

## EXECUTIVE SUMMARY

Quality of Work Life originated over three decades ago. However, the concept of QWL has found a renewed concern and began to regain the interest of scholars and practitioners during the 1990's. There was an increase in the importance of QWL to the organization and its human resources both in terms of employee job satisfaction and in terms of the ultimate performance of the organization. Although many studies and emphasis on QWL in Western countries, it seems that the concept has been less popular in Asian countries. This study aims at filling the niche to examine the quality of working life experience and its impact on employees' job related behaviors and non-work lives among organizational employees in the city of Macau, S.A.R., China.

There are two main objectives in this study. The first objective is to examine quality of work life in Macau in terms of how their work lives satisfy six basic needs of employees. Secondly, the study aims to explore how the satisfaction of each individual need in work life affects employees' job satisfaction, life satisfaction, affective organizational commitment, turnover intention as well as general well-being.

The present study of QWL was based on the need satisfaction model adopted by Sirgy, Efraty, Siegel and Lee (2001). A survey questionnaire was applied to study on the data of 211 employees from four different organizations in Macau. Results show that: 1)

QWL is positively related to job satisfaction with the social need being the major predictor of job satisfaction; 2) a positive correlation between QWL and life satisfaction is supported and the health and safety need is the only predictor of life satisfaction in this study; 3) QWL is also positively related to affective organizational commitment and significant predictors of this variable include knowledge need, social need and esteem need; 4) QWL is negatively related to turnover intention and this dependent variable is solely predicted by knowledge need; 5) QWL relates positively with general well-being. Specifically, health and safety need and esteem need have a direct relationship with general well-being while economic and family need is negatively related to this variable.