

**ORGANIZATIONAL CHANGE MANAGEMENT CAPABILITY AND FIRM SURVIVAL: AN EMPIRICAL INVESTIGATION OF SOFTWARE BUSINESSES IN THAILAND**

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**ABSTRACT**

Organizational change management capability has been viewed as one of the key components that influence organizational outcomes. The objective of this study is to investigate the relationships among the four dimensions of organizational change management capability on firm survival through mediating the influences of organizational creativity, organizational innovation, and organizational flexibility. Furthermore, the four factors as antecedents, namely, executive vision, organizational experience, technological force and competitive pressure have moderating effects on transformational leadership and learning orientation. Here, 137 software businesses in Thailand were chosen as a sample of the study. The hypothesized relationships among variables are examined by using Ordinary Least Square (OLS) regression analysis. Results suggest that some dimensions of organizational change management capability are positively related to organizational creativity, organizational innovation, and organizational flexibility. Then organizational creativity is positively related to organizational innovation, and organizational flexibility. Likewise, both organizational innovation, and organizational flexibility are positively related to firm survival. In addition, the antecedent variables, executive vision, organizational experience, and technological force are positively significant, except for competitive pressure. Thus, transformational leadership has an only moderating effect on the relationship between executive vision and dynamic learning. In addition, learning orientation has an only moderating effect on the relationship between organizational innovation and firm survival. Moreover, theoretical and managerial contributions, conclusions, and suggestions for future research are also interesting to be discussed.

**Keywords:** *Organizational Change Management Capability, Organizational Creativity, Organizational Innovation, Organizational Flexibility, Firm Survival, Executive Vision, Organizational Experience, Technological Force, Competitive Pressure, Transformational Leadership, Learning Orientation*