PROJET ABSTRACT

Master of Arts in Leadership

Adventist University of Africa

School of Postgraduate Studies

Title: IMPACT OF CHURCH LEADERSHIP CRISIS ON
         YOUTH EMPLOYMENT CREATION

Researcher: Herimbololonanirina Marc Arthur Ranala

Faculty adviser: Jacques Roland Razafindrabiby, PhD

Date completed: August 2013

The study determined the impact of leadership crisis on youth employment creation in Seventh-day Adventist Churches districts of Mahajanga town, Madagascar. The study employed the descriptive correlational method. The population and sample was made up of all church members in all the 37 Churches in the district. The sample was made up 11 churches randomly selected with a total membership of 1421 members. A sample percentage of 17.07 was adopted and hence 200 members were sampled.

The instrument for the study was a structured questionnaire. After the administration of the questionnaire the data was analyzed using mean, standard deviation, correlation analysis, Levene's Test, and t-test.

Findings from the study revealed that, 67.3% of the respondents were young and 47.8% unemployed. The majority of respondents (52.3%) were male. In their perception, respondents agreed that there is no problem with the leadership of the

church in terms of leadership orientation, communication and attitude but the problem lies in their approach. Leadership orientation has a significant correlation with all leadership crisis dimensions, but highly significantly related with communication.

The study concluded that the church leadership crisis has an impact on youth employment creation. It was therefore recommended that the leadership of the church should face the problem of youth employment by adopting strategies and approaches that are appropriate and practical as well as prioritize youth employment training. The researcher finally recommends that an employment training project of 15 month be established within the youth club.

Adventist University of Africa

School of Post Graduate Studies

THE IMPACT OF CHURCH LEADERSHIP CRISIS

ON YOUTH EMPLOYMENT CREATION

A project

presented in partial fulfillment

of the requirements for the degree

Master of Arts in Leadership

by

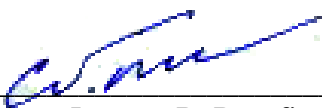Herimbololonanirina Marc Arthur Ranala

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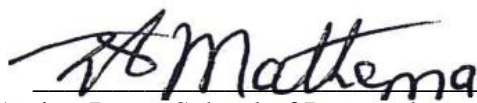Herimbololonanirina Marc Arthur Ranala

APPROVAL BY THE COMMITTEE:

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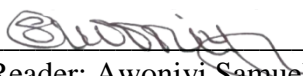Adviser: Jacques R. Razafindrabiby, PhD   Acting Dean, School of Postgraduate studies
                                                                                    Zacchaeus Mathema, DMin
_____
Reader: Awoniyi Samuel Adebayo, PhD

Extension Centre: Helderberg College

Date: August 2, 2013

DEDICATION

To my wonderful wife Charline Bakolimalala Ramiarisoa who was for me a precious support through her love and faith. To my children, Rota, Zo, and Manaja who was patient with me for the part of my time, which is theirs, I sacrificed to perform this work. Your affections strengthen and helped me to keep my direction towards the goal, which is ours. I love all of you very much.

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My wonderful Adviser, Dr. Jacques Roland Razafindrabiby, and my friendly Reader Dr. Awoniyi Samuel Adebayo, for their sacrifices, patience, encouragement, suggestions, ideas, and recommendations. Without their help and guidance this thesis would never have reached its completion.

Dr. Zacchaeus Mathema, Dr. Shwana Vyhmester and Lorraine Mugasia, panel members for constructive comments, criticisms and suggestions they gave.

I would like to acknowledge the following people: Sahondra Razafindrabiby for her valuable advice that influenced this research and for Rindra Razanajatovo for the support he gave me in the computer field.

I am grateful to the pastors of the three districts of Mahajanga City who kindly facilitates the distribution of questionnaires, and all respondents for their valuable contributions.

My sincere gratitude also goes to all my AUA teachers, classmates, colleagues, friends and all those who have contributed to the completion of this study.

My last but not least, is my deep recognition for my family: Bako, my lovely wife, for her tender love and timely support, and our dear tender, loving and precious children Rota, Zo and Manaja, for their love, patience and indescribable understanding which gave me the strength to go through with this thesis.

God bless you forever.

CHAPTER 1

INTRODUCTION

The Indian Ocean Union Mission is geographically composed of four Islands: Madagascar, Mauritius, La Reunion, and Seychelles. Madagascar, the largest island is separated to Africa continent by Mozambican Canal. It constitutes four of the seven fields that compose the Union. One of these fields is the Mahajanga Regional Mission (MRM) which is composed of 314 churches and 18 Districts.[1]

Since 2008, Madagascar has been in a serious economic problem. The non-employment became a challenge that weakens more the young people. The situation reaches the Adventist Church through its members especially among youth. Development, in particular of employment creation, became one of the main issues that church leadership cannot avoid. However, the latter is proved to be powerless to bring convenient solutions. This situation puts the church in an alarming situation in terms of leadership and economy which likely would engulfed in an infernal vicious circle.

Being aware of the economic crisis, the researcher has been trying to run a study about The Impact of Church Leadership Crisis on Youth Employment Creation. Members of six churches in the three districts in Mahajanga city have been chosen to be a population sample.

Statement of the Problem

Churches cannot forge ahead their mission without vision which involves

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[1]Statistical Report first Quarter 2013 MRM.

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leadership. But vision produces actions and projects that all cost for the local church[1].

Each mission project required the members' involvement, including youth, through

tithes and freewill offerings. [2] This situation means members should have financial

generating activities, in another word: employment. Now, due to the economically poor

condition of the members, they may not fully support these church projects through

their freewill offerings. Furthermore, each church member has personal economic

challenges in some aspects of his life: family, social, religion, personal and intellectual

duties. All of those daily economic agendas have an impact on his involvement in the

economic life of the church.

In addition, the demographic component of world church community is

alarming. Average 75% of the members are under 30 ages,[3] and yet they are the more

sensitive social sector. Such demographic fact deduces the significance of youth

financial and practical contribution on church mission development. Youth involvement

should be a leadership schedule. Practically, however, a burden of "spiritual" formality

dialogue besieged church leaders and youth relationship on the church. Then, such

situation hides another important aspect of church life like financial independences or

employment which directly involves to the mission while in which most of members,

especially young stumble.

