

## ABSTRACT

Every organizational development theorists stress the need for organizational changes to remain competitive for any business (private, public, or nonprofit) stating that the need for change is driven by external and internal environmental forces and organizational changes must be planned whereby things to change and desired outcomes are clearly established. The concept of learning organization is one of the total change strategies available to organizations of all categories to utilize in steering through the challenges thrown into the path of survival and success. The literature suggests changes to organizational factors are necessary to implement the change strategies to bring about learning in organizations. Finally, the benefits for such changes must be examined and measured as every organizational change is geared towards better performance outcomes both financially and knowledge-wise.

The purpose of this study was to examine: (1) the effects of external and internal driving forces of change on planned organizational changes with respect to learning perspectives; (2) the relationships between interacting organizational variables (under the influence of driving forces of change); and (3) the effects of interaction of organizational variables and learning outcomes on perceived levels of organizational performance both financially and knowledge-wise.

A theoretical model and a survey instrument were developed to assess and validate all the points mentioned above in a real world situation where learning and knowledge are essential components. Personnel of small and medium sized software developments firms in Thai Software Industry were chosen as the case study for empirical studies to assess and prove the theories and literatures. The results indicated that the driving forces of change do have an indirect effect on learning outcome and organizational performance of an organization mediated by organizational variables.