

# Opportunity to Instigate Youth Skills in the Labor Market through Integrated Training

João Pitra Dos Santos Napoleão, Paulo Deco, Alcides Romualdo Neto Simbo

Department of Management, Universidade 11 de Novembro, Cabinda, Angola

Email: napitra@hotmail.com, paulodeco2009@hotmail.com, simboal@yahoo.com.br

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## Abstract

The present article, whose theme is the opportunity to instigate the skills of young people in the labor market through integrated training, consists of showing that the Angolan public sector do not have appropriate instruments to raise the skills of its employees, making it possible to take advantage from the labor market opportunities and consider that training is a cost. Therefore, the objective of the research is to provide scientific knowledge in the academic-scientific community with a focus on business managers in general on the need for training actions that combine theory and practice for the improvement of young people's skills in the world of work, taking into account their employability and the acquisition of contributory behaviors that allow the reduction of dysfunction in the companies. The method used is intervention-research, with data collection techniques such as participatory observation, document analysis and semi-structured interview, opting for the analysis technique using SPSS software with a focus on factorial and frequency analysis. After analysis and discussion of the results, it is proven that the existence of incompetence in carrying out activities justifies the adoption of integrated training to instigate the skills of young people in the labor market, with variability dimensions explaining the dysfunction in the company in 77.2% of the variance with emphasis on the distribution in: cooperation/teamwork 40.02%, leadership 29.07%, work organization with 14.70% explained variability and finally in the company there is a loss of 45,092 hours of work during the month of February 2023, with emphasis on cooperation/teamwork with 18,044 hours, followed by leadership with 13,106 hours. The objective of the research was achieved, illustrated by the need to adopt integrated training to stimulate young people's skills, thus obtaining the opportunity for their employability.

## Keywords

Integrated Training, Skills, Young People, Job Market, Port of Cabinda

## 1. Introduction

In a globalized world, competences become important and differentiating, capable of providing companies with an appropriate and differentiating vision to counter any crises that may occur in the financial and socioeconomic domains.

Organizational skills have also been problematic because a common denominator that portrays the concept has not been found. Therefore, the dictionary (Gove, 1981) defines competence as: “the quality or state of being functionally adequate or having sufficient knowledge, judgment, skills or strengths for a given task”.

The competences arising from the training action bring the organization distinctive opportunities that facilitate a reduction of deviations between the expected results and those obtained over a period of time.

In the Angolan reality, competence dimension are often poorly explored as training programs are put into practice that do not add value to the organization, since the competences resulting from these training programs have not provided adequate knowledge, skills and attitudes to employees, young people and consequently to organizations in order to reduce malfunctions and achieve the desired results.

The Angolan productive sector, for example at Port of Cabinda, until February 2023, did not have the appropriate instruments in order to raise and understand the skills of employees that facilitate taking advantage of the opportunities provided by the market, since it considers training as a cost.

This research is an opportunity to instigate skills in young people through integrated training, in the sense of highlighting and providing young people with catalyst components capable of raising their skills in the competitive labor market that allows stimulating their employability avoiding costs of evil personification (Napoleão, 2016).

The practice of integrated training involves changing knowledge, skills and attitudes in order to improve organizational performance. For the training program to be effective, planning is indispensable, that is, an analysis of needs assessment, assessment of competences and, above all, an environment of mutual agreement between the parties involved, which facilitates the increase of young people’s skills at the end of the training process.

The objective of the research is to provide scientific knowledge to the academic-scientific community, with a focus on company’s managers in general and in particular of Port of Cabinda Company on the need to adopt integrated training that combines theory and practice, to instill young people’s skills in the world of work, taking into account their employability and acquisition of behaviors that allow the reduction of malfunctions.

Specifically, the intention is to demonstrate the inconsistencies resulting from the deficient competence of young people in the business world, which justifies starting the integrated training action.

### **Problematic situation**

In Angola there are several partnerships that make a strong emphasis on the skills of young people trained in the labor market, such that one of the partnerships consists on the quartet between the Angolan Government, United Nations, International Labor Organization (ILO) and United Nation Program for Development (UNPD) that relaunched specific actions for the young people success and failure in obtaining job skills. Based on these actions, these institutions indicate that 1 (one) in every 10 (ten) young people in vocational technical education found a formal job right after training (PNUD, 2020).

In Cabinda, the Government of Angola launched a strategy called the Action Plan for Employability Promotion (PAPE) to promote young people skills in the labor market and increase jobs, but the unemployment rate remains high, being the third African country with the highest unemployment rate in the order of 29.6 percentage points below South Africa and Nigeria with 32.7 and 33.3 percentage points respectively.

Studies indicate that young people are victims of the labor market flexibility, as the globalized world result, their fragile posture in the labor market causing unemployment increment, precarious insertion and barriers to ascension in this market still conditioned by weak skills in carrying out their activities (Kovács, 2013; Botelho, 2016).

The practice of integrated training involves changing knowledge, skills and attitudes in order to improve organizational performance. However, when the training program is effective, it becomes essential to draw up a plan, that is, a diagnosis on the survey of needs, assess skills and, above all, a conduction of the mutual agreement environment between the parties involved, who facilitate the increase in skills of young people at the end of the process.