Therefore, that is the point: How church leadership faces these challenges? Why

is the leadership powerless in front of such situation? A leadership crisis could be one

the reasons. The youth, in search of an economical solution has run serious risks of

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[1] Bill Hybels, *Courageous Leadership* (Grand Rapids, MI: Zondervan, 2002), 31.

[2] Seventh-day Adventist Church, "Guidelines on the Use of Tithe," accessed May 26 2013, adventist.org/beliefs/guidelines/main-guide4.html.

[3] Seventh-day Adventist Church, "Youth First, Involving Our Youth," (Silver Springs,, MD: Youth Department, General Conference of Seventh-day Adventists, 26 May 2013).

spiritual reversal due to the lack of sympathetic and visionary leadership. This project is a response of this issue.

Purpose of the Research

The purpose of this research is to build a project that solves the church young people employment problem. It deals with a system that should detect and determine an employment opportunity by establishing a dynamic and effective system of church leadership. The main objective is to reach the core of the church leadership crisis and give a long-lasting solution which will be used as a working system in the church. To organize the study, the researcher has developed a conceptual framework based on J. R. Razafindrabiby'sstudy.[1]

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┌─────────────────────────┐              ┌─────────────────────────┐
│ CHURCH LEADERSHIP       │              │ YOUTH EMPLOYMENT        │
│ CRISIS                  │              │ CREATION                │
│ Leadership Youth Orientation │──────►   │ Type of Business Venture│
│ Communication           │      ▲       │ Identification of Opportunity │
│ Attitude                │      │       │                         │
│ Approach                │      │       └─────────────────────────┘
└─────────────────────────┘      │
                    ┌────────────┴────────────┐
                    │ RESPONDENT'S PROFILE    │
                    │ Age                     │
                    │ Sex                     │
                    │ Civil Status            │
                    │ Occupation              │
                    │ Responsibility          │
                    │ Talent                  │
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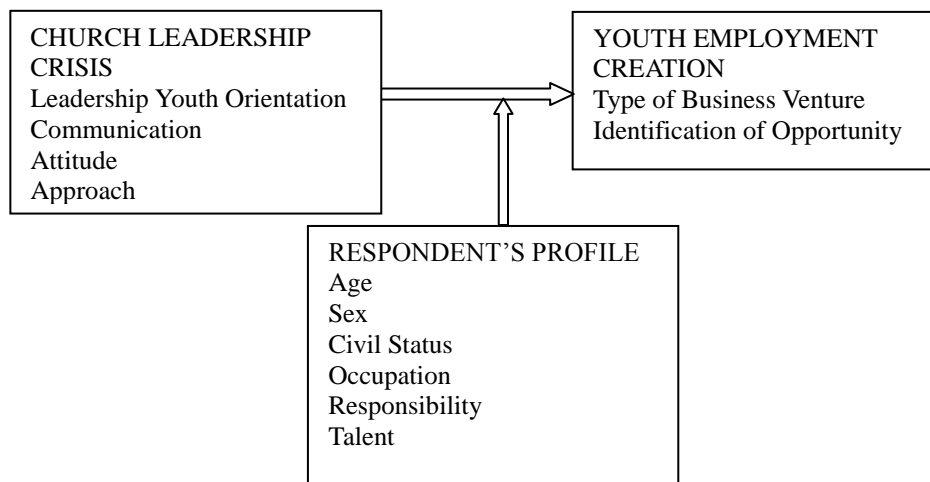
Figure 1. Conceptual framework of the study

This framework helps to have an overview of the complexity of the problem turning around the leadership crisis.The idea is thus to provide a model of reference for those who aspire to set up a solid employment providing project with a strong leadership for young people. It can as well help those who have difficulty to operate a

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[1] Jacques Roland Razafindrabiby, *Influence of Organisational Climate on Job Satisfaction of Academic Employees* (Philipines: AUP, 2005).

project in progress, or simply want to try out a new approach within the framework of the problem of employment.

Justification of the Research

This study is a practical method that will help leaders to refine their leadership youth orientation, communication, attitude, and approach in order to assist young people for employment creation. It will precisely give leaders and young people orientation and will initiate them into an entrepreneurial mind set which could lead to a strong stewardship. It is obvious that the church in general will be mainly the beneficiary from the project. Then, the creativity of the young people will have an impact on the family budget and on funding God's work. Lastly, this project has the advantage of being a model to similar projects, which might suffer from leadership deficiency.

Delimitations and Limitations

This study does not pretend to cover all the aspects of the question. It is limited to the unemployment problem among the youth in relation to church leadership crisis. It consists of establishing a reliable and understanding leadership system to assist young people in their employment creation. Thus, the researcher expects to achieve the principal goal that is to give a vision and to motivate church leaders as they face leadership crisis relating to young people employment problem. The research is limited to the period 2011-2013. The city of Mahajanga, Madagascar (an agglomeration where some Adventist churches face the difficulty from young people employment challenges) is chosen for this context. The study focuses on six local churches in three districts (North, South and East).

Presupposition

A visionary and systematic leadership that should detect and determine opportunities for young people employment is that which work for church leadership crisis. This system could create a comprehensive climate that helps young people to be more accountable and motivates them to create their own business and to be self-reliant. It must be practical, participatory and democratic in interpersonal and teamwork approach.

Methodology and Procedures

To achieve this study, the researcher reviewed books, magazines, and articles which deal with leadership, management, and in particular the problem of employment of young people and the business creation.

Passages in the Bible that have been considered significant in relation to leadership and management were quoted in first line along with some quotations from the writings of Ellen White.

The investigation was mostly oriented to youth employment creation and effective leadership through compared readings.

The researcher tries also to have a general idea on the functioning of the youth leader's interpersonal relationship and the inter-team in the context of the concerned project. For that, a survey has been run following the conceptual framework used in this research. Questionnaires have been distributed to 200 church members. It expects to get most information on church leadership system and skills among the young people.

Through all of these means, the researcher hopes as well to gather some of the possible facts that lead local church leaders to failures. It then, helps to identify the reliable vision and real needs of the Adventist young peoples. This would facilitate the

establishment of a leadership system, convince the partner and form the key elements complying with the vision and the objective of the project.

