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## THE INFLUENCES OF ENTREPRENEURIAL ORIENTATION, CUSTOMER ORIENTATION, AND MEANINGFUL WORK ON CUSTOMER FOCUSED OUTCOMES: A MODERATED MEDIATION APPROACH (SUMMARY)

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≈ SUMMARY ≈

**THE INFLUENCES OF ENTREPRENEURIAL ORIENTATION,  
CUSTOMER ORIENTATION, AND MEANINGFUL  
WORK ON CUSTOMER FOCUSED OUTCOMES: A  
MODERATED MEDIATION APPROACH**

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**Principle Topic**

Why can some organizations acquire more new customers or more successfully retain existing customers than others? Although various organizational constructs illustrate situational contingencies to strategic behaviors, we argue that entrepreneurial orientation (EO) and customer orientation (CO) still warrant considerable theoretical and practical attention in the domain of corporate entrepreneurship. To address this, our study first identified a research model that can delineate the sequential impact of meaningful work encompassing EO (CO) on customer-oriented outcomes. Our conditional indirect framework attempts to specify both *how* and *when* the effects of EO (CO) occur when acquiring new customers (retaining existing customers), so that our study contributes to the development of task characteristics theory and the actual application of the input-mediator-output (IMO) framework via the dispersion of EO (CO) in organizations.

**Method**

Drawing on a data set of 336 bank branches (808 managers/7,230 competitors), we provide a model of meaningful work associated with EO (CO). Incorporating both moderation and mediation, we analyzed the index of moderated-mediation that is equivalent to bootstrapping. We also present endogeneity concerns and discuss how we have sought to overcome them by using IV strategies.

**Results and Implications**

We hypothesized a moderated mediation model to demonstrate a nuanced understanding EO (CO) within different tasks, so that our results suggest the moderating effect of task types in the relationship between EO/CO and customer acquisition/retention. Our findings indicate that the perception of meaningful work partially mediated the positive linkage of EO (CO) to new customer creation (existing customer retention). In addition, the indirect positive effect of EO (CO) with each customer-oriented outcome through the meaningful work was weaker among managers at large company-focused branches, whereas same levels of effect of EO (CO) were stronger when those managers work at individual or small business-oriented branches. Our findings offer a detailed model on meaningful work associated with EO/CO, interpreting how collective meaningful work pushed by strategic behaviors of managers fosters customer-oriented outcomes in service organizations. Accordingly, our study contributes to establish new insights alongside practical guidance for the corporate entrepreneurship-meaningful work-outcome ties. It further contributes to strengthening theoretical perspectives on the EO/CO -performance paradigm within conservative/bureaucratic surroundings.

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