, 1977, 2(2) (April), 206-216.
- Umrani, W. A., Mahmood, R., & Ahmed, U. (2016). Unveiling the direct effect of corporate entrepreneurship's dimensions on the business performance: a case of big five banks in Pakistan. *Studies in Business and Economics*, 11(1), 181-195.

Copyright © 2016, Shilpee Aggarwal. This is an open access refereed article distributed under the creative common attribution license which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.