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Job Satisfaction in the Post Pandemic Era

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Abstract: The exploration of job satisfaction, understood as a result of an organizational intelligence process aimed at optimizing resources, is the objective of this work. A non-experimental study was carried out with a non-probabilistic selection of 350 social work professionals. An exploratory factor structure was observed that explained 80% of the total explained variance, although the research design limits the results to the scenario, suggesting the extension of the model and its contrast in other contexts.

Keywords: Climate, empathy, commitment, entrepreneurship, innovation, leadership, satisfaction.

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INTRODUCTION

Within the framework of Neoliberal Globalization, university, labor market and social work are a complex trident whose interrelation reveals structures of power, risk, uncertainty, vulnerability, marginality, exclusion and resilience.

Today, a large percentage of the population is denied their most basic individual rights and guarantees such as health. Faced with such a situation, the State has reduced its functions to incorporate health systems and institutions into the dynamics of competition for resources. In recent years, educational and health care services have suffered cuts in their budgets because the State has wanted to compensate for its macroeconomic failures through austerity and re-indebtedness strategies as the only solutions to economic crises.

The impact of the economic situation on the educational and health systems has had an impact on institutional development plans and disciplinary study plans. In short, the contents of the curricular courses have been oriented towards specialization and updating of knowledge rather than towards the understanding of vulnerable, marginalized and excluded communities that suffer the onslaught of neoliberal policies through their budget cuts and social security measures austerity.

In this context, the objective of the present study is to reveal the organizational structure in which a sample of ENTS graduates is immersed, as well as to dismember the mechanisms of interaction with their immediate bosses, co-workers and assistance groups. The diagnosis of the organizational climate of relationships and tasks, trust, commitment, performance and leadership in reference to their job satisfaction allowed us to deduce a collaborative system in which the graduates have been favored since they have obtained greater income and public recognition from reconciling the diversification of their responsibilities with the heterogeneity of their social skills.

However, the present study also demonstrates that the salary increase does not necessarily correspond to greater performance or care effort on the part of the ENTS graduates, although their degree of specialization and training updating allows them to access better economic income, their social satisfaction. It seems to depend on other variables not included in the present study and that could be of an affective-emotional nature. That is, the academic training of the social workers surveyed seems to have been complemented by the development of an empathetic intuition during the first years of their work experience. As job seniority increased, it had a greater impact on their stress levels, but their confidence, commitment and leadership increased. Such findings were relevant to open the

discussion around the inclusion of management skills in the courses taught at the ENTS.

Sociohistorical Framework

This section describes the sociopolitical contexts in which the organizations and institutions that train health care and management professionals are immersed. The sociohistorical context begins with the budgets of economic decapitalization as the cause of neoliberal policies in emerging development countries. It is proposed that as Latin American countries became indebted due to poor projections of regional or national growth, they had to re-indebt to remedy their economic crises. The policy par excellence of the debtor states was neoliberalism.

Understood as a *decision-making system based on competition for efficiency and effectiveness around the achievement of goals*, neoliberalism extended to all productive, social and academic spheres, impacting the technical training of students (González, Valle, Núñez and González, 1996). This process was complemented by the demands of the labor market that, in an effort to make organizations and institutions more competitive, recruited and selected professionals willing to undergo intense days of training and continuous training while at the same time settling for a low salary and its gradual increase (González, Hernández and López, 2000). However, such a process of decapitalization and deeducation had minimal impact on the social workers who graduated from the ENTS because they developed collaborative rather than competitive groups, which had an impact on the generation of job skills and competencies that encouraged the satisfaction of the social workers.

Theoretical-conceptual framework

This section presents the theories and concepts that explain organizational dynamics. As a system, the organization is a network of inputs and outputs of information that determine the development of knowledge. Within any organization, the production of knowledge, unlike its reproduction, allows the development of creativity and innovation. That is, an organizational climate framed by enhancing values such as expectations, perseverance, tolerance and respect will influence the efficient performance of administrative, technical or employee personnel. Therefore, it is necessary to conceptualize universities as an organization of production and reproduction of knowledge to understand its link with the labor market in which the development of skills, abilities and competencies are factors to be considered within the study.

