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Work motivation and job satisfaction among contracted university employees

Motivación y satisfacción laboral en trabajadores contratados del sector universitario

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Limber Pinchi Fasanando
limberpinchi@unu.edu.pe
https://orcid.org/0000-0002-2738-2171
Universidad Nacional de Ucayali. Pucallpa, Peru

Leydi Pérez Guimaraez
leydi_perez@unu.edu.pe
https://orcid.org/0000-0002-4716-9458
Universidad Nacional de Ucayali. Pucallpa, Peru

Manuel Rocha Gonzales
manuel_rocha@unu.edu.pe
https://orcid.org/0000-0002-8667-1600
Universidad Nacional de Ucayali. Pucallpa, Peru

Karina Montalván Paredes
Karinamontalvan42@gmail.com
https://orcid.org/0009-0009-9362-048x
Universidad Nacional de Ucayali. Pucallpa, Peru

Libia Rocio Velasquez Bernal
rochivb@hotmail.com
https://orcid.org/0000-0001-7787-2542
Universidad Nacional Amazónica de Madre de Dios. Puerto Maldonado, Peru

Alex Camilo Velásquez Bernal
Alexmarcelovv@hotmail.com
https://orcid.org/0000-0002-1140-8023
Universidad Andina del Cusco. Cusco, Peru

Abstract

Work motivation and job satisfaction are relevant factors for employee performance and well-being, especially in public institutions where contractual conditions may influence perceptions of the work environment. In this context, the study aimed to determine the relationship between work motivation and job satisfaction among contracted employees of the National University of Ucayali in 2025. A relational, quantitative, and cross-sectional study was conducted, applying surveys to 117 contracted employees using instruments with adequate reliability. The results showed a predominance of medium and high levels of work motivation, while job satisfaction was mainly concentrated at medium levels. Likewise, a weak and non-significant positive relationship was found between work motivation and job satisfaction; however, the affiliation dimension showed a significant association with job satisfaction. It is concluded that overall work

motivation is not a significant predictor of job satisfaction among the contract employees evaluated, suggesting that job satisfaction is influenced by other organizational and work-related factors not examined in the present study. In contrast, the significant association between the affiliation dimension and job satisfaction indicates that strengthening interpersonal relationships, fostering a sense of belonging, and promoting support among colleagues and supervisors may contribute to improving job satisfaction within this group of employees.

Keywords: Work motivation, job satisfaction, contract employees.

Resumen

La motivación laboral y la satisfacción constituyen factores relevantes para el desempeño y bienestar de los trabajadores, especialmente en instituciones públicas donde las condiciones contractuales pueden influir en la percepción del entorno laboral. En este contexto, la investigación tuvo como objetivo determinar la relación entre la motivación laboral y la satisfacción en trabajadores contratados de la Universidad Nacional de Ucayali durante el año 2025. Para lograr dicho objetivo, se desarrolló un estudio de alcance relacional con enfoque cuantitativo y corte transversal, aplicándose encuestas a 117 trabajadores contratados mediante instrumentos con adecuada confiabilidad. Los resultados evidenciaron predominio de niveles medios y altos de motivación laboral, mientras que la satisfacción se concentró principalmente en niveles medios. Asimismo, se observó una relación positiva débil y no significativa entre motivación y satisfacción laboral; sin embargo, la dimensión afiliación mostró asociación significativa con la satisfacción. Se concluye que la motivación laboral, considerada de manera global, no constituye un predictor significativo de la satisfacción laboral en los trabajadores contratados evaluados, lo que sugiere que esta última depende de otros factores organizacionales y laborales no analizados en el presente estudio. En contraste, la relación significativa de la dimensión de afiliación indica que fortalecer las relaciones interpersonales, el sentido de pertenencia y el apoyo entre compañeros y superiores podría contribuir a mejorar la satisfacción laboral en este grupo de trabajadores.