Also Almeida (2007) emphasizes that individual factors are associated with skills and attributes of employability that include professional qualifications, thus being understood as a set of skills of different qualities that include, among others, social, behavioral skills, problems solving and adaptation to new situations.

The same author also reaffirms that when adopting professional training policies, organizations are not only strengthening their competitive capacity, in the light of the human capital approach, with a view to increasing the productivity of work for young people, but are also promoting greater commitment of young people to the organization, through the efficient use of working hours devoted to work and valuing skills within the framework of potential professional mobility.

Several authors warn about the gap observed in investment in training between companies, which requires a close relationship between employability and investment in training. Its promotion is the guarantee of the differences between companies where the young person is inserted.

The policies adopted in different types of training do not pay particular attention to capable of providing efficient functioning, since not all training undertaken facilitates the sustainability of skills likely to guarantee employability in the

market, in a context marked by constant innovation and by the volatility of companies.

The mismatch of the training strategy in companies, mainly those in the maritime and port sector in Cabinda, is associated with different factors “the promotion of skills to young people also helps to increase the probability of them leaving the company before the return of investment done for the human capital generation” (Saint-Germes, 2004; Almeida, 2007). The incongruence between the more probable increase of uncertainty and the less applications of the human resources management policy in the companies generates malfunctions due to the poor skills of young people in the labor market, allowing the existence of failures in the achievement of objectives due to excess hours lost while carrying out activities.

In the Port of Cabinda, these dysfunctions come from five dimensions such as: Leadership, Cooperation/teamwork, Organization of work, 3C (Communication, Concerts and Coordination) and Achieving objectives. When analyzing such dimensions through the activities to be carried out, it was verified a lot of elementary dysfunctions that produced absences of the worker in the workplace. This absence was caused by the weak skills held by the workers in the exercise of their activities, helping to obtain excessive lost hours that did not guarantee the provision of decent services.

For this, different training modalities and their organizational work process must contain aspects of participation and enhancement of favorable learning conditions so that “the young person as an actor must be able to go beyond the prescribed work” (Saint-Germes, 2004), which highlights the importance as possible.

The training programs adopted both by the State and by the organizations have left many gaps, since they obey the direction with economic incidences, essentially ignoring the social aspects. This model, when implemented, does not generate competences in organizations, nor after its adoption, the individual has not been asked to propose the necessary training model to solve the apparent difficulties in carrying out daily activities/tasks.

The implementation of this training model, without first making a diagnosis of the organization’s training needs, entails inefficient expenses for companies, causing constant absences of workers from the workplace.

The maladjustment evidenced in the adoption of training without an analysis of the organization’s training needs has favored, in organizations, the appearance of dysfunction that reduces organizational performance; since at the end of the training process, the competence obtained after training is sometimes poorly implemented. The emergence of deficient competence, after the training action, provides the interest to assess the reasons for the failure to implement training in Angolan public companies based in Cabinda.

In this view, the training model that does not bring or provide a significant change in organizational skills creates ruptures in the increase or acquisition of knowledge, skills and attitudes of the employee.

In fact, integrated training with a theoretical-practical dimension has cooperated in raising knowledge, skills and attitudes in order to improve organizational functioning and performance.

Equally, training modalities are insisted on in Angolan public companies without the contribution proportionality in business results, which leads to an increase in wasted time and costs in companies.

In public sector companies in Cabinda, specifically at Port of Cabinda, in order to be competitive and value the human person, integrated training becomes a strategic imperative, insofar as the trainer, whether a hierarchical superior or a transversal manager, is committed to promote the potential of the employees, aiming to encourage the instigation of young people's skills to bring economic and social performance.

*Which competences skills have to be developed for well integration of the young people in the competitive labor market through integrated training?*

The purpose of this article is to provide technical-scientific knowledge to the academic-scientific community, with greater evidence to port company managers about the need to adopt integrated training that combines theory and practice, which instills skills in young people in the labor market, encourage their employability and acquire behaviors that allow the reduction of malfunctions due to lost hours.

The importance of this paper lies in demonstrating the inconsistencies resulting from the deficient competence of young people in the business world, which does not add value or generate productivity, nor the differential competitive advantage and increase the sustainability of competences that allows the public company to guarantee its perpetuity and, additionally, the research is embodied in the identification of key competencies that cause malfunctions resulting from the loss of working hours in the company.

This paper is structured in six (6) parts as follows: introduction, theoretical framework, methodological procedures, results and discussion, conclusions and references.

## **2. Theoretical Framework**

Training can be considered an elementary human resource management tool capable of providing young people with skills in the world of work. Post that it is intended that the trainee at the end of the training process manages to gather, from activities, a set of work skills, knowledge, behaviors and attitudes to continue, in a satisfactory way, the work that he is responsible for developing in a achieve effective performance.

### **2.1. Concept of Competence**

The skills acquired through integrated training enable young workers to carry on performing tasks in the best possible way, assume responsibilities, improve performance and contribute to the performance of teams and the organization (Bittencourt, 2002, 2005).

