

## **Research on the Impact of Macao Civil Servant's Work Values on Job Satisfaction and Job Engagement**

Ao Io Weng      O Lai Heong

*The work values of different generations of civil servants affect their work attitude and behavior. This paper aims at analyzing the characteristic and difference of the work values of young and middle-aged civil servants, and evaluating the impact of work values on their job satisfaction and job engagement. Results show that interpersonal harmony is the most important value appreciated by young and middle-aged civil servants, while innovative preference is the most important predictor to the job satisfaction and job engagement of young and middle-aged civil servants. Long-term development positively affects the job engagement of young civil servants but negatively affects that of middle-aged civil servants. Interpersonal harmony is found to have a positive effect on both the job satisfaction and job engagement of middle-aged civil servants. Moreover, value congruence among co-workers positively moderates the relationship between civil servants' work values (i.e. innovative preference, interpersonal harmony and long-term development) and job engagement. These findings highlight the importance of work values to motivation and reveal some generational differences among civil servants, which may be attributed to their promotion system. Relevant implications are discussed and suggestions are included.*

## **Research on the fitness of subjective evaluation and objective measurement of public service performance: an empirical analysis based on the Macau Police Service**

Lok Sai Wa      Xie Minmin      Zhou Zhanfeng      Hu Tao

*The two main modes of public service performance evaluation are citizen's subjective evaluation and objective measurement. The former has always been praised by governments both domestically and abroad, but the accuracy and reliability of its evaluation results are doubtful and have become a significant issue in the construction of service-oriented government nowadays. In this paper,*

*based on the previous study that the public can identify or judge the quality of public services at a macro level, we use a multiple regression model (OLS) to analyze the performance evaluation data of Macau police services to explore the consistency between the two dimensions. It was found that there was no significant effect between the two dimensions in different service qualities and processes, put simply, the public could not identify or judge public services at the microdimensions, and the results may not be reliable. Thus, the citizen's subjective evaluation mode uses the public as the interviewee may not be able to achieve the expected results at the micro dimensions, but it is necessary to find the right evaluation subject and evaluation content match with the subject when designing citizen evaluation of public services, and the construction of a meet the demand and scientific citizen's evaluation still to be studied.*

**Are the concessionaires (or gaming sub-concessionaires) civilly liable with the junket promoters for the non-fulfilment of their obligations towards the players?**

**(Regarding the judgments of the TSI - Cases No. 840/2017 and 475/2018 and the TUI - Case No. 45/2019)**

João António Valente Torrão

*In due course we comment on the judgments of the TSI - Cases No. 840/2017 and 475/2018 and the TUI - Case No. 45/2019) which address the question of whether the concessionaires (or subconcessionaires of gambling) responded civilly with the game promoters for the non-compliance with their obligations to the players.*

*For the reasons we have relied on at the time, we disagree with the decisions and legal arguments given in those judgments.*

*It happens, however, that, subsequently, Law No. 16/2001 was amended, and law no. 16/2022 of 19 December was also published, which repealed Administrative Regulation No. 6/2002, and established in an innovative way the solidary responsibility to which the judgments referred.*

*In paragraph 10 of this work we continue to deal with this matter, asking whether, in the light of the new rules, we maintain the understanding mentioned above*

## **Still on the primacy of the Principle of International Conventional Law in the Hierarchy of the Sources of Law of the MSAR**

Ilda Cristina Ferreira

*The legal basis that determines the position of international treaty law (or positive international law) in the hierarchy of sources of law of the Macao Special Administrative Region (MSAR) continues to be a controversial topic within the legal community, given the absence of a constitutional norm expressly recognizing its value and hierarchical position.*

*The Judgment of 2 June 2004 of the Court of Final Appeal on Case No. 2/2004 contributes to this doctrinal debate by producing a different reasoning from that rendered in the Judgments of the Court of Appeal despite the fact that both courts reach the same conclusion: the “supremacy of international law over domestic law”.*

*The chosen theme is not new. In fact, the Court of Final Appeal ruling has already been scrutinized in a previous article, in which we argued, among other arguments, that the primacy of international treaty law over ordinary law is, in the light of the principle of continuity, a general and structuring principle of the MSAR’s legal system, forming part of its *ius identitatis*.*