Palabras clave: Motivación laboral, satisfacción laboral, trabajadores contratados.

Introduction

Work motivation and job satisfaction are fundamental variables for understanding organizational behavior, institutional performance, and worker well-being, given their influence on commitment, productivity, retention, and the quality of work carried out within organizations.

In public institutions, these variables acquire particular relevance, since the achievement of institutional objectives depends to a large extent on the level of involvement, recognition, and satisfaction perceived by personnel. In this context, work motivation relates to the drive that channels effort toward the attainment of organizational and personal goals, while job satisfaction concerns the positive or negative evaluation that workers develop regarding their duties, working conditions, interpersonal relationships, and the organizational environment (Cutipa & Chillihuani, 2021; Soto, 2021).

Various studies have shown that work motivation and satisfaction maintain important relationships with organizational factors such as leadership, recognition, organizational climate, institutional communication, and working conditions. Within the university setting, job satisfaction has been linked to organizational communication processes, perceptions of institutional support, and the quality of the work environment, elements that shape the emotional stability and performance of administrative and academic staff (Fernández & Ruíz, 2022; Yánez & Yánez, 2020). Furthermore, research has reported that workers with higher motivation levels tend to exhibit better performance indicators, greater organizational integration, and improved adaptation to workplace changes, especially in scenarios of institutional transformation and remote work (Panduro & Casa, 2022).

Additionally, studies conducted in different work contexts have yielded heterogeneous results regarding the relationship between motivation and satisfaction. In financial institutions, communal enterprises, hospitals, and markets, motivational factors related to recognition, affiliation, teamwork, leadership, and professional development opportunities have been found to favor higher levels of job satisfaction (Cutipa & Chillihuani, 2021; Soto & Taipe, 2021; Zapata, 2023; Chacón, 2024). However, evidence also indicates that this relationship may be conditioned by extrinsic elements such as contractual stability, remuneration, physical working conditions, and promotion possibilities, particularly among workers with temporary contractual ties (Soto, 2021; Gancino, 2021).

Within the context of public universities, contracted employees represent an essential component for administrative and academic functioning; nevertheless, the characteristics inherent to temporary hiring may generate perceptions of uncertainty, limited stability, and reduced professional growth opportunities, potentially affecting motivation and job satisfaction levels. Studies conducted in university institutions have noted that aspects such as social climate, collaborative work, communication, and institutional leadership significantly influence job satisfaction and perceptions of organizational performance (Celestino, 2023; Panduro & Casa, 2022).

From a contemporary perspective, the study of work motivation requires differentiating not only the quantity of motivation present in the worker but also its quality. Gagné and Deci (2005) contend that self-determination theory allows for an understanding of work motivation along a continuum ranging from controlled regulations to autonomous forms of engagement, a framework particularly pertinent for analyzing institutional contexts where workers may perform their duties out of contractual obligation, identification with organizational objectives, or genuine interest in the contribution being made. This distinction is relevant to the present investigation, given that contracted employees at a public university may display apparent levels of motivation even when such motivation does not necessarily translate into satisfaction if conditions of autonomy, recognition, and stability are perceived as insufficient.

Along similar lines, Deci et al. (2017) propose that organizations foster more sustainable forms of motivation when they promote the satisfaction of three basic psychological needs: autonomy, competence, and relatedness. Autonomy manifests in the possibility of participating in decisions or exercising reasonable control over how work is performed; competence relates to perceptions of efficacy, learning, and task mastery; and relatedness concerns belonging, social support, and the quality of interpersonal bonds. These dimensions directly engage with the achievement, affiliation, and power components considered in the present study. Accordingly, the analysis of work motivation in university institutions must move beyond a focus limited to economic incentives and consider the worker's subjective experience within the organizational system.

