

## **Abstract**

Customer-orientation behaviour which refers to the employee's tendency or predisposition to meet client's need in the job context has become a prime variable of interest for organizations wishing to market and promote products to the customers. In hotel industry in particular, one way to improve the quality of services offered is through the prompt and courteous service quality given by the front liners that is by adopting customer-orientation behaviour. Therefore, utilization of customer-orientation behaviour has been aggressively promoted by hoteliers. However, a complete understanding of the consequences of customer-orientation behavior is presently lacking. This study explores the influences of customer-orientation behavior on affective outcomes (job satisfaction and organizational commitment) and the influences of affective outcomes on job outcomes (service recovery performance and turnover intention) of front liners. Hypothesized relationships are tested using survey responses from a sample of 155 hotel front liners in Langkawi. Results revealed a positive relationship between customer-orientation behavior and job satisfaction as well as organizational commitment of the front liners. Job satisfaction positively influencing service recovery performance and organizational commitment contributes to low turnover intention. Results are compared with earlier findings and implications for future research are discussed.

Key words: Customer-orientation behavior, hotel, front liners.