Competences show people the strength that allows them to carry out their duties effectively, assume their responsibilities, improve their performance and contribute to the performance of teams and the organization. They constitute, therefore, enormous organizational capital that needs to be shaped in the face of the challenges of companies and equally valued through their achievements in the business context and beyond.

The advantages of competences for the management of organizations are diverse: personal competences, collectively learned, favor the achievement of organizational strategic objectives. For (Prahalad and Humel, 1995), the production and sharing of knowledge improves and generates competitive capacity at work. Still (Locke, 1969), emphasizes knowledge is intellectual capital that constitutes the most important asset of companies, the basis of their competences and competitiveness (Stewart, 1997: p. 57). In this way, competence management is associated with the training and monitoring of people and teams, through integrated training, as a rule, people can use their cognitive skills and knowledge of work processes to add added value to the product (Chiavenato, 2006; Zarifian, 2001).

Talking about training in the professional environment allows several advantages to employees in particular and companies in general: it provides new learning, development and personal responsibility (Coiteiro, 2008); improves organizational performance (Ceitil, 2007); reinforces organizational competitiveness (Becker, 1960). Training management makes it possible to qualify and adapt people's skills to the needs of organizations.

## 2.2. A Vision of Integrated Training

In the view of (Tamo, 2012b), integrated training capitalizes on the increase in skills that the company assumes the duty to have skills in basic management functions: planning, organization, direction and control, through knowledge, know-how, knowing how to act or be in carrying out certain activities to achieve business objectives.

The field of integrated training is a simple model that matches what needs to be learned and who needs to learn it, creating flexibility and agility so that the organization can deal with uncertainty, and where people can generate new ways of creating results. Therefore, the organization must be able to incorporate the learning that comes from these actions into its practices.

According to (Senge, 1990), integrated training in the organizational field basically occurs in two ways: 1) adaptive, being proactive and related to facing the environment; 2) generative training, related to creativity and the ability of the organization to develop to see the systems capable of modifying the environment and acting.

In the integrated training process, the organization transfers its heritage of knowledge to people, enriching them and preparing them to face new professional and personal situations, whether in the organization or outside it, and

people, when developing their individual capacity, transfer to the organization its learning, enabling the organization to face new challenges (Dutra, 2004).

### 2.3. Opportunities for Young People in the Economic Sector

These disruptions and mutations occur through significant opportunities that guarantee the healthy functioning of companies, so opportunities for youth can be seen as the desired situation and the timely quality to maintain and acquire employment in the work context.

Opportunity means a favorable occasion, opportunity, convenience, represents the opportune quality, therefore, an opportunity is seen as an opportune event capable of improving the individual's current state, a new situation that brings benefits. However, it is important to re-launch the young person's need to obtain a job opportunity, which consists of the probability of working in exchange for financial compensation and/or a business opportunity that recalls the idea of a favorable situation for starting a business. He is rich today because he saw a business opportunity and knew how to take advantage of it.

The word "opportunity" is a feminine noun from the Latin *opportunitate* but also derives from the Latin term *opportunus* which means "favorable, suitable, and desirable". This term is related to the expression *ob portus* which means "to the port" and which was originally a term used in the context of navigation, as it represent the possibility of a boat arriving at the port.

The term timing means the ability to do a proper thing at the right time. Opportunity cost is an expression used in economics, and serves to demonstrate that everything has a cost. This expression refers to the value of an opportunity not chosen based on another. Despite this, this expression is not only applied in monetary terms. The opportunity cost is what a person loses in relation to one choice because he chose another. Opportunities come at certain times in life and must be seized to avoid any later regrets.

### 2.4. Strategies of the Angolan Government

For the revival of the productive sector and diversification of the economy, the Angolan government continues to bet on dynamics that guarantee opportunities for young people both in employment and in business, among these opportunities those included in the general budget of the state in the period of 2021 and 2022 stand out to know:

- PAC (Credit Support Program);
- Financing of the Economy, BNA (Angolan National Bank) Notice No. 4/19 of April 3;
- PROPRIV (Privatization Program);
- PAPE (Action Plan to Promote Employability);
- PIIM (Integrated Intervention Plan in Municipalities).

When viewing the proposed OGE (General State Budget) for the year 2022, it is possible to perceive that some programs still prevail that guarantee to stimu-



late the Angolan economy, pointing out in this budget the growth rate being:

- Oil Sector with perspective of growth in the order of 1.5% of the economy;
- Non-oil sector with growth prospects of around 1.9%, with emphasis on the acceleration in the subsectors of Agriculture, Fishing and Derivatives and Mercantile Services, for which the actions are focused on:
  - Implementation of the Production Support, Export Diversification and Import Substitution Program (PRODESI);
  - Emergence of new Micro, Small and Medium Enterprises (MSME), the granting of Microcredits and credits with subsidized interest, in the light of the PAC;
  - Intensification of the Integrated Intervention Program in Municipalities (PIIM);
  - Create benchmarks for accelerating the Action Program to promote employability.

With a view to financing private sector projects, lines of credit were negotiated with the Deutch Bank in the amount of one billion dollars and with the African Development Bank (ADB) in the amount of 325 million dollars. The first tranche of this ADB financing, corresponding to US\$120 million, has already been made available.