The literature on work motivation also highlights that workplace behavior results from complex processes in which goals, values, rewards, organizational justice, job design, and environmental characteristics interact. Latham and Pinder (2005) note that contemporary theories of work motivation have integrated cognitive, affective, and contextual contributions, emphasizing the importance of establishing clear objectives, timely feedback, and conditions that allow workers to perceive meaning in their activities. In public universities, these factors assume particular importance because the fulfillment of administrative and support functions responds not only to operational demands but also to the mission of providing educational, scientific, and social services to the community.

Likewise, job satisfaction should not be understood as an isolated reaction to salary or benefits, but rather as a global evaluation integrating perceptions of the work itself, relationships with supervisors and colleagues, institutional justice, and development opportunities. Judge et al. (2001) demonstrated, through qualitative and quantitative review, that job satisfaction maintains a significant relationship with performance, although this relationship depends on personal and organizational variables. This evidence

justifies considering university contracted workers' satisfaction as a strategic indicator for public management, given that its decline may affect process continuity, service quality, and the willingness to contribute to institutional objectives.

Similarly, work design constitutes another necessary component for interpreting the relationship between motivation and satisfaction. Humphrey et al. (2007) integrated motivational, social, and contextual characteristics of work design, showing that these characteristics relate to attitudinal and behavioral outcomes. In the case of contracted workers, possibilities for task variety, autonomy, feedback, social support, and physical conditions may influence how daily motivation is experienced. Thus, a worker may display achievement orientation or interest in assuming responsibilities while maintaining moderate satisfaction if the position offers limited participation margins, restricted recognition, or insufficient material conditions.

In the public sector, motivation also connects to service orientation and the interest in contributing to collective well-being. Perry and Wise (1990) conceptualized public service motivation as an individual predisposition oriented toward responding to institutional, normative, and affective motives inherent to serving society. Subsequently, Breaugh et al. (2018) showed that self-determination-based work motivation and public service motivation constitute distinguishable constructs, although both may relate to satisfaction among public employees. This perspective proves especially useful for Amazonian public universities, where institutional work unfolds in territories with particular social, educational, and administrative demands, and where the sense of contribution may serve as a motivational source even when contractual restrictions persist.

At the National University of Ucayali, contracted employees perform strategic functions in administrative and institutional support areas; however, observed conditions are associated with limited promotion opportunities, perceptions of insufficient recognition, needs for strengthening teamwork, and factors related to the physical and organizational environment that could influence motivation and job satisfaction. This problematic situation is relevant because a decline in these variables may affect organizational commitment, performance, and the quality of service provided within the institution.

Given the foregoing, the objective of the present research was to determine the relationship between work motivation and job satisfaction among contracted employees at the National University of Ucayali during 2025. The study is justified by the need to generate empirical evidence that contributes to strengthening human talent management and designing institutional strategies oriented toward improving organizational climate, worker well-being, and organizational efficiency within the public university context.

Methodology

The research was conducted during 2025 at the National University of Ucayali, located in the city of Pucallpa, Peru, with the purpose of analyzing the relationship between work motivation and satisfaction among contracted employees of the institution. The methodological process was oriented toward the collection and analysis of information at a single point in time, allowing for the description of both variables' behavior and the establishment of the existing level of association within the institutional context, without intervening in or modifying the working conditions of the participants.

The population consisted of 167 contracted employees belonging to the labor modalities of Legislative Decree 276 (72 workers) and Legislative Decree 1057 (95 workers), who performed administrative and institutional support functions. From this population, a probabilistic sample of 117 workers was determined, calculated using a formula for finite populations, considering a 95% confidence level, expected variability proportions (p=0.50; q=0.50), and a maximum allowable error of 5%, thereby ensuring representativeness of the information obtained.

Data collection was carried out using the survey technique, applying two structured questionnaires of 20 items each with an ordinal Likert-type response scale, organized from "never" to "always." The work motivation instrument evaluated dimensions related to achievement, affiliation, and power needs, while the job satisfaction questionnaire examined aspects linked to physical environment, supervision, benefits, and work characteristics. Prior to administration, the internal consistency of both instruments was verified, obtaining adequate reliability levels for work motivation (α=0.826) and excellent reliability for job satisfaction (α=0.931), ensuring stability in the measurements taken.