Life satisfaction

Psychological studies of organizations maintain that the members of a company are the most valuable capital of a company (Álvarez and Miles, 2006). Organization theorists propose that a company is

composed of various capitals, among which human capital stands out (Castel and Freundlich, 2010). A fundamental area of this resource is its cognitive process of motivation, learning and satisfaction.

Within organizations, there is only thinking capital that can solve all types of problems using a variety of methods. It is about human resources, mainly those talented enough.

A whole series of skills and abilities interact with the quality of personal life and subjective well-being that make a company's employees more sensitive and, in the short term, more creative and innovative (García and Brás, 2008). It is about the creation of opportunities rather than the systematization of processes that result in the perfectibility and prediction of a productive system.

In the field of educational institutions in reference to the labor market, organizational theories maintain that the climate of relationships, security and tasks are factors par excellence of job satisfaction (Sánchez, Fuentes and Artacho, 2007). As the differences in satisfaction between men and women, as well as the differences between adults and young people, increase, they lead to significant levels of trust and commitment, but also stress caused by the redistribution of functions.

Job satisfaction seems to be the final result and the fundamental principle of organizational processes and production systems.

However, satisfaction would not only be an effect of asymmetrical power relations because an employee may be inserted in a climate of optimal relationships, tasks and security, but his or her psychological capabilities and resources could inhibit his or her work potential. Or, they could reduce their organizational growth process even though their work team has sufficient organizational climates for personal achievement.

In summary, job satisfaction is *a set of feelings fostered by work climates and psychological factors that encourage commitment and trust, but also bring individuals closer to stress because the increase in achievements forces them to make greater efforts, better decisions and systematic actions to the detriment of their creativity and innovation, leading them to conformism and obedience to the organizational structure to which they are confined.*

Specification of a job satisfaction model

It is possible to synthesize some hypotheses to contrast them with the results of the study. Rather, it is necessary to remember the general approach of the study:

The economic and sociopolitical dynamics around the relationship between the university and the labor market are determined by power relations that, being asymmetric, lead to significant differences between the sexes, generations, monthly economic income and psychological resources of its members in productive organizations. In other words, organizational psychology has established causal relationships between task climate, security, trust, and collaborations on the satisfaction of an organization's human resources. Such relationships are mediated by psychological-organizational factors of stress, leadership and job performance.

In this sense, the hypotheses derived from the model are:
Hypothesis 1: Organizational Climate → Trust → Job Satisfaction.

Ho: Development opportunities are facilitated by collaborative relationships and team tasks between members of organizations, creating scenarios of trust around which the consistency of objectives and strategies are essential for personal well-being.

Ha: Development opportunities are inhibited by competitive relationships between members of organizations, creating scenarios of mistrust and promoting individual, group and organizational stress.

Hypothesis 2: Organizational Climate → Commitment → Job Satisfaction.

Ho: Development opportunities economically and emotionally encourage members of organizations, making their personal objectives and strategies more consistent.

Ha: Development opportunities increase the relaxation of members of organizations and cause unsatisfactory emotional states every time objectives and purposes are postponed or reconsidered.

Hypothesis 3: Organizational Climate → Performance → Job Satisfaction

Ho: The development opportunities indicated by collaborative relationships and systematic actions indirectly determine perceptions, attitudes and feelings of personal comfort when carrying out an operational or administrative function.

Ha: Organizational systems around roles and responsibilities are risky for members of organizations. In such a scenario of uncertainty, absences and delays transfer insecurity to the quality of life of human resources.

Hypothesis 4: Organizational Climate → Job Satisfaction

Ho: Productive forms and innovation strategies encourage expectations of personal and group growth within organizations.

Ha: Security mechanisms encourage competition for resources and capital within organizations,

discouraging individual comfort and well-being in the face of the excessive growth of corporations.