We consider this privatization program as an important way to strengthen the country's private sector, to make our economy more efficient and also to consolidate the process of building a market economy in Angola.

The implementation of the Integrated Intervention Plan in Municipalities aims to carry out 1700 projects throughout the national territory, namely 4000 classrooms, 275 hospital infrastructures, 100 administrative and municipal infrastructures, rehabilitation of roads, construction of bridges, and also to complete the first phase of the Cabinda university campus.

### 3. Methodological Procedures

Every investigation requires the use of a certain methodology in order to know the methods and techniques that the researcher uses to arrive at scientific knowledge, however, a methodology in the broad sense is considered as the precise description of the methods, materials, techniques and equipment used to achieve the researched reality. On this basis, the reference of authors such as (Gerhardt & Silveira, 2009) scientific methodology consists of the systematic and logical study of the methods employed in the sciences, their foundations, their validity and their relationship with scientific theories.

#### 3.1. Search Field Presentation

The Port of Cabinda is a large company (taking into account its annual turnover of around 2 billion kwanzas and around 426 employees) which, due to its geographical position, concentrates a large part of maritime flows in shipping between seaports, as well as in international merchandise traffic, namely general



and containerized cargo ships bound for Cabinda. The Port of Cabinda is the main arrival and departure point for goods in the region and plays a central role in the economic activity of the province in particular and the country in general.

The operation is based on the pier, the Port of Cabinda is prepared to receive general cargo and containerized cargo both in imports, exports and shipping between seaports, being a Port that operates 24 hours a day.

The Port of Cabinda provides a wide range of services that allow the logistical cycle to be adequately covered. However, part of the services provided are ensured using third-party services such as stowage and maintenance of port infrastructure.

At an organic level, Port is characterized by the existence of three levels of management, two of which depend on the Board of Directors, according to the responsibilities assigned to each administrator, namely, Offices and Directorates. Subordinating to the Directorates, various Departments and services of an operational nature were defined. The set of attributions and respective hierarchical levels of the different Offices and Divisions is defined in the company's Organization Manual.

Port operations are carried out solely with the ships' own means, as the jetty is not equipped with vertical handling equipment for this purpose.

The Port of Cabinda has long had a series of limitations, which make operations inefficient and time-consuming, with low productivity. This delays all import and export processes, objectively constituting an obstacle to their development.

For a detailed analysis, the dimensions that facilitate the instigation of young people's skills were taken into account, taking into account the opportunities created by the Angolan government, for this purpose, 5 dimensions were analyzed, namely: leadership, cooperation/teamwork, organization of work, 3C and achievement of objectives. Therefore, from these elements, a total of 22 variables were extracted for analysis.

This research is developed based on descriptive research, where the understanding of the catalyst elements that illustrate the reality in management science was relaunched, with the appearance of situations that arise in the Human Resources area on the aspects of training evidenced in the port company of Cabinda that make it possible to increase the skills of young people (Tamo, 2012a). Therefore, it is considered important the dependent variable the analysis of young people competences obtained through integrated training independent variable. At the same time, research-intervention (Recherche-intervention) is the main pillar of this discovery, which consists of access to a terrain, which was important to negotiate as it was a research with a transformative tendency (Savall & Zardet, 1996).

The Port of Cabinda operates based on Joint Executive Decree n° 02-A/06 of the Ministry of Finance and Transport, its Board of Directors was appointed through Dispatch n° 5544/20, of May 18th. At an organic level, the Port of Cabinda is characterized by the existence of three levels of management, two of

which depend on the Board of Directors, the Offices and the Boards represent the responsibilities distributed to the administrators, taking into account the training of each. The subordination of each Directorate is the Departments of an operational nature.

The Port of Cabinda has a staff of 426 employees, of which 311 are male, representing 73%, and 115 are female, representing 27%. In this article, 80 workers from different areas were present, but those areas with the highest number of workers were used. 16 workers were selected for each direction, using the delay stratification criterion. The stratification methodology consisted of: for three weeks in each direction, the worker who showed two delays of 20 minutes or more was identified, which allowed the constitution of the sample represented by 80 workers, including managers and technicians. In this perspective, 10 operational managers, 5 intermediate managers and 65 technicians from the five departments were grouped together as follows. In this article, the sample represents 19% of the population of the Port of Cabinda, with 59 male workers and 21 female workers.

### 3.2. Data Collection Techniques

It was with this intention in mind that the constructivist scientific vision, which is limited to the fact that through the technique of participatory observation (in loco) on management situations and the behavior of the actors, and which is observed in the actors during the exercise of their activities, promotes operation of the Port of Cabinda taking into account the skills of the young actors in the company. However, as a result of observation, the researcher recorded and classified the elements that disturb the normal functioning of the company during the period in which the research took place. The observation was made based on the "observation grid" where the following elements were collected for each worker represented in the sample, through the competence dimensions: activity carried out, note corresponding to the activity carried out and the time wasted for carrying it out of the activity.