*This Article explains the relationship between the principle of continuity - a pillar principle of the Basic Law and the MSAR’s internal order, intrinsic in the principle of “One Country, Two Systems” - and the principle of the primacy of international conventional law.*

*It critically analysis some doctrinal works that endorse the Court of Final Appeal’s understanding, highlighting fundamental concepts and principles of international public law on this subject, and from a civil law perspective, as well of the MSAR.*

*The Article is divided into five parts. In the first, a brief reference to the value and hierarchical position of international law before and after the establishment of the MSAR is undertaken, in the second, this topic is addressed in terms of legislative praxis, jurisprudence and doctrine, in the third, the official positions of the People's Republic of China and the MSAR in international fora are noted, in the fourth, some observations are provided, followed by a conclusion in the fifth part.*

## **Analysis of the Public Information and Basis of Government Procurement in Macao SAR**

Tang Tat Weng

*In the current procurement procedures of the Macau Special Administrative Region government (MSAR), certain information is required to be disclosed by law or administrative decision. This article discusses and analyzes the categories of publicly available information and their disclosure channels one by one, in order to understand that the relevant public information is diverse and dispersed.*

*Regarding legally mandated public information, apart from the guidelines and norms for implementing the tendering process, the disclosure methods for other legally mandated public information are independently regulated. However, the commonalities and similarities between published information and materials can only be assessed through humanized reading and understanding.*

*On the other hand, administratively normalized public information results from the compliance of each procuring entity with the internal guidelines or instructions of government, which must be uploaded to their respective webpages. Due to the lack of strict normative conditions, the terminologies used in the expressions are not consistent, and the public information is not integrated into a single system or platform, or within a single database.*

*Therefore, in order to improve work efficiency and reduce resource consumption in modern administrative operations, it is necessary to rethink the*

*current decentralized information and independent management model. This can be achieved by adopting new legal regulations and utilizing state-of-the-art technology to consolidate and integrate information and content related to government procurement into a unified and comprehensive information system or platform. This will enable the government of the MSAR to make comprehensive plans and administer of the government procurement and related finances based on comprehensive and complete information, as well as any available statistical information.*

### **Smart Platform Design for “Helping the Elderly” in Macao**

Chen Yang      Lou Shiyan      Cheung Wai Kong      Tian Shuming

*To realize the organic combination of the current focus of the Macao SAR government on the construction of a smart city and the improvement of care for the elderly, this paper focused on better realizing elder-friendly, elder-assistance and elder-caring. Based on the results of a questionnaire survey carried out by the investigation team of smart care for the elderly project on the elderly and their caregivers in Macao, this paper combined the actual needs of the elderly in Macao and the most advanced technology to build a smart platform for "helping the elderly" in Macao. Through the use of emerging technologies such as the Internet +, the Internet of Things, and cloud platforms, it analyzed how to effectively realize the connection between the demand side, the supply side and the management side of the platform, and the feasibility of the smart platform in Macao was analyzed. The results showed that smart care for the elderly was feasible; the current coverage of smart care is low and the demand for it was higher; and the rational design and use of the smart care platform can effectively promote the development of smart care for the elderly in Macao.*

## **Macau: Reconstructing the Maritime Silk Road to Latin Countries**

Wang Hai

*As early as the 16th century, Macau had opened up the Maritime Silk Road to the Latin countries on the Asian, European, African and American Continents, opening an unprecedentedly large international market for Chinese commodities. Macau Maritime Silk Road to the Latin countries will be reconstructed by taking advantage of extensive international contacts in Macau and the openness of its free port. China's 21st Century Maritime Silk Road will be expanded globally.*