Hypothesis 5: Organizational Climate → Leadership → Job Satisfaction

Ho: Faced with interpersonal conflicts, organizations encourage the emergence of all types of leadership to inhibit unfair competition among their members and by reducing their stress, they encourage their expectations of growth and quality of life.

Ha: Faced with organizational risks and uncertainties, charismatic and transactional leaders encourage their subordinates based on their job expectations rather than their psychological capabilities and resources. In the case of egocentric and transformational leaders, they use intrinsic motivation mechanisms and decisions focused on the personal needs of their subordinates rather than on the formation of intergenerational leadership.

Hypothesis 6: Organizational Climate → Burnout → Job Satisfaction

Ho: Organizational dynamics foster relationships of exhaustion, depersonalization and frustration that transfer discomfort to the quality of life and health of human resources.

Ha: Interpersonal relationships and the systematization of production processes encourage personal comfort factors and growth expectations. In the case of security systems, organizations reduce risks and stress generated by productive dynamics at the same time they motivate innovation.

Hypothesis 7: Organizational Climate → Mobbing → Work satisfaction

Ho: The disorderly and unforeseen growth in organizations makes their methods of recruiting and selecting personnel more flexible, companies spread excessive expectations of growth and exalt the emergence of authoritarian leaders who generate an environment of workplace harassment directed at those who are considered unproductive. Such a subsystem of inequitable and asymmetric relationships influences the psychological well-being of employees.

Ha: Economic crises decapitalize organizations, reducing their market participation. The budget cuts of companies foster expectations of conformity and obedience that discourage expectations of growth because a propensity for the future emerges in which preserving employment is a priority over the growth of personal psychological capabilities and resources.

Regarding the sociodemographic variables:

Hypothesis 1: → Sex → Satisfaction Dimension

Ho: Development opportunities are greater the more diversified the organization is. In this scenario, women are more inclined to productive quality in the maquiladora sector than men in any productive

sector. However, the climate of relations between the sexes, by itself, explains a minimal part of the expectations of personal growth.

Ha: Given the expectations of organizational growth, the diversification of companies has direct effects on human resources regardless of their gender differences, but influencing their expectations of comfort and quality of life.

Hypothesis 2: →Age →Satisfaction Dimension

Ho: The challenges and opportunities of organizations affect their diversification of functions and their structure of relationships around decision-making, promoting differences between ages in which young people will have greater opportunities compared to older or full adults. However, it is the latter who will have greater expectations of well-being by virtue of their sociocognitive maturity.

Ha: The economic crises that fragment organizations affect the recruitment and selection of personnel without distinction of age. Such a situation generates a dynamic of information exchange in which the inexperience of new groups is complemented by the experience of experienced groups. This is how young people have lower expectations of growth if they have more experienced and emotionally and relationally mature resources when faced with their opportunities.

Hypothesis 3: →Income →Satisfaction Dimension

Ho: Economic crises generate a reduction in exchanges between companies, undermining their growth, but increasing the salary of those who are more trained and specialized in innovative and productive processes. Obviously, satisfaction is greater in those who are better paid compared to those who have a minimum income.

Ha: Organizational opportunities affect the monthly income of those who work in them, although the satisfaction of their members is guided by their responsibilities and functions determined by the diversification of the companies.

Hypothesis 4: →Satisfaction Dimension

Ho: Faced with challenges and opportunities, organizations have to expand or minimize, diversify or specialize the functions of their personnel. In such a scenario, human resources generate expectations of growth, comfort and quality of life, even if the company is at risk or uncertainty.

Ha: In general, organizations with less than 100 employees tend to make their production or service processes more flexible by simplifying the functions of their staff and encouraging work commitment.

Hypothesis 5: →Schooling →Satisfaction Dimension

Ho: Faced with the challenges of Globalization, companies recruit and hire specialized personnel, train their employees and encourage their educational training to increase the systematic

rationality of their production or service processes. Organizations create a cycle or spiral of achievements, goals and objectives that cause greater expectations among their members.