CHAPTER 2

THEORETICAL FOUNDATIONS

Church Leadership Crisis

The dream of security and social stability provided by a life of self-sufficiency and employment income becomes the legitimate aspirations of the youth of the African continent and Madagascar. The youth of Africa is plagued by the scourge of unemployed. According to the report of the World Bank, 18% (1, 2 billion individuals) of the world's population consists of young, 87% are in developing countries. Africa, for it alone is 200 million youth between 15-25 years, representing 20% of its total population. Ezekwesili, Vice-President of the World Bank's Africa Region noted that "finding productive employment for 200 million Africans ages 15 to 24 years is undoubtedly one of the major challenges that the continent faces."[1] Thus, the case of youth employment became a relevant topic of African leadership.

Where people have an aspiration, dreaming to reach this target becomes a leadership issue. What does it exactly denotes. Many theorists, authors and leaders try to define leadership concept.

For Morris it is a group of qualities that people sees on a person and, which people appoints him/her to be followed. Thus, those qualities form the basic frame of an individual. From an analytical of the word *leader* he concluded that: "Leadership is

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[1] Database of Press Releases Related to Africa-APRO-Source, "African Press Organization," 2008, accessed 6 March 2013, http://appablog.wordpress.com/2008/12/12/un-rapport-de-la-banque-mondiale-pointe-les-problemes-de-l%E2%80%99emploi-des-jeunes-en-afrique-les-indicateurs-du-developpement-en-afrique-soulignent-la-necessite-d%E2%80%99une-approche-plurisector/.

diligently and seriously accepting responsibility, encouraging others and stimulating their faith so they come to enjoy following the leader."[1]

Whatever are definitions, all are together by the fact that it has a link with people and a clear picture of a desired future. This is described by Saffold as a vision. In this perspective he stated: "It is the privilege and responsibility of leaders to move people and organizations from where they are today to where they need to be tomorrow."[2]

Johnson shared this point of view and sees in leadership a change factor that, by a courageous initiative from a vision of need, creates and holds situations with a motivation process.[3]

Conceived on church context, those descriptions are significant in term of mission, and yet, the mission makes church goal on its value and determines the dynamism level of the congregation. Church development depends on the member's mission sensibility. How church members are be enthusiastic with mission? The response lays on another question. What leadership does church apply? Emphasizing this point on more aggressive locution, Hybel defined local church as "…power to transform the human heart."[4] Question settles in the fact that, the more church leaders are exited and skillful for this spiritual liability, the more church environment is open to a best communication. This Hybel's point of view should give us more understanding on church change factor. Leadership according to him, is " to provide opportunities for

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[1] Charles Morris, *The Christian Leader: The Person* (Manila, Philippines: Church Strengthening Ministry, 1994), 2.

[2] Guy Stark Saffold, *Strategic Planning: Leadership Through Vision* (Nairobi, Kenya: Evangel Publishing House, 2010), 89.

[3] Glenn Johnson, *Leadership that Builds: Nehemiah, a Model for our Time of Crisis* (Manila, Philippines: OMF Literature, 2004), 20.

[4] Bill Hybels, *Courageous Leadreship* (Grand Rapids,MI: Zondervan, 2009), 12, 18, 26.

other people *to use their gifts most effectively*[1] and understand how *to help others found their place of service*[2] within that picture."

It shows clearly that church leadership doesn't stand on merely skills and talents repertory and heightening for service in its future perspective. More than that, Morris and Morris[3] precised on vocational context that "people *search for an environment and vocation*[4] that will permit them to exercise their skills and abilities, to express their attitudes and values, to take on agreeable problems and to avoid disagreeable ones."

According to this statement, it is obvious that, one of leaders' attributions is to look or create opportunities in which people can improve their expertise for life utilities, in another word, employment opportunities. It means to generate situations that give members occasion to discover their vocation and find an appropriate environment for a job orientation and creation. These according to Razafindrabiby include, a good physical working conditions, a delegation of responsibility and staff training. It is not appropriate if the administrators are "too involved in production" and forget to give to the team a suitable work environment "to take ownership of the process and discover their own improvement."[5]

Therefore, leadership is more about service and action (what, where, and how to do) than position (what, where, and how to be?), Maxwell specified.[6] It is a quality act

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[1]Emphasis mine.

[2]Ibid.

[3]Charles and Erica Morris, *The Christian Leader as a Counselor, Ministry in Crisis Situation,* Vol. 2(Manila, Philippines: Church Strengthening Ministry, 1994), 37.

[4]Emphasis mine.

[5]Jacques Roland Razafindrabiby, 64.

[6]John Calvin Maxwell, *The 21 Irrefutable Laws of Leadership Work Book* (Nashville, TN: Thomas Nelson, 1991), xi.

(an intentional do) that leads toward a value position (a preferred be). Malphurs and Mancini underlined clearly that "it involves service, credibility, capability, influence context impact of followers."[1] Then, qualities of leaders, their mind set, act motives and sense of organization turned toward a future change, and play an important role on leadership issue.

Kotter in his contribution to this principle highlighted a relevant definition that emphasizes future oriented dynamism action: "Leadership is a set of process that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles."[2] This preferred future should be done on social secured vocational actions.

The Acts of the Apostles supplies one of the strong patterns of change toward a preferred future.[3] From a little group of 120 feared and shamed members, disciples become a big number of 3000 courageous and enthusiastic members (Acts 1, 2).[4] By a strong leadership that depicted the group's needs as certain and close future, disciples are more unify, motivate for mission, strong and grow in number. Even Jerusalem are filled of their doctrine despite the strict prohibition of the high priest to not teach in Jesus name (Acts 5:28). The upper room is a start point of the disciple leadership development. The Holy Spirit power bound them on a mission leadership oriented.

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[1] Aubrey Malphrus and Will Mancini, *Building Leaders, Blueprints for Developing Leadership at every Level of your Church* (Grand Rapids, MI: Baker Books, 2009), 21-23.

[2] John Paul Kotter, *Leading Change* (Boston, MA: Harvard Business Review Press, 1996), 25.

[3] Ibid.

[4] All verses not specified in this study are from the *Andrews Study Bible.*

Notice the means how organizational and social problem were been tackle. Structures have been putted in place as motivational factors, a process to reach the goal, a strategic plan measures (Acts 2: 15 – 26, 42 - 46; 4: 32 – 37). We can observe the business issues(Acts 4: 32-37; 5: 1, 2; 6: 1-7; 18: 3) that permit the mission on its high level of dynamism in term of socio-economic value.