From participatory observation, important data were recorded and also classified in order to conduct the research, such that it allows achieving the intended objectives, as well as with these evidences, the desirable elements for the research were collected, which facilitates surrounding the constituent dimensions of the observation grid, through the indication of dysfunction that would allow the increase of the levels of absences in the workplace in each variable of competences, with emphasis: leadership, cooperation-action/teamwork, Work Organization, 3C (coordination/communication/Concerts) and achievement of objectives.

The interaction of intellectual capital on the human side results from various constraints that become evident during the execution of an activity. The reduction of such constraints leads to the attainment of competences capable of transforming them into desirable functioning, giving young people the opportunity in the labor market to rationally take advantage of a change in behavior for the good of the business.

In the present investigation, the scientific process was carried out during the month of February 2023 and it was also inquired about the phenomena resulting from the training action, which contribute to the increase of skills of the young employees of the company under study, through the use of the semi-directive interview technique, it is also important to point out that this technique was specific for intermediate and operational managers. For this purpose, the “interview guide” was used to dialogue with 15 managers. The interview took place at the Port of Cabinda facilities, the interview time was 90 minutes for each person responsible, allowing for a total of 1350 minutes of interview. The construction of the interview guide allowed establishing a dialogue with those in charge, where the question of training is in line with the competence dimensions as shown in **Table 1**, with the perception of the answers given by those in charge were then framed in the variables representative of each dimension, this made it easier to see if they had skills that would allow them to achieve the objectives required by the company. Those responsible were also subject to observation, which made it easier to determine the hours lost during the exercise of their activities.

To complement the information from the research in the Port of Cabinda, it was necessary to use the technique of document analysis, it allowed the appreciation of important documents such as: the 2018-2022 strategic plan, previous action plan report, 2023 training plan and documents Company accounting. These documents were, on the one hand, carriers of information on previous functional occurrences, with the company reaching 31% of the relative rate in the period's results and, on the other hand, based on the strategic plan, information was obtained that contextualizes the company under study.

It was in this intention that the constructivist scientific vision is limited to the fact that through the technique of participatory observation (in loco) on management situations, and that observed in the actors during the exercise of their activities, they promote the functioning taking into account the skills of the young actors in the companies, however, as a result of the observation, the researcher recorded and classified the elements that disturb the normal functioning of the companies during the month of February 2023.

From the observation considered participatory, important data were recorded and also classified in order to conduct the research, such that it allows achieving the intended objectives, as well as with these evidences, the desirable elements for the research were collected, which facilitates surrounding the constituent dimensions of the observation grid, through the indication of dysfunction that raised the levels of absences in the workplace in the variables of organizational competences, with emphasis: leadership, cooperation/teamwork, Work Organization, 3C (coordination, communication and Concerts) and achievement of objectives.

The interaction of intellectual capital on the human side results from various constraints that are evident during the execution of an activity. The reduction of such constraints leads to obtaining skills capable of transforming into desirable

**Table 1.** Legend of variables by dimension.

Dimensions	Variables
<b>a = leadership</b>	a1 = Degree of versatility in the execution of tasks
	a2 = Confidence in the skills of professionals
	a3 = Assumes mistakes/risks with the team and works together
	a4 = Employee development practices
<b>b = Cooperation/teamwork</b>	b1 = Task exercise rotation level
	b2 = Respect individual differences
	b3 = Seek partnerships to solve problems
	b4 = Frequent absences from the workplace
	b5 = Arrival time at the workplace
<b>c = work organization</b>	c1 = Forms of planning activities
	c2 = Have planned all the work
	c3 = Acts in line with the company's strategy
	c4 = Respect the norms and processes established in the area
	c5 = Synchronization between colleagues in the execution of tasks
<b>d = 3C</b>	d1 = Tasks concerts at the beginning of the year
	d2 = Forms of democratic concerts
	d3 = Prior exchange of information
<b>e = achievement of objectives</b>	e1 = Is objective in fulfilling tasks
	e2 = Strive for efficiency and effectiveness, applying your skills and skills in carrying out activities
	e3 = Able to ask for help when needed
	e4 = Achieving expected results in the execution of tasks

functioning, giving young people the opportunity in the labor market to rationally take advantage of a change in behavior for the good of business.

In the present investigation, the scientific process was carried out during the month of February 2023 and also inquire about the phenomena resulting from the training action are investigated, which contribute to the increase of skills of young employees in the company under study for the materialization of the investigation.

The qualitative approach is part of the intervention-research method by enabling the use of qualitative techniques such as observation, semi-directive in-

interview and document analysis, as they are elements that carry information about the production and recognition of human capital in the company.

In the observation, interview and document analysis phase, an attempt was made to identify the clarifying elements of levels of organizational malfunctions, which can be banished with the application of rigorously integrated training programs that allow the elevation of the young person’s skills in the company, even at this stage, it was possible to identify the amount of frequency of production of such dysfunctions by the actors object of observation, thus it was possible to collect pertinent data that showed the dysfunctions in terms of knowledge, skill and attitude in the decision-making process.