Ha: Information and Communication Technologies open challenges and opportunities that only those with greater academic and organizational merit can survive the onslaught of productive and service changes. In this sense, it is to be expected that those better educated will generate greater expectations of comfort and quality of life.

Hypothesis 6: →Seniority →Satisfaction Dimension

Ho: Economic and technological changes lead to the reduction of poorly trained companies and thus affect the quality of life of their human resources. In such a scenario, human resources with greater work experience collaborate to inhibit creativity and innovation.

Ha: The reduction of the budget and job cuts are factors that discourage job permanence and facilitate the emergence and intermittency of employees. Such aspects uproot usage and customs, making the working and living conditions of human resources more flexible.

Hypothesis 7: →Marital Status →Satisfaction Dimension

Ho: The economic, technological and organizational dynamics open possibilities for transforming the personal lives of employees. As the diversification of the labor market is related to private life, it encourages expectations of growth and inserts the individual into a virtuous circle of merits, achievements and projects.

Ha: Because organizations see their growth expectations reduced, they require their employees to reduce their personal lives and focus on preserving their jobs under penalty of further affecting the dynamics of their interpersonal relationships.

METHOD

A cross-sectional and correlational study was carried out. The sample was made up of 350 individuals linked to the National School of Social Work (hereinafter ENTS), this being the inclusion criterion.

Sociodemographic Data Questionnaire was used that includes two options for sex: man () woman () and open questions: How old are you today? Did you finish your most recent studies obtaining the corresponding certificate? If you answer negatively, write the grade in which you stayed and the main reason why you interrupted your studies. If you answer affirmatively, write the level of studies in which you certified and the main reason that motivated you to finish your studies. What was your GPA? Which shift did you stay on the longest? What was the reason you spent more time on that shift? Did you work during your time as a

university student? What was the reason you were in that condition? Finally, write down your approximate income for a month, you can include the money you earn if you work or receive financial support from the government or some other institution.

Climate, Trust, Commitment, Stress, Leadership and Job Satisfaction Scale (2016) was also used, which includes items around perceptions of support, recognition, learning and job evaluation. It includes five response options in which respondents express their degree of satisfaction and dissatisfaction with respect to specific situations in their job functions and organizational environment. The reliability of each of the scales reached an alpha value greater than .60, which is the minimum sufficient to establish internal consistency between the items.

Regarding validity, only four items correlated with the personal job satisfaction factor (hereinafter SLP). Through telephone contact with the selected sample in which an interview was requested by the ENTS and whose purposes would be purely academic and institutional monitoring of the graduates whether they were graduates or not. Once the appointment was established, they were given a questionnaire that included sociodemographic, economic and psycho-organizational questions.

In cases in which there was a tendency towards the same response option or the absence of a response, they were asked to write down on the back the reasons why they answered with the same response option or, if applicable, the absence of them. The data were captured in the Statistical Program for Social Sciences (SPSS) and the structural equation analyzes were estimated with the help of the Analysis of Structural Moments (AMOS) program and the Relationships program. Linear Structural Structures (LISREL).

The authors declare that the results of their research are free of controversy as long as the integrity and dignity of the interested parties are guaranteed within the framework of a policy of access to scientific information.

RESULTS

The descriptive properties of the instrument that measured the determinants of job satisfaction which support multivariate analyzes by exceeding the minimum reliability requirements (alpha of .700) for the general scale and (alpha of .7683) the subscales (respective alphas of .762; .781; .794; .792;

Adequacy (KMO = 0.780), Sphericity [$\chi^2 = 34.3$ (24gl) $p < .01$] Method: Principal Axes, Rotation: Promax. Work environment (17% of the total variance explained), Burnout (15% of the total variance explained), Mobbing (13% of the total variance explained), Trust (11% of the total variance explained),

Commitment (9% of the total variance explained), Performance (7% of the total variance explained), Leadership (5% of the total variance explained), Satisfaction (3% of the total variance explained).