## **Opportunities and challenges for Macao architects practicing in Hengqin**

Chao Chi Man

*As we all know, Macao's economic structure is relatively simple, with limited resources, a serious shortage of land, many bottleneck restrictions, strict environmental resource restrictions, and increased pressure on citizens' lives. If the development space can be expanded, it will definitely take an important step towards the sustainable development of Macao's future city. As the central government continues to increase efforts in the construction of the Guangdong-Macao In-Depth Cooperation Zone in Hengqin and a series of major support policies that benefit the people, relying on Hengqin, Macao's high-end talents will have better development prospects. We will build Hengqin into a new platform to promote the moderately diversified development of Macao's economy, create a new space that facilitates the life and employment of Macao residents, and also strengthen our confidence and determination to attract high-end talents from Macao to join Hengqin. This article will take the practice of Macao architects in Hengqin as the research object, sort out the current status of Hengqin's support policies for Macao architects, and put forward countermeasures and suggestions for the opportunities and challenges faced by Macao architects in the integration process. And further promote industrial cooperation, effectively transform*

*scientific and technological achievements, and gradually build the Guangdong-Macao In-Depth Cooperation Zone in Hengqin into a talent highland with radiating functions, allowing Macao architects to have a broader space for entrepreneurship and employment, thereby supporting the integration of Macao's high-end architect talents* The overall situation of national development. In the future, with the advancement of Hengqin construction, there is still a lot of room for development in future planning. As more relevant policies are introduced in the future, I believe more and more Macao engineering talents will come to work in Hengqin.

## **Charity Education in Macao: Overview and Characteristics**

Lou Shenghua

*Charitable education in Macao can be categorized into formal academic and non-formal social education. Development history can be divided into two stages marked by the establishment of professional academic education in 2012. The main body of education is undertaken by universities with government departments and charitable organizations. In terms of educational content, practical education is emphasized, while theory is weak. In terms of the form of education, social education is predominant, while specialized and general education is not universal. Therefore, charitable education in Macao suffers from a lack of unified planning and top-level design, a lack of systematization in terms of levels and contents, as well as a high degree of integration, and the absence of an educational hierarchy.*

## **A Review of Macau's Theatre Activities during The War of Resistance against Japanese Aggression**

Huang Ziqi

*During the war against Japanese invasion period, Macau's theatre scene showed a peculiar prosperity and Macau's Mandarin Chinese drama was formally*

*born. Drama Troupes that rose to prominence in Macao during this period included the Arts Alliance Drama Troupe, the Cantonese Drama Group of the China Brigade Drama Troupe, the Storm Theatre Company, and the Chinese Arts Drama Troupe, amongst others. The Chinese Brigade Drama Troupe performed two historical dramas in Macao in August 1939, Wu Zetian, which was a sensation. The Storm Theatre Company went to Guangxi for resistance propaganda, and the anti-Japanese drama group Arts Alliance Theatre Troupe was established in 1942, which was the first professional drama group in Macau's drama history, and performed Thunderstorm, Sunrise, Wu Zetian, The Lady of The Camellias, and Hatefulness at the End of the Ming Dynasty, etc. The Chinese Arts Drama Troupe was established in 1943, and the Zhongliu Theatre Troupe was set up in 1944. Founded in 1943, the Chinese Arts and Chinese Flow Troupe performed plays such as Shen Fu's The Golden Jade and Guo Moruo's The Peacock's Guts. The professional troupes elevated the artistic level of Macau's theatre performances, and profoundly aroused the consciousness of the people of Macau in their struggles. The successive founding of the Federation of Arts, the China Arts and the China Stream represented the maturity of Macau's theatre performances, and reflected the sincerity of literary figures in the struggle against the war and for the salvation of the country. The activities of Macau's theatre troupes during this period were different from those in the Mainland and other overseas Chinese regions, in that Macau's theatre troupes and theatre performances could not directly propagate "resistance against the Japanese and salvation of the country", and could only be carried out in the form of fund raising and relief. The national crisis, as a special foundation for the prosperity of theatre troupes, was both strong and fragile, and when the crisis lifted, the troupes were divided, so that after 1945, with the return of the population and the resumption of the cinema industry, the professional theatre troupes ceased to flourish in Macau, and eventually disbanded and disappeared altogether. The emergence of theatre troupes and the flourishing of theatre activities during the war against Japanese invasion period represent a special stage of transition and transformation in Macau's theatre, and the 1930s and 1940s have become an important part of the development of Macau's theatre.*