### 3.3. Data Analysis Techniques

As for the quantitative model, the measurement dimensions proposed for the fundamental calculation of the amount of time lost in the organization with the increase in levels of malfunctions were used and, effectively, the application of a correction method for such anomalies, this facilitates the calculation financial “hidden costs” in the company. However, the calculation of costs was made easier with the application of a rigorous method from which it is possible to find some information through documents, previously provided by those responsible for the related area via wasted hours.

The analysis model was classified as follows, each dimension represents an alphabetical letter that goes from *a* to *e*, with the positioning of the variables representing a number, which corresponds to the data for the month of February 2023, which allows bringing up-to-date information regarding the skills of young people in the labor market as can be seen in **Table 1**.

The use of this test was so important, as if the variance associated with random errors decreases, the observed value “X” approaches the true value “V”, which represents greater accuracy in measurements. Therefore, greater reliability can be given to the instrument used for data collection (observation grid). However, reliability reflects how much the observed values are correlated with the true values (Cronbach, 1951).

To this end, the instrument used for observation in this research on in February 2023, which allowed the collection of data for statistical analysis using the SPSS Software, showed a strong reliability of 77.2%, thus reflecting a considerable degree of confidence in the instrument for collecting information, applied and the responses obtained, as **Table 2**.

Caption of the questions:

4 => Good theoretical-practical knowledge

**Table 2.** Reliability statistics.

Cronbach’s alpha	Number of items
0.772	22

Source: Processed by SPSS.

- 3 => Good theoretical knowledge without practice  
 2 => Understands practical principles without theory  
 1 => Neither theoretical nor practical

After analyzing the descriptive statistics included in **Table 3**, it is important to mention that in all variables the coefficient of variation is less than 50%, that is,  $Cv < 50\%$ , implying that the mean is representative in relation to the population of Cabinda Port.

The KMO test was used to analyze the suitability of the sample representative and adequacy for the analysis of the main components, resulting in only one component, a suitability coefficient of 93.3% at a significance level of 0.0, providing an excellent value of the sample adequacy and correlations between variables as illustrated in **Table 4**.

**Table 3.** Descriptive statistics.

Variables	N		Mean	Median	Mode	Variance	Standard Deviation	Coefficient of variation
	Valid	Miss						
a1	80	0	2	2	2	0.759	0.871	44%
a2	80	0	2	2	2	0.703	0.839	44%
a3	80	0	2	2	2	0.800	0.894	43%
a4	80	0	2	2	2	0.782	0.884	45%
b1	80	0	2	2	2	0.747	0.864	43%
b2	80	0	2	2	1	0.804	0.897	47%
b3	80	0	2	2	2	0.838	0.915	43%
b4	80	0	2	2	2	0.840	0.917	44%
b5	80	0	2	2	2	0.703	0.839	44%
c1	80	0	2	2	2	0.754	0.868	42%
c2	80	0	2	2	2	0.784	0.886	45%
c3	80	0	2	2	2	0.645	0.803	40%
c4	80	0	2	2	2	0.830	0.911	42%
c5	80	0	2	2	2	0.772	0.879	44%
d1	80	0	2	2	2	0.778	0.882	41%
d2	80	0	2	2	2	0.835	0.914	45%
d3	80	0	2	2	2	0.800	0.894	43%
e1	80	0	2	2	2	0.745	0.863	44%
e2	80	0	2	2	2	0.790	0.889	43%
e3	80	0	2	2	2	0.794	0.891	46%
e4	80	0	2	2	2	0.667	0.817	40%

Source: Processed by SPSS.

**Table 4.** Test of Kaiser-Meyer-Olkin and Bartlett of sample adequacy.

Coefficient of Kaiser-Meyer-Olkin of sample adequacy		0.933
	Aprox. Chi-square	16370.154
Esfericity Bartlett Test	df	210
	Sig.	0.000

Source: Processed by SPSS.

#### 4. Results and Discussion

The preparation of the human factor in Angola becomes a dilemma and a vital imperative, when realizing that Angolan staff do not offer the skills to achieve the objectives of companies, taking into account the opportunities outlined in the macroeconomic plan. However, in order to understand this reality, a study was carried out in a company in the port sector, in order to understand the skills held by young people that guarantee competitiveness in the labor market and that facilitate the implementation of integrated training to make the employee honest in carrying out the tasks activities.

As for the leadership dimension, there was an imbalance in the variables studied, due to the fact that, among the variables, the greatest concern fell on the degree of polyvalence in the execution of tasks (a1 = Degree of versatility in the execution of tasks), with the observations of individuals who have neither theoretical nor practical mastery when carrying out various tasks. Activities, other observations include the variable employee development practices, taking on mistakes/risks with the team and working together and confidence in the skills of professionals. Therefore, in the total of the observed opinions, a percentage considered in 32.8% of the corresponding to the leadership dimension understands practical principles without theory, 30.9% has neither theory nor practice of leadership in the company, and thus the theoretical-practical understanding of the concept leadership is quite fundamental for healthy performance in the company. However, it becomes necessary to undertake significant techniques in the sense of stimulating the dormant competence within the Port Company of Cabinda, in the sense of promoting an acceptable performance.