The establishment of the structural models was carried out based on the parameters of normality, covariance, causality and adjustment. Normality was estimated with the Kurtosis parameter. Values less than 8 are considered data with a normal distribution to which multivariate analyzes can be performed. In the case of the study data, these reached a value lower than the maximum allowed. Even the cumulative value of kurtosis at minimum. These were considered evidence of normal distribution.

Psychoorganizational variables were estimated. Values close to zero are considered spurious because there are other variables affecting the covariance relationship. In contrast, values close to unity are evidence of causality. In the case of job satisfaction, negative relationships were obtained with Burnout and Psychological Harassment. That is, as satisfaction increases, stress decreases. Or, as stress increases, job satisfaction drops considerably. Such relationships are replicated in the variables of performance, leadership, trust, commitment and organizational climate. In this sense, stress is a factor belonging to a dynamic of conformity and obedience compared to dynamics of organizational innovation.

The covariances presented precede the causal relationships and from them it is possible to infer a system of causal relationships that can be synthesized in a model. Bivariate causal relationships in which one independent variable affects another dependent variable. The organizational climate as a determinant of performance, Burnout affects leadership, but commitment is the cause of leadership. In the case of satisfaction, Burnout again affects satisfaction, although the climate also precedes it.

The organizational climate explains the levels of expectations that are generated by dynamics of interpersonal, collaborative or security relationships, but harassment inhibits such expectations.

Regarding the effects of sociodemographic characteristics on their psychoorganizational responses, age and education contrast notably. As age increases, the organizational climate seems to encourage greater development opportunities. In contrast, the more educated the social workers were, their perception of the work environment seemed to have decreased, with a tendency clearly unfavorable to their growth goals. It seems that as social workers prepared for more complex activities such as intervention, their perceptions of collaboration with their coworkers were reduced regardless of the age in which they had decided to specialize.

Regarding stress, the social workers stated that the more monthly income they obtained, the greater their responsibilities were and this resulted in greater fatigue, depersonalization and frustration. On the contrary, in the case of specialization to carry out more complex activities and significant responsibilities, ENTS graduates maintained that as they took more courses and diplomas they had greater work pressures on their abilities. That is, the specialization of social workers brought economic improvement, but increased the organization's expectations regarding the diversification of their functions and responsibilities.

In the case of psychological harassment, the social workers stated that a higher income brought with it the suspicion of their co-workers and to a certain extent some signs of workplace harassment by their immediate boss. In reference to the manifestations of workplace harassment, the specialization and knowledge updating courses of the social workers surveyed had a counterproductive effect on their levels of workplace harassment because apparently, the more prepared they were to diversify their functions, the symptoms of workplace harassment they began to emerge. On the contrary, in cases in which social workers had not taken any specialization or updating courses, the forms of harassment went from being just symptoms to obvious actions that undermine their capabilities and functions within the organization.

Within the framework of the risk and uncertainty scenarios within the health organizations and institutions in which the studied sample is immersed, the findings presented are relevant because they suggest that the work environment is unstable and to a certain extent an opportunity for growth. Economic for the social workers surveyed. In such a situation of occupational risk, social workers seem to show a high tolerance for frustration even though an increase in their salary would result in greater responsibility and an extension of their working hours. In this sense, ENTS graduates seem to show that regardless of the size of the organization, they will be willing to specialize and update to obtain a higher income regardless of the corresponding stressful consequences.

However, the favorable disposition of social workers regarding their work environment would have to corroborate greater performance, leadership and satisfaction. The results show that, with respect to commitment, trust, and performance, the dimension of the organization is the main determinant. That is, the larger the organization, the greater the commitment of social workers. Such a finding is of utmost importance because the development of a health institution involves a much more sophisticated personnel recruitment and selection process than that of other organizations. Because stress levels in hospitals and health centers are exponential, as these institutions specialize, they acquire greater responsibilities that force their health personnel

to make greater physical and cognitive efforts to face the institutions' challenges. In this framework, work commitment increases substantially and in the case of social work personnel, the results show that the size of their work area predicts an increase in their responsibilities.

