



Bachelor's Thesis

Emotional Resistance to Organizational Change

Managerial Strategies and Practical Interventions

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Desired Academic Title:
Bachelor of Arts in Business

Bachelor Program	Digital Business
Matriculation Number	00727311
Class of	2025
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Abstract

Organizations undergoing transformation often face emotional resistance from employees, manifested through anxiety, frustration, and uncertainty. This emotional resistance represents a critical barrier to the success of change initiatives, particularly in the context of digital transformation and evolving work environments. Despite its relevance, current research lacks integrated evidence on effective leadership interventions that address these emotional challenges. This thesis applies a systematic literature review based on vom Brocke et al. (2009) to identify practices that reduce emotional resistance during organizational change. The findings categorize five managerial strategies: transparent two-way communication, emotionally sensitive leadership, resilience-oriented support measures such as mindfulness training, trust-building through participatory structures, and identity-affirming employee inclusion. These strategies help strengthen psychological safety, improve employee engagement, and foster organizational adaptability. However, the effectiveness of these interventions depends on contextual factors such as organizational culture, leadership capacity, and sector-specific challenges. While the proposed framework provides practical orientation for leaders and HR professionals, it highlights the need for empirical validation in diverse organizational settings. This thesis contributes to bridging the gap between theory and practice by offering actionable insights for managing emotional resistance and supporting sustainable change implementation.