In the cooperation dimension, there is a mismatch, effectively showing the greatest concern to be the variables that were quoted at 1, showing even that individuals do not have theory or practices related to teamwork, namely variables b1 = Task exercise rotation level, b3 = Seek partnerships to solve problems and b4 = Frequent absences from the workplace, also the variable b2 = Respect individual differences, had a no less significant quotation. However, in view of the opinions collected, it appears that 33.8% of them understand practical principles without theory, thus showing weakness when it comes to teamwork in the Company, likewise 30.9% of the opinions collected demonstrate that they have no theory, nor practices in cooperation in carrying out certain tasks and a small number of collaborators with 8.5% of the opinions demonstrate good theoretical



knowledge without practice when the subject is carrying out collective work, thus, this demonstrates the tendency in individualism when carrying out tasks in the company.

The work organization dimension showed more observations in variable c5 = Synchronization between colleagues in the execution of tasks, with a total of 32 attendances, showing that the employees of Cabinda Port company, when talking about work organization, understand practical principles without theory, indicating a strong imbalance in this aspect. In general, it can be seen that 32.1% of the observation referring to this dimension presented a 2 evaluation, followed by 29% of the observation presented in the evaluation 1, we cannot ignore the percentage 27.7% of the observation obtained in evaluation 3. However, talking about the work organization dimension in this company, the data reveal the need to provide important actions capable of reversing the situation, in the sense that the company will obtain a change in the work environment, taking into account the variables that were analyzed in the dimension in cause.

The 3C is another important dimension capable of bringing a pleasant environment within the company, when communication/coordination/agreement is weak it leads to insignificant results, however, it is perceived that there is a need to be concerned with this dimension, when show that the variables to pay close attention consist of d1 Tasks concerts at the beginning of the year and d3 = Prior exchange of information with an evaluation of 1, followed by an evaluation of 2, with the data showing that the index of concern falls on variables d2 = Forms of democratic concerts, having been evaluated with a 2. However, in general, the data illustrate that this dimension in the company in question should create mechanisms capable of circumventing the situation when it is observed that 32,9% of respondents presented an evaluation of 1, followed by 32.4% of respondents presented an evaluation of 2.

The achievement of objectives indicate the variables to be considered for adopting strategies to reverse the situation consist of e3, e2 which were evaluated at 1, then the variable e1 evaluated with a score of 2, and the variable e4 with an evaluation of 3. Therefore, overall, 32.8% of the opinions of the respondents were evaluated at 2, then the opinions evaluated at 1 had 29.5% of the observations, finally also a weight of 25.5% of the observations was evaluated with 3.

Depending on the results obtained as a result of using the SPSS statistics 22 data analysis instrument, a factorial analysis was carried out taking into account the number of existing variables, this analysis consisted of understanding the variables that had a high proportion in terms of skills, that is, the factorial analysis served as a reference by allowing the exclusion of variables that represented a certain significant level of competence for young people in the company.

Through factor analysis and based on the logic of the 22 existing variables and how it was about the existence of certain incompetence of the employees of the Port Company of Cabinda-EP in the execution of certain activities, in this path fruit of the observation, it is verified in some variables the employees they have weak skills in carrying out certain tasks, being therefore evaluated with a score of

1, thus resorting to factor analysis that allowed the structuring of the data in order to reduce it to a reasonable number, analyzing this time the main components.

For the use of sophisticated tools in data analysis, SPSS statistics 22 was used in order to deepen this investigation and to know the variability of the explanations of each variable, this time, the database was created, the analysis was carried out, where it was possible to understand that all existing variables were explained in 82.687%, covering 22 variables with emphasis on the following (see **Table 1** above): regarding the leadership dimension, it was clear from the tool that the variables to be taken into account are: a1 = Degree of versatility in the execution of tasks, a2 = Confidence in the skills of professionals, a3 = Assumes mistakes/risks with the team and works together and a4 = Employee development practices however their variability as a whole is explained in 40.02%, this demonstrates the need to use an integrated training in order to instigate organizational skills via the dimension under study.

Regarding the cooperation/teamwork dimension, the observed data shows that its variability was explained in 29.07% of the total. Therefore, it is important to highlight the variables of greatest concern b1 = Task exercise rotation level, b2 = Respect individual differences and b5 = Arrival time at the workplace, with a total of 3 variables explaining this weight. However, this variability leads to the idea of creating significant strategies to instigate organizational skills in the company under study.

In the variance set, a significant weight was observed in the work organization dimension with a total of 14.70% of the explanation of its variability, having 5 in the set of variables, being: c1 = Forms of planning activities, c2 = Have planned all the work, c3 = Acts in line with the company's strategy, c4 = Respect the norms and processes established in the area and c5 = Synchronization between colleagues in the execution of tasks. However, in the company under study this dimension is of paramount importance, lacking training action capable of reversing the current state of the situation.

The explained variability of dimension 3C corresponds to 5.79% as a whole, with this variance being observed in the set of 3 variables, such as d1 = Tasks concerts at the beginning of the year, d2 = Forms of democratic a and d3 = Prior exchange of information, as it is an important dimension in the company, at the level of the company under study there is every need to provide integrated training action capable of instilling skills within the employees of this company.