> White said about church vision and leadership qualities that define leader's morals: Towns, cities, and villages everywhere should hear the message of warning; for all will be tested and proved by the message of present truth. A great work is to be done, but the laborers who enter these fields should be men of sound judgment who know how to deal with minds, they should be man of patience, kindness and courtesy who have the fear of God before them.[1]

To conclude, it is obvious that church needs qualified leaders as it moves to accomplish its mission. Mission that emphasis change and a quite climate since members meet a leadership that helps them satisfying their basic needs. Thus, we can tell about church leadership crisis when a conflict syndromes or stagnant situations regarding mission and members personal life concerning economic setting become evident on the church climate. Unemployment is one of the main crisis sources for which leadership qualities are requested[2]. That is the reason why the researcher tries to give more analyses around church leadership and employment issue in the local church.

Communication

In this part the researcher tries to highlight the communication's role on this complex church leadership stride. We can classify church as an organization since members work together for a same goal which is impossible for an individual to reach alone. Thus, communication is inevitable and indispensable. We can already get a

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[1] Ellen Gould White, *Tesimonies for the Church* (Seoul, Korea: Everlasting Gospel, 2006), 3:664.

[2] Charles and Erica Morris,Vol. 2 op. cit., 1-2; 18-49.

meaning from this base. Communication is an indispensable and inevitable relation between two or more people that are obliged to work together for a common goal.[1]

Fielding qualified this context as an effective communication that expects "understanding and tolerance."[2] All are defines as a "transaction." This latter gives for organization its dynamic side. It is by verbal or non-verbal messages that information bringing to actions takes place. It is with information from behavior messages, that assessments and evaluations are settled. Therefore, Fielding was right when he said that for organizations effective communication is in "survival."[3] Thus, vision is, or not understood depending on how messages are send or received/perceived. Martin makes this complex phenomenon clearer:[4]

> Each one of us' personality develops through our traditions, our inheritance from the past, our experiences, our culture, our environment. What we do, we have first "received it", and we then interpret it for sending it out in the new form toward new receptors. We adapt to present situations in reference to past situations. Communication takes effect by "ricochet" manner.[5]

According to this point of view communication is a complex intersection of multiple and different personalities in interaction for different or common objective(s). This has an impact on team working. Interpersonal conflict could be appearing among

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[1]Michael Fielding, *Effective Communication in Organization* (Cape Town, South Africa: Juta Academic, 2009), 66.

[2] Ibid., 10, 16, 26.

[3] Ibid., 10.

[4] Jean Claude Martin, *Le Guide de la Communication* (Italie: Milanostampa, Marabout, 1999), 16.

[5] Original text : "La personnalité de chacun de nous se développe à travers nos traditions, notre héritage du passé, nos expériences vécues, notre culture, notre environnement. Ce que nous faisons, nous l'avons d'abord « réceptionné », nous l'interprétons ensuite pour l'émettre sous la forme nouvelle vers de nouveaux récepteurs. Nous nous adaptons aux situations présentes par référence aux situations passées. La communication agit par ricochet."

groups if the message (collective learning conflict) is understood in a different way. In such situation, it is difficult to expect step ameliorations toward a preferred future. Thus, communication determine environment climate in organization. Consequently, all processes to motivate people (to increase performance) to modify the present condition is influenced by the manner leaders deal with people relationship and, their expertise on conflict management[1].

Thus, it is obvious that human interaction is vital in leadership. April Macdonald and Vriesendorp emphasized, "Change is a phenomenon that occurs with communication, conversation and dialogue."[2] With a careful structured communication system, positive transformation occurs on people that sprinkle a comprehensive climate around the group value.[3]

Some earlier studies about child developed competences give us more explanation on this matter. Meadan et al. run an educational study with supporting team including parents, teachers and another individuals like friends and community members that work together with the person with a disability. This team used "problem-solving approach, to develop a long-term vision and plan for the individual with disability."[4] Those researchers concluded that a disability on children study performance could be corrected by a person centered communication system. "A long-term vision allows for continuity, creativity, and caring for children disabilities."

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[1]Ibid., 44.

[2] Kurt Andre April, Robert Macdonald, Sylvia Vriesendorp, *Rethinking Leadership* (Cape Town, South Africa: UCT Press, 2000), 69.

[3]Ibid., 71, 72.

[4]Meadan et al., "Developing a Long-Term Vision: A Road Map for Students' Futures, Teaching Exceptional Children," Person-Centered Planning, "Focused on the want, hopes, concerns, and dreams of individuals with disabilities and their families." November/December 2010, Vol. 43, No 2, http://findarticles.com/p/articles /mi_7749/is_201011/ai_n56440873/pg_5/?tag=content;col1 (5 Oct 2011).

We can conclude through this study that an appropriate communication system, which encourages team work on comprehensible and friendship transaction[1], should improve people performances. Real needs are discovered and understood.

Such situation leads to an *attitudinal transformation* as Gerard and Teurfs called it. "As groups progress in their ability to use dialogue, they move to higher levels of problem-solving and problem-finding."[2]

It is obvious, regarding those preview studies that, economic and social handicap like unemployment issue into the church should find an area of focused discussion based on adequate communication.

Attitude

The present analysis arrives at a point which shall determine the impact of the leading authority on social atmosphere of a given team. This is the attitude. More than one attempts to give a definition to that psychosocial concept. For a general explanation, Cacioppo et al. conceived attitude as "the net affective perception of (i.e., feeling toward) a stimulus rather than as a bodily orientation."[3]

Focusing on the reaction to a responsible act based on communication between two or more persons, the Business Dictionary brings even more clarification. It states that, it is "a predisposition or a *tendency to respond*[4] positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individual's choice of

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[1] Nannette Rundle Carroll, *The Communication Problem Solver, Simple Tools and Techniques for Busy Managers* (New York: AMACOM, 2010), 4, 13.

[2] Ibid.,72.

[3] John Cacioppo et al., eds., "Attitude Change," in *Encyclopaedia of Human Behavior*, (Elseiver, Ohio: Academic Press, 1994), 23.

[4] Emphasis mine.

action, and responses to challenges, incentives, and rewards (together called stimuli)."[1] This statement seems to suggest that mood and reaction of the leader has a significant impact on what will be the socio-professional atmosphere of the group.