Subsequently, the collected information was organized, coded, and processed to conduct descriptive and inferential analysis. Initially, frequencies and percentages were calculated to identify the levels of motivation and job satisfaction present among the evaluated workers. Next, data behavior was verified using the Kolmogorov–Smirnov normality test, revealing the absence of normal distribution in both variables ($p<0.05$), which is why the association analysis was performed using Spearman's Rho statistic on a one-tailed basis, considering a significance level of α=0.05 to examine the relationship between work motivation, its dimensions, and job satisfaction.

It is worth noting that throughout the research, ethical criteria oriented toward safeguarding participant integrity were respected, guaranteeing voluntary participation, anonymity, confidentiality of information, and exclusively academic use of the data obtained.

Results

Work motivation and satisfaction among contracted employees at an Amazonian public university in Peru were analyzed based on the characterization of the evaluated population, the identification of motivation and job satisfaction levels, as well as the behavior of motivational dimensions and their relationship with satisfaction.

First, the distribution of the contracted worker population at the National University of Ucayali is presented according to contractual modality, with the purpose of contextualizing the characteristics of the participants included in the study, Table 1.

Table 1. *Population of contracted workers at UNU (2025).*

Contract modality	n	%
L.D. 276	72	43,1
L.D. 1057	95	56,9
Total	167	100,0

The population consisted of 167 contracted workers from the National University of Ucayali, with a predominance of workers under Legislative Decree 1057 at 56.9% (n=95), compared to 43.1% (n=72) corresponding to Legislative Decree 276. These results reveal greater participation of personnel hired under temporary modalities, a situation that could influence perceptions related to stability, motivation, and job satisfaction within the institution.

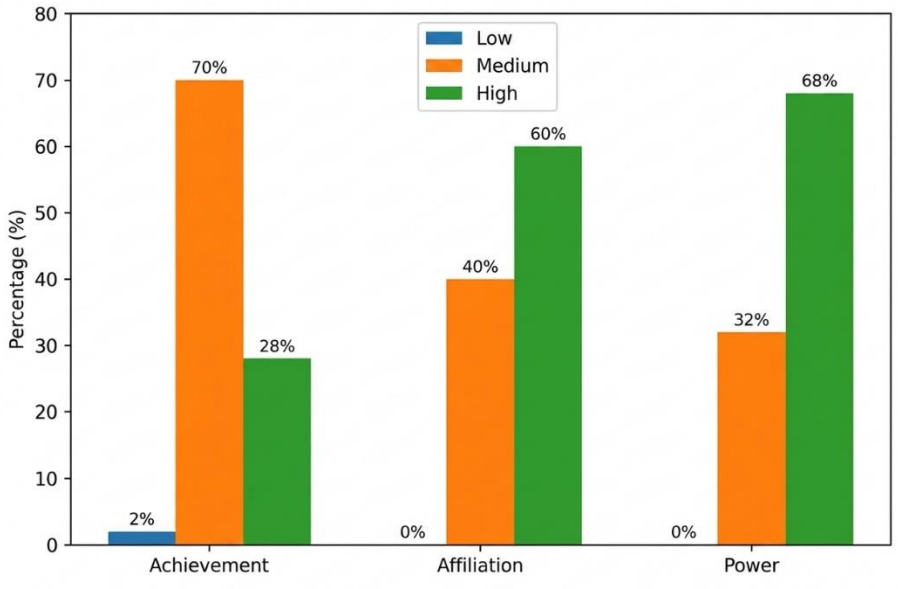
Table 2. *Level of work motivation (n=117).*