However, the degree of specialization and updating of knowledge seems to have a negative impact on work commitment. This result is influenced by other variables not included in the model because the beta parameter is close to zero. However, the fact that the less specialization and updating of knowledge a social worker has, the greater her work commitment is revealing. Such a finding can be interpreted from the conception of social work as a series of experiences that lead to the understanding of vulnerable groups. That is to say, the ENTS graduates seem to corroborate the assumption that the understanding of beneficiaries is influenced by empathy more than by people's scientific knowledge.

Indeed, the results presented open the discussion regarding social work intervention such as senses of community, propensity for the future and aversion to risks. Within the framework of the relationship between urban and rural groups, nature and humanity, current generations and future generations, social work is debated between the preservation of humanity at the expense of economic growth or the conservation of species, humanity among them. In such a context, the practice of social work is directed towards the empathetic understanding of species as opposed to their extinction based on their scientific knowledge and technological intervention. Such a system of dilemmas seems to affect work commitment.

Regarding job confidence, the degree of specialization and updating of knowledge explains its variability. Indeed, collaboration between coworkers is, in the case of ENTS graduates, determined by the institutional courses they take to obtain a greater economic income.

However, it is the salary that has a negative impact on job confidence. A higher monthly income reduces trust between social workers and other management and health care professionals. It would seem that a higher salary encourages competition more than collaboration in public health institutions, whether general hospitals or health centers. Given these results, it is convenient to observe the relationship between income and schooling, which indicates that a higher income corresponds to greater specialization and updating of knowledge. That is, in the health work world, staff motivation processes seem to be very similar to the motivation of other organizations. It is about encouraging competition for economic resources rather than collaboration between human resources.

With respect to job performance, the results show that seniority negatively explains the variation in productive behavior. In contrast, income again corresponds positively with labor action. To complement, the relationship between seniority and income. The results show that productivity is influenced by two mutually inclusive variables because the more seniority the ENTS graduates have, the higher their income, but their performance decreases as they meet work cycles and economic goals.

Within the framework of public health institutions, social work professionals seem to be involved in a dynamic of productivity and government financing imposed by the neoliberal policies of the Salinist six-year term.

During the administration of Carlos Salinas de Gortari, public services substantially increased their budgets as long as they met the productivity and competitiveness requirements he was referring to. Public institutions were subject to a dynamic of meeting objectives and goals regardless of their quality; only efficiency and effectiveness would not guarantee effectiveness. That is, the institutions reported a greater number of cases attended regardless of the social and family impact that this implied.

In this sense, health centers and general hospitals were immersed in evaluation situations in which their human resources had to be exposed to federal scrutiny (Rollin, 2002). Once evaluated, the institutions proceeded to distribute the budget according to the seniority of their staff. The result of this process was a greater salary increase, but a relaxation of the responsibilities and functions of the assigned personnel. The institutions even encouraged new leadership who would be in charge of managing the remains of the expansion of the public health service.

In the present study, organizational leadership is explained by income; no other variable negatively explains conflict resolution and achievement of objectives through the management of work groups. In light of the exposed context under which public health organizations are governed, it is possible to affirm that ENTS graduates have before them the possibility of managing a group or work area as long as this implies a monthly economic income. That allows them to develop their proposals and initiatives learned in their specialization and updating courses. In addition to seniority, the social workers surveyed seem to be sufficiently motivated to take on the challenges of organizational conflicts and the achievement of established goals.

Although the organizational climate underlies the factor that defines satisfaction in the work environment, the sociodemographic characteristics of the ENTS graduates also explain their degree of

satisfaction with their profession and remunerative activity.

As ENTS graduates accumulate work seniority, their expectations of comfort and quality of life decrease. That is, the organizational dynamics in which social workers are immersed seems to influence the accumulation of work experience, but such a process also implies an opportunity cost that inhibits their expectations of personal growth, but the salary is an incentive for their job satisfaction life.

