# Effects of Main Contractors' Service Quality on Subcontractors' Behaviours and Project Outcomes

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**Abstract :** Effective service quality management has long been touted as a means of improving project and organisational performance. Particularly, in construction projects, main contractors are often seen as a broker between clients and subcontractors, and their service quality is thus associated with the overall project affinity and outcomes. While a considerable amount of research has focused on the aspect of clients-main contractors, very little research has been done to explore the effect of contractors' service quality on subcontractors' behaviours and so project outcomes. In addressing this gap, this study surveyed 97 subcontractors in the Chinese Construction industry and data was analysed using the Partial Least Square (PLS) Structural Equation Modelling (SEM) technique. The overall findings reveal that subcontractors categorised main contractors' service quality into three dimensions: assurance; responsiveness; reliability and empathy. Of these, it is found that main contractors' 'assurance' and 'responsiveness' positively influence subcontractors' intention to engage in contractual behaviours. The results further show that the subcontractors' intention to engage in organizational citizenship behaviours is associated with how flexible and committed the main contractors are in reliability and empathy. Collectively, both subcontractors' contractual and organizational citizenship behaviours positively influence the overall project outcomes. In conclusion, the findings inform contractors different strategies towards managing and gaining subcontractors' behaviour commitment in a socially connected, yet complex and uncertain, business environment.