Level	n	%
Low	0	0,0
Medium	58	50,0

High	59	50,0
Total	117	100,0

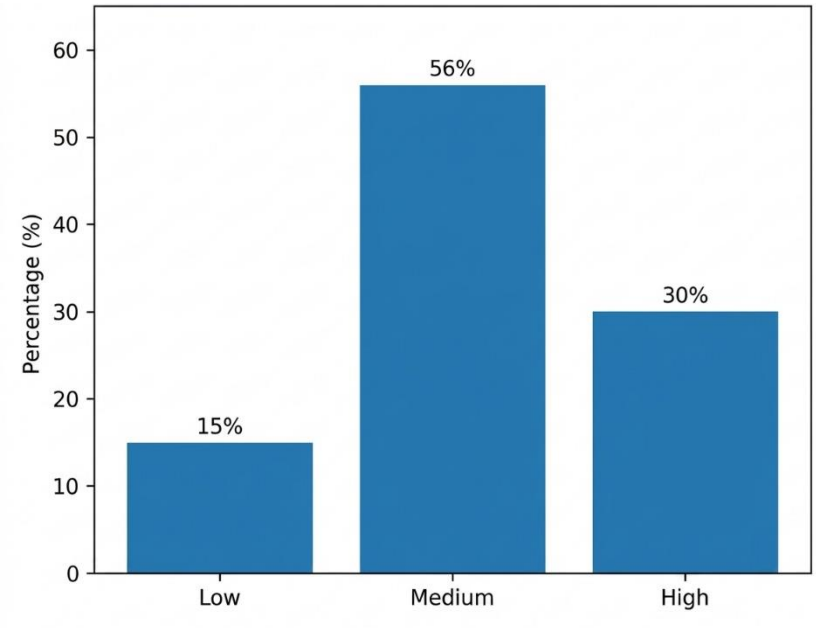
The results in Table 2 show that work motivation was distributed equally between medium and high levels, with 50.0% (n=58) and 50.0% (n=59), respectively, with no workers registering a low motivation level. This behavior suggests a favorable perception of motivational factors among contracted employees, evidencing predisposition toward fulfilling duties, commitment, and performance orientation.

Figure 1. *Levels of work motivation dimensions (n=117).*



Regarding the dimensions of work motivation, Graph 1 reflects that achievement needs showed a predominance of the medium level at 70.0% (n=82), followed by the high level at 28.0% (n=33), indicating moderate motivation toward goal achievement. In the affiliation dimension, the high level predominated at 60.0% (n=70), reflecting the relevance of interpersonal relationships and collaborative work. Likewise, the power dimension registered the highest percentage at the high level with 68.0% (n=79), evidencing interest in exercising influence, assuming responsibilities, and participating actively in the organizational environment.

Figure 2. *Level of job satisfaction (n=117).*



Job satisfaction showed a predominance of the medium level at 56.0% (n=65), followed by the high level at 30.0% (n=35) and a lower percentage at the low level at 15.0% (n=17). These findings indicate that, although a relatively favorable perception of the work environment exists, aspects susceptible to improvement persist, related to working conditions, recognition, and institutional well-being.

Table 3. *Correlation (Spearman's Rho) between motivation, dimensions, and satisfaction (n=117).*

Variable/Dimension	rho	p (one-tailed)	Interpretation
Work motivation vs. satisfaction	0.064	0.247	Weak positive; non-significant
Achievement needs vs. satisfaction	-0.082	0.191	Weak negative; non-significant
Affiliation needs vs. satisfaction	0.168	0.035	Moderate positive; significant
Power needs vs. satisfaction	0.053	0.283	Weak positive; non-significant

The correlation between work motivation and satisfaction revealed a weak, non-significant positive relationship (rho=0.064; p=0.247), indicating the absence of a statistically significant association between both variables. Regarding dimensions, achievement needs showed a weak, non-significant negative relationship (rho=-0.082; p=0.191), while power needs presented a weak, non-significant positive relationship (rho=0.053; p=0.283). Only the affiliation dimension showed a positive and significant relationship with job satisfaction (rho=0.168; p=0.035), suggesting that interpersonal relationships, collegiality, and sense of belonging constitute relevant factors for fostering higher satisfaction levels among contracted workers.