In his article analyzing the crisis that occurred at the University of Saint Louis, Parker confirmed this position by referring to an Education Institutional that ignores personal feelings. He said:

> "Through the fall of 2012, President Lawrence Biondi has asserted, in public and private settings, that faculty reacted to draft documents ending tenure and radically altering systems of evaluation because "their feelings were hurt." While this dismissive characterization fails to account for the complex circumstances that led to SLU's leadership crisis, his attitude explains why his leadership style has failed us. One renowned CEO recognized the importance of "feelings" in eliciting top performance from his workers. Father Biondi[2] could learn from his example."[3]

It shows that, attitude is very important when leading people. It confirms and reinforces or contradicts the thought and purpose of the message to convey. This will lead to an unexpected result, as the case of St. Louis. We have a director who does not take into account the basic principle of leadership: to win the confidence of the team. Group members' confidence depends on how they perceive the leader behavior toward a given work situation. Are the leaders concerned on how they do things as well as people/team condition and "feeling" at work?

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[1]Business Dictionary.com, "attitude," accessed 3 January 2013, http://www.businessdictionary.com/definition/attitude.html.

[2]Saint Louis University, "Biography of Lawrence Biondi, S.J.," accessed 29 May 2013, http://www.slu.edu/presidents-biography. See also, Elie Mistal, "Father Lawrence Biondi," *Above the Law*, accessed 13 January 2013, http://abovethelaw.com/tag/father-lawrence-biondi/.

[3] Kenneth Lee Parker, "The SLU Leadership Crisis: Why 'Feelings' matter," St. Louis Post-Dispatch of January 18, 2013, *Saint Louis Post-Dispatch* (18 January 2013).

This issue deserves special attention in regard to the attitude of the leader, and thus launches a call for the church to establish a mutual trust between the leader and his team, and between individual of the group. In fact, trust is important in teamwork.

Martin[1] said, "That or those to whom we address perceive us globally, and label us in attaching openly or not to us qualifiers that will condition our relationships."[2]

So leadership style has a significant role for people motivation as Rajiv et al observed. "In the current global competitive climate, the motivation in international channel partners to achieve individual and collective goals is becoming increasingly important."[3] So, the way the leader perceives reality around him, and the manner to which he reacts accordingly are therefore, crucial elements that will determine the motivation of the team in terms of creativity. This last is an important component for a dynamic culture with which church tends to achieve its objectives.

Daring Cook said: "The attitude of the leader has a huge impact on the culture, environment, and mood of the department or organization. The leader's attitude tends to spread and affect others dramatically."[4]

> So we have seen how the dynamic of the group depends on the social atmosphere in which this same group is called to live. In a community such as Christian structured for specific purposes in a church organization, this observation remains valid, since the foundation of the development of the

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[1] Martin, 22.

[2] Original text: Celui ou ceux à qui nous nous adressons nous perçoivent globalement et nous étiquettent, en nous affublant ouvertement ou pas de qualificatifs qui vont conditionner nos relations.

[3] Rajiv Mehta, Alan Joel Dubinsky, Rolph E Anderson, "Leadership Style, Motivational and Performance in International Marketing Channels, an Empiric Investigation of the USA, Finland and Poland," *European Journal of Marketing* 37, no 2, (October 2011):51.

[4] Daring Cook, "The Importance of Attitude in Leadership," *MGMT, 410, Slideshare Present Yourself*, July 2011, accessed 21 December 2012, http://fr.slideshare.net/darincook/the-importance-of-attitude-in-leadership#btnNext.

Christian church, Seventh-day Adventist in the case this research, is the brotherhood. [12] This fraternity, from which scatters the energy that leads the mission to a successful end, is combined, and incorporated with a molded seal principle with which the economy of the church itself is articulated : the charity. Translated from the Greek *agape,* this term means "love in its highest sense: love of God, love of neighbor, love (John 5: 42, 13: 35, etc. ... and especially 1 Cor 13). Sometimes it means the fraternal meal early Christians (Jude v.12)."[3] With this in mind, the church means by brotherhood, the attitude which consists of running the leadership engine of its mission."If a church is to accomplish its task, careful attention will be given by church leaders to a sound but deep development of a spiritual attitude at all levels of church administration with a special emphasis on the local congregation level. The importance of a spiritual attitude as evangelistic motivator should not be underscored. There are many motivational [*sic*] factors and methods, but the internal motivation is the strongest and the most successful. And only a personal conviction toward a spiritual attitude will efficiently [*sic*] changes the believer and the church."[4]

The researcher shares Parker's views when he stressed that when leader make worker safety his top management priority, they trusted his leadership. "… He did not ask workers for greater commitment – They give it willingly… A workforce that feels respected and valued by top management will go the extra mile, expend discretionary energy, and generate unimagined productivity for the organization."[5]

From this basis, we can deduce one thing. Dynamic and positive attitude of young people in the church, regarding economic and entrepreneurial issue, meaningful

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[1] "All who are children of God in Christ Jesus are members of this body, and in this relationship they may enjoy fellowship with each other and fellowship also with their Lord.[..]. The elect of God are a universal brotherhood, a new humanity, 'all one in Christ Jesus' (Gal.3: 28)." Seventh-day Adventist Church manual, Chapter 2 "Church of Living God," Revised 2010 18th Edition, RSA (Secretariat General Conference of Seventh-day Adventist, Southern Africa-Indian Ocean Division, November 2011) 22, 23.

[3] La Sainte Bible, La Nouvelle Version Second Révisée, notes on 1 Corinthiens 13. Glossaire "Aimer," (Paris: Société Bibliques Françaises, 1978).

[4] John Juliano, Internationale Institute of Christian Ministry, "Church Planting Manual, accessed 20 January 2013, http://www.newchurches.com/mediafiles/uploaded/c/0e1512077_Church_Planting_Manual_by_John_Iuliano.pdf.

[5] Ibid. Keneth Lee Parker.

employment, rather depends on the attitude the church leaders adopted on the way they manage people. Nick Vujicic said in his book, "The attitude of gratitude also attracts people who share your enthusiasm and support your dream. Sometimes these people have the power to inspire you and to change your life in amazing ways."[1]

This last point should evoke a pertinent question: the approach, which the next part will try to be discussed. If the attitude of both the leaders and the group is a starting point for the general and individual motivation within the church, the approach found its importance in the administration of the work. Any definition of this concept will help to see more clearly before digging the bottom of this chapter.