With the weight of variability in 10.42% of the explanation achievement of objectives, it is possible to observe a total of 4 variables involved in the analysis e1 = Is objective in fulfilling tasks, e2 = Strive for efficiency and effectiveness, applying your skills and skills in carrying out activities, e3 = Able to ask for help when needed and e4 = Achieving expected results in the execution of tasks. However, the adoption of training actions for employees becomes an important issue in the company for the dimension of achieving the company's objectives in terms of departmental goals.

**Table 5.** Lost hours by dimension.

Dimensions or Elements to Observe (Skills)	Activities to carry out	Elementary Dysfunction	Hours lost	Total per dimension
<b>Leadership</b>	Degree of versatility in the execution of tasks	Difficulties in understanding other activities	3000	
	Confidence in the skills of professionals	Parallel of activities due to lack of feedback	4896	
	Assumes mistakes/risks with the team and works together	Achieving results outside the stipulated deadlines	1235	
	Employee development practices	Conversations during the work period	3975	<b>13,106</b>
<b>Cooperation/teamwork</b>	Rotation level in task execution	Absences from the workplace without justification	4800	
	Respect individual differences	Absences Authorized by the person in charge of the area	3800	
	Seek partnerships to solve problems	Help between collaborators	5900	
	Frequent absences from the workplace	Absences from the workplace without justification	2040	
	Arrival time at the workplace	Delays in the workplace	1504	<b>18,044</b>
<b>Work organization</b>	Forms of planning activities	Stoppage of activity due to the absence of the person in charge	1920	
	Have planned all the work	Conversations during work time	972	
	Work aligned with the company's strategies	Conversations during work time	856	
	Respect the norms and processes established in the area	No customer service due to the absence of the person in charge	2198	
	Synchronization between colleagues in the execution of tasks	Fights causing activities to stop	685	<b>6631</b>
<b>3C (Communication, Concerts and Coordination)</b>	Tasks concerts at the beginning of the exercise	Conversations during work time	641	
	Forms of communication of the tasks to be performed	Work stoppage	1160	
	Prior exchange of information	Work stoppage	813	<b>2614</b>
<b>Achievement of Objectives</b>	Is objective in fulfilling tasks	No customer service due to lack of signal	2052	
	Strive for efficiency and effectiveness, applying your skills and abilities in the performance of activities	Work stoppage	324	
	Able to ask for help when needed	Help between collaborators	380	
	Achieving expected results in the execution of		1942	<b>4698</b>
<b>TOTAL</b>	tasks	Achieving results outside the stipulated deadlines	<b>45,092</b>	<b>45,092</b>

However, observing the 5 dimensions, the most prominent dimension was cooperation/teamwork with 40.02%, followed by leadership with 29.07% work organization with 14.70% achievement of objectives 10.42% and finally communication/coordination/concerns with 5.79%.

After determining the value and considering the malfunctions caused by the lack of skills among port employees, which led to excessive loss of hours during the exercise of tasks, in the period under analysis, the company lost a total of 45,092 hours with the evaluated dimension, with the greatest loss occurring in the cooperation/teamwork dimension with a total of 18,044 hours, followed by the leadership dimension with a loss of 13,106 hours, the work organization dimension continues with a loss of 6631 hours and the remaining no less significant (see **Table 5**).

## 5. Conclusion

After analysis of information regarding the various aspects contained in the course of this investigation on integrated training, an opportunity to instigate young people's skills in the labor market and considering the various opportunities offered by the government of the Republic of Angola and according to the objectives that guided this research, objectified by the dimensions that participate in the competences instigation of young people in the labor market, are managed to obtain the following results: In all dimensions, young people have deficiencies in carrying out certain activities, justified by their incompetence in performing tasks; It was also noticed that in certain activities young people do not have theoretical and practical skills to perform certain activities, thus causing malfunctions in the company under study; It was clear that from the factorial analysis through the SPSS software, the concern in terms of malfunctions in the company was reduced by 30 explanatory variables of the need to adopt integrated training; It was also proven that in terms of the variability of the explanation of dysfunction in the company, the 5 dimensions represent 82.69% of the variance, with emphasis on the distribution in: cooperation/teamwork 40.02%, leadership 29.07%, work organization 14.70%, objectives achievement 10.42% and finally communication/coordination/concerning 5.79%. Due to this variability explained by malfunctions in the company, 45,092 hours of work were lost during the period under analysis; the dimension with the greatest loss of hours was cooperation/teamwork with 18,044 hours, followed by leadership with 13,106 hours and work organization with 6631 hours. Given the hours of absences identified at the Port of Cabinda, it is understood that there are hidden costs produced by the dysfunctions between the workers' behavior and the structures imposed by the company's managers. Following the socio-economic methodology, the following section will reference the hidden costs caused by the 45,092 hours of absences from the workplace. It is perceived that integrated training is a necessity to become an element of opportunity that guarantees the instigation of young people's skills in the labor market, thus facilitating the

achievement of the objectives sought in the research, since it was finally demonstrated that the lack of competence in young people reduces the opportunity for their employability in the labor market.

### Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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