Discussion

The study findings revealed that work motivation among contracted employees at the National University of Ucayali fell between medium and high levels, with no low levels recorded, allowing for the inference of a favorable disposition toward fulfilling duties and institutional commitment. However, job satisfaction was mainly concentrated at a medium level, suggesting that although workers maintain a positive predisposition toward work, organizational factors persist that limit a more favorable perception of the work environment. These results partially coincide with those reported by Fernández and Ruíz (2022), who noted that in the university setting, administrative staff job satisfaction is conditioned by aspects linked to the organizational environment, institutional recognition, and working conditions, elements that can influence worker retention and well-being.

In comparative terms, the results show similarity with studies by Cutipa and Chillihuani (2021), Soto and Taipe (2021), Zapata (2023), and Chacón (2024), who identified that moderate and high motivation levels often coexist with intermediate job satisfaction levels, especially in organizational contexts where recognition, cooperation, leadership, and interpersonal relationships function as relevant motivating factors. Nevertheless, in the present study, the overall relationship between work motivation and job satisfaction proved weakly positive and statistically non-significant (rho=0.064; p=0.247), a finding that differs from previous research conducted in financial, healthcare, and commercial sectors, where significant associations between both variables were evidenced (Cutipa & Chillihuani, 2021; Zapata, 2023; Chacón, 2024).

A possible explanation for this difference lies in the specific context of temporary hiring predominant in the studied population, characterized by greater participation of workers under Legislative Decree 1057. From a critical perspective, this scenario suggests that job satisfaction does not necessarily depend exclusively on intrinsic motivational components, but also on extrinsic factors related to contractual stability, job security, remuneration, benefits, physical working conditions, and promotion possibilities. In this regard, Soto (2021) and Gancino (2021) maintain that motivation may be limited when perceptions of labor uncertainty or organizational constraints reduce expectations of growth and professional recognition exist, a situation that could be occurring in the analyzed university context.

Regarding work motivation dimensions, achievement needs predominantly presented medium levels and a weak, non-significant negative relationship with job satisfaction (rho=-0.082; p=0.191). This result could be interpreted from the perspective of limited perceptions of institutional recognition and scarce opportunities for advancement or professional development, conditions that reduce the possibility of transforming individual effort into perceived job satisfaction. Consequently, although workers may manifest goal orientation, this does not necessarily translate into greater satisfaction when the organizational environment does not strengthen reward, recognition, or promotion mechanisms, an aspect also noted by Soto (2021) in the analysis of motivational factors and labor conflicts.

On the other hand, the affiliation dimension presented high levels and constituted the only dimension with a positive and significant relationship with job satisfaction (rho=0.168; p=0.035), a result that reinforces the importance of social climate, collegiality, and interpersonal interaction within public organizations. This finding corresponds with Celestino (2023), who evidenced that social climate in university institutions is directly associated with higher job satisfaction levels, as well as with Yánez and Yánez (2020), who noted that organizational communication and interpersonal relationships strengthen favorable perceptions of the work environment. From a critical analysis standpoint, this allows for the assertion that, in temporary hiring scenarios, sense of belonging, peer support, and group cohesion may act as compensatory factors against structural or administrative limitations, favoring a more satisfactory perception of work.

Regarding the power dimension, a predominance of high levels was identified, although its association with job satisfaction was weakly positive and non-significant (rho=0.053; p=0.283). This result suggests that interest in assuming responsibilities, exercising influence, or participating actively in organizational processes does not necessarily guarantee greater job satisfaction when hierarchical restrictions or limited opportunities for effective leadership exist. This finding may be explained considering what Panduro and Casa (2022) proposed, who maintain that motivation linked to performance in university workers requires organizational environments that favor autonomy, participation, and institutional recognition to consolidate as a factor that positively impacts job satisfaction.