Clayton, in his glossary, defined leadership approach as being "a basic conceptual structure or framework by which leadership and business skills are applied to draw the leader and organization closer to achieving their goals."[2] Manktelow and Carlson[3] suggested the term "leadership style," so to designate the approach in question. They intensified the concept's idea and specify that, leadership should not freeze on a standard style. Each situation should determine the appropriate approach to take, and to each specific group will have its own leadership. Therefore, knowing several if not all of leadership style is helpful.

Doyle and Smith went in the same direction when they said that the opportunity for leaders to have a game of alternative leadership style enhances their effectiveness.

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[1] Nicholas James "Nick" Vujicic, *Life Without Limits: Inspiration for a Ridiculously Good Life* (New York, NY: Doubleday, 2010), 97.

[2] Gary Clayton, "Practical Leadership, Glossary: Leadership Approach," accessed 20 january 2013, hhttp://garybclayton.com/leadership/leadership-glossary/.

[3] James Manktelow and Amy Carlson, "Leadership Styles: Choosing the Right for the Situation,", http://www.mindtools.com/pages/article/newLDR_84.htm. Accessed 21 January 2013

"This placed a premium on people who were able to develop an ability to work in different ways, and could change their style to suit the situation."[1]

According to these definitions, the leadership approach corresponds to the leadership style. In fact, it is "the manner and approach of providing direction, implementing plans, and motivating people."[2] This is based on several core device and frame. There are so many styles of leadership. Neither is better than the other. It lies just on the leader, to find adequate approach for a precise situation.

It is now important to know whether the leadership style has to do with the group's performance. If all precedent definitions are assumed, without hesitation, an affirmative answer to this question rises. Given the close connection that ties the group with its leader, the way in which the latter handle his business and people is very important in terms of motivation. Knowing that all psychological, technical, even morals elements, which build member's group psycho professional environment; constitute the technical professional environmental of the leader; it is obvious that the latter adapts its approach to meet the human needs that will push the group dynamism.

Aroney shared this point of view. He supported that competence and commitment depend on the circumstances, and that the role of leaders is to lead the right people with appropriate methods. Motivation changes with the alteration that prevails on task and situation. So, the role of the leader is to get the right balance in the choice of his approach to achieve the desired result. In fact, it "requires identifying each individual's competence level and commitment to the task at hand and adapting

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[1]Michele Erina Doyle and Mark Smith, "Classical Leadership," 2001, accessed 23 January 2013, http://www.infed.org/leadership/traditional_leadership.htm.

[2]Performance Management, "Leadership Style," accessed 21 January 2013, http://www.nwlink.com/~donclark/leader/leadstl.html.

leadership style to meet his or her needs, helping them achieve their goals and the goals of the organization."[1]

Youth Employment Creation

Type of Business Venture

The previous remarks highlighted that certain key parameters such as leadership communication, attitude and approach play an important role in creating an atmosphere that promote the susceptibility of members of a group to have a dynamic and positive attitude in relation to their personal development especially in the context of entrepreneurship. As described by Desaunay, "life in the business is also done daily details, and management of these details is also indicative of the relationship between superior and subordinate and equally influential on mood or performance."[2]

Precisely, in this section the researcher will attempt to show the importance and significance of the creation of small business in the course of the life of the group and the organization or entity to which it is committed. There will also be developed the role of leadership in this gear entrepreneurship. Because entrepreneurship is based on a concept as well as the attitude, it may be essential to provide an overview of the culture entrepreneurial.

Several scholars have relayed from the 17th century to try to find a definition for this concept. Richard Cantillon categorizes entrepreneurs as "risk-takers", and defined such people as an "agent who buys means of production at certain prices in order to

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[1] Mike Aroney, "How does your Leadership Style Impact Process Performance?" 1999, accessed 2 January 2013, http://www.reliableplant.com/Read/13414/how-does-your-leadership-style-impact-process-performance.

[2] Guy Desaunay, *Comment Gérer Intelligemment ses Subordonnés* (Paris: BRODAS, 1984), 178.

combine them to a new product."[1] While the French economist Jean Baptiste Say

qualified them to the Contractor leaders, and Mill believed that this is a matter that

requires expertise for it largely depends on the development of the economy.- Finally,

Adam Smith agreeing with Smith emphasized that this is a phenomenon that can

develop independently using capitalism. But for Marshall, the concept of

entrepreneurship becomes an economist theory[2]. Great economic theorists of the 20th

and 21st century have tried to give contextual and personal or individual definition with

a tangible socio-economic value.

According to Fajardo, entrepreneurship "is only applicable to business

enterprise. It can also be done in school, hospitals, and other social services institutions.

Entrepreneurship has special or extra-ordinary features, such as the creation of

something new or something different. In short, it is innovation which distinguishes

entrepreneurship from other activities."[3] Durcker defined it as being "the process of

starting one's own, new and small business."[4] And for Hisrish, entrepreneurship

"involves the creation process, requires the devotion of the necessary time and effort,

assumes the accompanying financial, psychic, and social risks, and receives the

resulting rewards of monetary and personal satisfaction and independence."[5]

The individual creativity spirit seeking for Independence by material, and

especially financial compensation, is thus a vector of entrepreneurial culture. It is no

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[1] Edwin Galam Valencia, et al, *Entrepreneurship Principles and Practices, a Modular Approach* (Philippines: Valentia Educational Supply, 2005), 7.

[2]Ibid., 5-12.

[3] Feliciano Fajardo, *Entrepreneurship* (Pasig City, Phillipines: National Book Store, 1994), 14.

[4] Valencia, 11.

[5] Ibid., 11-12.

coincidence that the creation of small business finds its real success for the benefit of the entrepreneur himself as individual, and its entity or organization as a group.