Finally, the fit (testing of null hypotheses) of the models was estimated with indices and parameters whose values close to unity were considered as evidence of acceptance of the null hypotheses and rejection of the alternative hypotheses. In contrast, values close to zero were evidence of rejection of null hypotheses and acceptance of alternative hypotheses. Only in the cases of the residual parameters, the acceptance and rejection criteria were reversed. The values are close to unity for the fit cases and close to zero for the residual cases. Such findings imply the acceptance of the null hypotheses.

In light of the state of the art, it is possible to affirm that the job satisfaction of social workers who graduated from the ENTS is supported by collaborative, productive and secure relationships within the institutions or organizations in which they work. Such a process is complemented by their salary perceptions and level of specialization- updating of knowledge. As your communicative exchanges and decisions to carry out an activity increase, your expectations for personal growth increase.

Within the framework of public health institutions, social work professionals who graduated from the ETNS are immersed in productivity and competitiveness policies that encourage them to update or specialize their knowledge. The salary increase is only a symptom of the job satisfaction they present, but such a process would not be possible if collaborative relationships were not considered as the dynamic that favors their life expectations.

In summary, neoliberal policies seem to have been favorable for those who are willing to increase their knowledge without the need to compete for economic resources, which is very common in organizations, but in health institutions, life satisfaction involves more emotional relationships than scientific diagnoses. The ENTS graduates seem to have a competitive advantage in this sense because they entered an unstable labor market due to the high levels of stress caused by serving vulnerable groups with scarce institutional resources, but with certainty in economic terms since the payroll of Hospitals and health centers imply a high percentage of the budget assigned by the State. In this sense, it is necessary to discuss the impact of neoliberal policies of

decapitalization, deeducation and labor flexibility to which social work professionals are subject.

Since the main finding of this study is that the neoliberal dilemma of specializing to grow economically at the expense of those who do not specialize or update their knowledge and who for that reason receive a lower income, but in the case of social workers who increase their knowledge not only has a higher income, but they also develop mechanisms of empathy, trust and commitment that lead them to have double satisfaction: more monthly economic income as a result of the institutional neoliberal policy and social recognition of vulnerable groups, their colleagues. Work and immediate bosses. The results and findings of the study give rise to these conclusions.

CONCLUSION

Since this study is limited to the Project Support Program for Innovation and Improvement of Teaching (PAPIME), it is necessary to consider the findings to open the discussion regarding a new study plan for the National School of Social Work in reference to the climate, stress, trust, commitment, performance, leadership and job satisfaction that the aforementioned diagnosis brought about.

If the results show that income and schooling are determinants of the organizational climate in which graduated social workers live, if the climate of emotional relationships with their immediate bosses, co-workers and vulnerable groups explains their levels of trust, commitment, performance and leadership in predominantly public health institutions, then it is essential to debate the incorporation of awareness, affectivity and empathy courses in the current curriculum.

If the neoliberal sociopolitical system determines the job opportunities of social workers who graduate from the ENTS by encouraging their economic income through specialization and updating their knowledge, then it is relevant to discuss the validity of the thematic contents of the social work career.

Health services are an inexorable space for human understanding. The ability to put yourself in the situation of others is an intuition that seems to be developed with practice itself, but that for some reason is prohibited in the university. Because knowledge can be complemented with feelings and affections, social work professionals, like nurses or doctors, seem to be closer to the recognition and affection of the vulnerable groups they serve. The gender condition, coupled with the intuition of empathy, seem to be the basic ingredients that generate supportive and collaborative relationships within organizations.