In theoretical terms, the findings partially support the premise that motivation and job satisfaction maintain a close relationship within organizations; however, they also show that this association is not always linear or uniform, especially in institutional contexts conditioned by temporary contractual modalities and organizational limitations. Therefore, the results suggest that workplace well-being among contracted employees at Amazonian public universities must be understood from a multidimensional perspective, involving both intrinsic factors such as achievement, affiliation, and power, and extrinsic factors linked to stability, working conditions, recognition, and institutional climate (Fernández & Ruíz, 2022; Gancino, 2021; Celestino, 2023).

In this sense, the absence of a significant relationship between overall work motivation and satisfaction may be interpreted by considering that motivation does not operate uniformly across all contexts, but rather depends on the degree to which the institutional environment facilitates experiences of autonomy, competence, and relatedness. According to Van den Broeck et al. (2016), the satisfaction of basic psychological needs at work constitutes a central mechanism for explaining positive attitudes, well-being, and workplace functioning. In this study, the fact that affiliation was the only dimension significantly associated with satisfaction suggests that the need for relatedness may be playing a more visible role than achievement or power orientation, probably because interpersonal relationships partially compensate for limitations derived from contractual temporality.

This result can also be understood from the perspective of perceived organizational support. Rhoades and Eisenberger (2002) maintain that workers develop general beliefs about how much the organization values their contributions and cares about their well-being. When institutional recognition, feedback, or development opportunities are perceived as limited, individual motivation may be sustained by personal responsibility or commitment to tasks, but does not necessarily generate elevated satisfaction. In contracted workers, this situation is plausible because job continuity, promotion possibilities, and stability may condition the affective evaluation of employment, even when disposition to meet goals and participate actively in the organization exists.

The significant relationship between affiliation and job satisfaction coincides with approaches that highlight the importance of social fit within organizations. Kristof-Brown et al. (2005) demonstrated that fit between the person and different levels of the work environment (job, organization, group, and supervisor) is associated with favorable attitudes, including satisfaction. From this perspective, collegiality, peer support, and integration with the team can increase perceptions of fit and belonging, especially in institutions where formal recognition or professional growth mechanisms are insufficient. Therefore, strengthening internal collaboration networks should not be understood as a secondary action, but rather as a human talent management strategy with direct impact on workplace well-being.

In the public university setting, these findings acquire practical implications for administrative management. Although public service motivation may favor disposition to contribute to the fulfillment of institutional purposes, Breaugh et al. (2018) caution that this does not substitute the need for working conditions that favor satisfaction. Consequently, university authorities should promote policies that articulate the sense of public mission with concrete worker support practices, such as transparent communication,

participation in decisions, performance recognition, improvement of the physical environment, and competency strengthening. Such actions would allow existing motivation to transform into a more satisfactory and sustainable work experience.

The results also invite a review of the role of work design in the contracted employees' experience. Humphrey et al. (2007) found that motivational, social, and contextual characteristics of work explain relevant outcomes such as satisfaction, performance, and commitment. In this regard, a public university seeking to improve satisfaction among its contracted personnel should not only attend to benefits or provisions, but also redesign processes to offer greater role clarity, useful feedback, coordination between areas, and adequate material conditions. These measures are particularly important when the contractual relationship limits other long-term incentives, since work content and immediate environment quality can become central sources of well-being.

Finally, the discussion allows for the affirmation that the observed medium satisfaction levels should not be interpreted as an absence of problems, but rather as a signal of unstable equilibrium between protective and restrictive factors. Motivation toward achievement, affiliation, and power shows that workers possess valuable personal and social resources; however, moderate satisfaction evidences that these resources require an institutional context that recognizes and appropriately channels them. Consequently, interventions should be oriented toward strengthening group cohesion, consolidating participatory leadership, expanding listening spaces, and establishing equitable recognition mechanisms. These actions can favor work motivation ceasing to be solely an individual disposition and becoming a shared organizational condition capable of sustaining performance and well-being over time.