Left, reported by Fajardo, perceived entrepreneurship as "the capacity for innovation, investment and expansion in new markets, products and techniques."[1] In fact, these interpretations seem to be in line with the definition that some experts suggested to describe small business. "A business venture is a start-up enterprise that is formed with the expectation and plan that a financial gain will result. Many refer to a business venture as a *small business*, since it normally starts out with an idea that begins with a small amount of capital or finances. Most business ventures are backed by one or more investors with the hope that the business will be profitable."[2] The Business Dictionary reinforces this idea by specifying an orientation that is particularly financial benefit. "Many ventures will be invested in by one or more Individuals or groups with the expectation of the business bringing in a financial gain for all backers."[3]

Another element gets into the frame as a condition for small business creation. Following the last definition guiding principle, entrepreneurship calls allusion to mind employment / revenue (Job with financial income). It is the 21st century sharp subject on socio-economic sphere, global and local context as well, and became then, the main leadership agenda.

Speaking on this very subject, Fajardo said, "The biggest employer is the private business sector. Millions of jobs are provided by factories, service industries,

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[1] Fajardo, 12.

[2] Wisegeek: Clear Answers for Common Questions, "What is a Business Venture?" accessed 3 March, 2013, http://www.wisegeek.com/what-is-a-business-venture.htm.

[3] Business Dictionary.Com, WebFinance, "Business Venture," 2013, http://www.businessdictionary.com/definition/business-venture.html (3 March 2013).

agricultural enterprises, and the numerous small-scale businesses."[1] In fact, no entity is immune to the employment phenomenon. Church is no longer an exception.

As the question is about psycho socially stimulated creative behavior, triggered by the desire of independence and well-being, the leadership entity context in which individual operates is crucial. George and Johnes stated that some people have what they call intrinsically motivated behavior, because of the fact that are doing activities, tasks or jobs that fit their skills and preferences.[2]

In fact, we're in a job/ income creation situation which, it must be remembered, is favored by the leadership group premeditated, intentional, planned and carried on with circumstances.[3] Otherwise it is impossible to expect a positive outcome, for incompetence, inefficiency, indifference, bias, corruption, "all unfavorable crises factoring clearly drive away economic growth."[4]

It is well recognized by experts that at the leadership level, a crisis should be fatal either for entity motivation or member organization. By this fact, it goes against the business creation and Economic development. Thus, on entities level, with significant vocations such as churches and Boy Scout clubs, leadership's role is to create favorable situations to hatching entrepreneurial visions: motivation. The latter is defined by Jones and Georges as «psychological forces that determine the direction of

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[1]Fajardo, 19.

[2] Gareth Jones and Jennifer George, *Contemporary Management*, 7 Ed. (New York: McGraw-Hill/Irwin, 2011), 401.

[3] Ibid. Desaunay.

[4] Fajaro, 17.

person's behavior in an organization, a person's level of effort, and a person's level of persistence in the face of obstacle."[1]

So, it is obvious that the role of leadership is more fundamental, for it is "the process by which an individual exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organizational goals."[2]

In the twenties according to Morris, a crisis is defined as a staged process of an internal struggle through an individual while it seeks to achieve its aspirations.[3] Anton Boisen (quoted by Morris) stressed that, whatever the outcome; the determinant of this conflict "depends upon a defined and new center of purpose on a higher level around which he can recognize his personality."[4] In fact, Malagasy youth, including those in the church, are going through a serious personality crisis period given their precarious economic situation, while living in an economically insecure environment.

The problem of employment for youth 25 and under is a chronic situation in Madagascar. The unemployment rate reached the figure of 5.9% for less than 25 years. The young living in urban areas are most affected (8.9%) compared to those of rural regions (3.9%), not counting the numbers of underemployment, which are more explosive.[5]

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[1]Jones and George, 400.

[2]Ibid., 427.

[3] Charles and Erica Morris, *The Christian Leader as a Counselor, Ministry in Crisis Situation* Vol. 2 (Manilla, Philippines: Church Strengthening Ministry, 1994), 2.

[4]Ibid., 67.

[5] Wikipedia, the Free Encyclopedia, "Madagascar, accessed, 5 March 2013, http://en.wikipedia.org/wiki/Madagascar.

The world Bank economic analyze gave the evidence that the crisis on country's leadership is one of the determining factors of this situation.[1]

Morris saw the crisis an interference experience that troubles the everyday normal life or course of events.

This, he said, "demands the separating of the component parts of that experience and the making of decisions which will enable one to do what is necessary to cope with the experience."

According to Tillich (quoted again by Lea Morris), " the reality refers to "what we have to adjust to because it will not adjust to us;"[2] the way in which the group is headed, speaking approach, should influence directly its member mind set and attitude towards their current economic situation and how they choose to overcome it.

Indeed, for the young people, creating a job in the business at risk demands a sustained coaching from their leaders.

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[1] "The current political crisis has increased poverty levels by above nine percentage points between 2005 and 2010, reaching 77% of households, the highest rate in Africa (World Development Indicators, 2011). Households are not equal in front of the poverty challenge. On one side there are wide differences among regions (from 57% to 77%) and between rural areas (74%) and urban areas (52%). In addition, income differences between the rich and the poor are large, especially in urban centers (where the ratio between the highest and the lowest income groups may top 10) while they may be lower in rural areas."" Madagascar Overview," in "Working for a World Free of Poverty," The World Bank, 2012, accessed 5 March 2013, http://www.worldbank.org/en/country/madagascar/overview.

[2] Ibid., 3.

Identification of Opportunity

The previous sections demonstrated the importance and significance of the creation of small business in the course of the life of the group and the organization or entity to which it is committed. In this part, the researcher tries to make the interdependent relationship between individual, opportunity and employment.

The opportunity remains a central frame when it comes to business. Success, in other words the benefit drawn, based on how the opportunity has been taken. Here's how Ellen White interprets the parable of the talents (Matthew 25:14–30), which opportunity presents itself as the key point of the discussion.

> Those, to whom the five and the two talents were given, traded and doubled that which was committed to their trust. God requires those who have possessions here, to put their money out to usury for Him – to put it into the cause to spread the truth. And if the truth lives in the heart of the receiver, he also will aid with his substance in sending it to others; and through his efforts, his influence, and his means, other souls will embrace the truth, and begin also to work for God. [1]

It is clear by closely following the text that the logical operation of the Adventist Church itself depends on the entrepreneurial spirit of its members.

