

**ORGANIZATIONAL TRANSFORMATION ORIENTATION AND FIRM SUCCESS: AN EMPIRICAL INVESTIGATION OF JEWELRY BUSINESSES IN THAILAND**

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**ABSTRACT**

Organizational transformation orientation has been reviewed as one of key components that influence on organizational outcome. Drawing on the contingency theory, the objective of study is to investigate the relationships among organizational transformation orientation (core value proactiveness, organizational learning enhancement, employee motivation encourage, individual appraisal orientation), organizational flexibility and firm success by using change culture as a moderator. The sample involved 90 jewelry businesses in Thailand. The hypothesized relationships among variables are examined by using ordinary least square (OLS) regression analysis. Results suggest that some dimensions of organizational transformation orientation are a positive influence on consequences of organizational transformation orientation. Change culture is a moderator of the relationships among some dimensions of organizational transformation orientation and consequences of organizational transformation orientation.

Keywords: *Organizational Transformation Orientation, Organizational Flexibility, Employee Adaptation, Organizational Innovation, Business Growth, Firm Success, Change Culture*