Furthermore, the findings allow for the observation that managing work motivation among contracted employees cannot be limited to individual interventions, but rather requires a systemic view of the conditions structuring the daily work experience. Latham and Pinder (2005) emphasize that motivation is configured through the interaction between goals, values, affects, and context; therefore, public universities must review whether their administrative procedures, communication systems, and supervisory practices facilitate or hinder personnel perceiving meaning, justice, and utility in their performance.

Complementarily, Judge et al. (2001) show that job satisfaction has implications for performance, reinforcing the need to incorporate well-being indicators into institutional planning. Consequently, future research could delve deeper into mediating variables such as organizational support, perceived justice, job security, and affective commitment, as well as compare contractual modalities to identify whether temporality modifies the relationship between motivation and satisfaction. This line of analysis would contribute to designing human talent policies more sensitive to the Amazonian context, where universities play a strategic role in professional training, knowledge production, and articulation with regional needs.

Lastly, the results highlight the need to strengthen institutional strategies oriented toward promoting a better organizational climate, participatory leadership practices, performance recognition, growth opportunities, and social integration mechanisms, as these actions could contribute to increasing job satisfaction and strengthening organizational commitment among contracted employees at public university institutions.

Conclusions

The present research allowed for the determination that work motivation among contracted employees at the National University of Ucayali during 2025 was predominantly situated at medium and high levels, with no low levels evidenced. This result reflects a favorable disposition toward fulfilling duties, institutional commitment, and workplace participation. Nevertheless, job satisfaction was mainly concentrated at a medium level, with workers reporting low satisfaction levels also present, evidencing that organizational and contractual conditions still persist that limit a fully favorable perception of the work

environment. These findings contribute evidence regarding the labor reality of contracted workers at Amazonian public universities.

Likewise, the study evidenced that the relationship between work motivation and satisfaction was weakly positive and statistically non-significant, indicating that higher overall motivation levels do not necessarily translate into greater job satisfaction within the evaluated population. This finding suggests that satisfaction may be conditioned not only by intrinsic motivational aspects, but also by extrinsic factors related to contractual stability, remuneration, institutional recognition, supervision, physical working conditions, and professional development possibilities.

In this context, the results highlight the need to strengthen institutional policies oriented toward the well-being of contracted personnel, promoting performance recognition mechanisms, ongoing feedback, and improvements in the organizational environment. Similarly, it is pertinent to strengthen human talent management strategies directed at improving organizational communication, workplace participation, and institutional accompaniment, thereby favoring a more positive perception of the work carried out within the university.

Regarding work motivation dimensions, achievement needs presented a predominance of medium levels and a weak non-significant negative relationship with job satisfaction. This behavior suggests that goal orientation does not always translate into satisfaction when limited opportunities for recognition, advancement, or professional growth exist. Similarly, the power dimension registered a predominance of high levels, although without significant association, evidencing that interest in assuming responsibilities requires institutional contexts that promote effective participation and performance valuation.

On the other hand, the affiliation dimension constituted the only motivational component with a positive and significant relationship regarding job satisfaction, evidencing the importance of collegiality, interpersonal relationships, and sense of belonging within the organizational space. This finding allows for the conclusion that strengthening social climate and collaborative work can become a protective element against working conditions perceived as limiting or unstable by contracted workers.

Consequently, the study provides evidence for institutional decision-making oriented toward strengthening organizational climate, group cohesion, and participatory leadership within Amazonian public universities. Actions directed toward strengthening teamwork, merit recognition, improvement of working conditions, and generation of social integration spaces are recommended, with the purpose of increasing satisfaction, consolidating institutional commitment, and contributing to the strengthening of organizational efficiency.

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