


PREFACE

It is widely acknowledged that employees with positive attitudes towards their leaders and working environment can contribute to significant organizational outcomes; which can include customer satisfaction, loyalty, and increased profits. Employee's service-oriented behaviour has been extensively proposed in literature as the result of a multiple set of organizational variables. However, limited empirical research has explored the links between the behaviour and attitudes of front line employees that lead to constructive service. The study is based on a sample of 526 employees from across a cross section of service sectors available in the northern part of West Bengal, India. This study empirically examined the relationships between job related variables, working environment, job stress and other job related variable as a set of explanatory variable whose impact on the practice of customer orientation was a primary intention of our study. In addition, a theoretical analysis of the relationship between customer oriented behaviour, pay satisfaction, organisational identification, job stress, job autonomy & variety, job supervision and experienced meaningfulness tried to explain the importance of empirically investigating the observed relationships between job related variable and customer orientation.. The results provided support for the claim that perceived organizational support, organisational identification, experienced meaningfulness, job autonomy; positive supervision mediates the relationship between job dimensions and service-oriented organizational behaviours. This study is relevant to the management of service industries that depend on front-line employees to deliver quality service, and to clarify the environmental and situational aspects that influence employee's service behaviours. These factors are crucial in face-to-face interactions which can result in long run survival of the business.



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