However, it is necessary to unravel the process by which social workers with more specialized and

updated knowledge develop empathetic mechanisms with beneficiaries, co-workers and immediate bosses that allow them to reach a state of satisfaction such that it allows them to secure an economic future. Leadership in their work areas while specializing or updating their knowledge. Dismembering such a process will involve revealing the formation of knowledge networks around collaborative groups that are transmuted into producers of knowledge rather than reproducers of techniques or intervention strategies. Precisely, the generation of collaborative and competitive organizational climates is the fundamental factor for scientific and technological production. In this sense, social workers who graduated from the ENTS seem to be closer to developing innovation mechanisms as another indicator of satisfaction and leadership in the face of unforeseen challenges that are constant in the health sector.

However, going from the improvisation of emotions and knowledge to the systematization of data and actions that foster an ideal climate of relationships and tasks seems to be a very complicated challenge. Since generating trust involves the practice of social skills, social workers could be sufficiently trained, but the results of this study also show that performance decreases in reference to salary increases.

Now, the development of courses aimed at the acquisition of social skills and specialization of knowledge have already been incorporated into the current curriculum, although the relationship is not very close since the contents of statistics courses do not even assume valid examples. To collaborative relationships between social workers.

Consequently, the discussion should focus on the inclusion of the experiences of graduated social workers as real examples of the vicissitudes between academic training and the labor market, mainly attention to public health and rights management. In this sense, it is essential to train teachers responsible for technical subjects so that they incorporate the experiences of graduated social workers. It is also advisable to include conflict scenarios to develop management skills among students in courses related to professional practice and management.

Critical issues surrounding the training of social workers should focus on the compatibility of social skills and knowledge. For this purpose, it will be necessary to incorporate interdisciplinary refresher courses aimed at teachers with specialized knowledge so that they include the affective dimension of social work in the content of their courses.

Transdisciplinary knowledge from which the bases are laid for the production of theories, methods and techniques related to social work and the dialogue of knowledge with other disciplines of the social sciences and biological sciences. The development of managerial

skills together with the training of investigative skills will enhance the empathic intuition of social workers, resulting in greater knowledge and understanding of vulnerable, marginalized and excluded groups. That is to say, the design of public policies will be an ideal scenario for social work professionals since they will have the appropriate tools and resources to develop critical routes of knowledge and approach to community and health situations that in the past would not have been the case, sufficiently studied.

In this scenario of transformation of social work, a new function oriented towards social change would emerge, no longer based on a conflict between rulers and the governed, but rather based on the development of capabilities, situations and resources that will make the groups excluded from the system more resilient. development and economic growth, but unlike charity and public care programs, they will now be focused on trust, commitment and life satisfaction rather than on economic growth and comfort at the expense of poverty and misery. their peers or the unsustainability of the capabilities of future generations. Such implications represent the relevance of the present study, which had only planned to describe and at some point only explore the working conditions of ENTS graduates, although fortunately the findings gave rise to the approaches put forward. It only remains to mention that phrase from the Popular Anti-imperialist Student Movement:

When we students say that we want a different university, we say that we want a university committed to our people and our time, a university where our consciences are processed towards higher forms of social coexistence [...] we do not want chairs where we are taught the techniques to exchanging socially irritating neuroses into socially acceptable neuroses, while the entire society is sick. We do not want to be, either, professionals at the service of large monopolies. Elaborating the formulas of superexploitation at the price of the spiritual madness of our brothers, the workers. We want a university placed at the service of man's freedom and not of his resigned slavery [...] we do not want professorships of any kind where we are stereotyped in a professional deformation that makes us incapable of understanding that beyond our specific discipline, it develops the drama of a humanity in transit.

The present study has tried to explain the organizational complexity involved in correcting the failures of the ENTS university educational system and that, if extended to UNAM or the public universities of Latin America, will have contributed with its findings to opening the discussion for a new system. of knowledge production that allows addressing the critical issues of vulnerability, marginality and exclusion in which more than two billion human beings live, who do not even have access to basic health services and who, for the most part, live their childhood with malnutrition and exposed to hydro-transmitted diseases for the simple fact that

their ruling leaders have lost the notion of humanism that led their ancestors to rise as a hope for the majority, although today they are called minorities, perhaps to distort the approach that a tiny percentage of the world's population has control of resources, science and technology.

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