That said, it is an issue that whose leadership should expect an outcome on the economy! It notes about the proper functioning of the mission, and by this fact, the skill reference and vocational aptitude measure for each member. Stewardship in fact as the church defines it, refers to how the individual understands the concept of ownership, lordship (relating to human rights legislation and power based on creation) on the one

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[1] Ellen Gould White, *Testimonies for The Church* (Seoul, Korea: Everlasting Gospel Publishing Association, 2006), 83.

hand, and how he acts, behaves before opportunity he has regarding to his obligations as a servant, not the owner but just the manager, on the other hand.[1]

The issue of each member's duty is then "time and opportunities, abilities and possessions, and blessing of the earth and its resources."[2] Each one of them is called to cultivate those capabilities "in order to multiply these gifts." The importance that the church attaches to this Ministry can be read in Annual Council Report 2011,

Educating members in Biblical stewardship is a "crucial area" of work, said. Wilson. The months following his election, the world church leader challenged regional church leaders to hire full-time stewardship directors. "Some of you have done that, and I believe you are seeing an incredible return on that investment."[3]

In fact, for the proper management of its mission, the church should maintain balance, missionary objective - resources. Each human resource according to the Adventist stewardship principle must be a financial resource through voluntary act which consist in returning tithe and offering resulting from the understanding of the spiritual environment that gives reason for his existence. The church, through its leadership must provide opportunities on business matter, like the case reported in the parable of the talents (Matth 25: 4-30), for those mostly young members (an on-risk layer for an economic imbalance because of lack of stable or non-existent activity or employment income).

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[1] Charles Bradford, "Stewardship," *Handbook of Seventh-day Adventist Theology, Commentary Reference Series*, (Hagerstown, MD: Review and Herald Publishing Association ed. 2000), 12: 651-674.

[2] Seventh-day Adventists Believe, a Biblical Exposition of Fundamental Doctrine, *"Stewardship"* (Silver Spring, MD: Pacific Press Publishing Association, 2005), 301, 303.

[3] Ted Neal Clayton Wilson, the president of the Seventh-day Adventist Church from 2010 in "Annual Council 2011," Adventist News Network, the official News Service of the Seventh-day Adventist World Church (10 March 2013).

According to the World Bank, since the political crisis in Madagascar, poverty touched 77% of the household, one of the highest in Africa in 2011. "Income per capita barely reaches US$400 using World Bank Atlas methodology, above three-fourths of households live under the poverty threshold (World Bank and INSTAT) and the country ranks 151st in the world in terms of human development index (UNDP)."[1] In such case, not worth discussing, the church is strongly affected.

But with the rise of the unemployed young people layer, who swells the ranks of those who have suffered the erosion of the industrial crisis,[2] the situation goes for the worst. Church leadership has good reason,given the social security deterioration[3] that affects the church mission, to attract the attention of the administration by creating opportunities that will help each member to be repositioned according to his talents and to its environment.

According to Entrepreneur Encyclopedia, "A business opportunity, in the simplest terms, is a packaged business investment that allows the buyer to begin simplest terms, is a packaged business investment that allows the buyer to begin a business."[4] . The Business Dictionary adds that this is "Ongoing opportunity to generate income as an independent representative of a network marketing company."[5]

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[1]" Madagascar Overview," The World Bank, Working for a World Free of Poverty, op cit.

[2]"The cost of doing business is unfavorable for entrepreneurs, which has spawned a large informal sector." In Idem.

[3] "Many workers were laid off from textile and garments firms because Madagascar lost eligibility to African Growth and Opportunity Act (AGOA) preferential access in January 2010. More than 30,000 workers have been laid off with severe social consequences. As a result, most of them have joined the workforce in the informal sector," Ibid.

[4] Business Dictionary, Com, WebFinance, 2013, "Business opportunity," accessed 8 March 2013, http://www.businessdictionary.com/definition/business-opportunity.html.

[5]Ibid.

Combining these two definitions, we can deduce that, the existence of a situation or circumstance favorable to personal benefit and will have an impact on a broad economic environment through trade should be put in priority.

Yet Bennis and Nanus suggested that for lack of apparent favorable circumstances, opportunities should be created from an exploration. In fact, "all kinds of organizations, car rental companies, concept pop, youth club or school management"[1] must maintain a viable position in its external environment. And they insist that this process is the main role of leader/s. It is "to align the internal and external environment of the organization in time and space."

The organization should carve out its niche; determine its target, and its need. Then it should focus, accordingly on targets groups, the type of product to launch and the corresponding advertising. This will enhance the opportunities and lead to an upward figure business. A recent World Bank survey describes the contrast business environment in Madagascar, which in the same time implies the presence of unexploited potentiality

> A more productive private sector, in turn, expands employment and contributes taxes necessary for public investment in health, education, and other services. In contrast, a poor business environment increases the obstacles to conducting business activities and decreases a country's prospects for reaching its potential in terms of employment, production, and welfare.[2]

This finding makes known the causality relationship between an economic environment such us business and employment and an economical disposition that leadership took. Transposing this theory to the youth employment problem attending

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[1] Warren Bennis, Burt Nanus, *Diriger: les secrets des meilleurs leaders* (Paris: Inter Editions, 1985), 125 – 129.

[2] Wikipedia, The Free Encyclopedia, "Entreprise Surveys Madagascar – 2009," accessed 8 March 2013, http://en.wikipedia.org/wiki/Madagascar%E2%80%9CEntreprise_Surveys_Madagascar_%E2%80%93_2009,%E2%80%9D_International_Finance_Corporation,_World_Bank.

entities or non-profit organization and faith-based one like churches, it seems that more of leadership responsibilities are to give an appropriate training to young people to identify its environment opportunities and choose the corresponding behavior and strategic action namely a commercial act or service. This shows the importance of market research, however brief, before embarking on any entrepreneurship business transaction.

Patrice Decoeur suggests five steps that will be needed to complete this process:

1. Defining the problem

2. Design of the study plan (set collecting data: secondary data, taking into account the internal secondary information such as, orders, figures business done, etc.; external secondary information: Professional press or large public to maintain client awake; and primary data: Quantitative [frequency behavior, provides competition, prioritize the selection criteria, measuring customer satisfaction ...] or qualitative [research to understand, observe, know, analyze, find everything revolve around the relationship of the customer-product-price]).

3. Data collection

4. Analysis of results

5. Presentation of results.[1]

It is in this way that the, African Development Bank (ADB) for the case of Senegal, suggested and took the initiative to launch the project which aims to create opportunities for business by reaffirming "the commitment of the institution to support

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[1] Patrice Decoeur, "Maketing Gagnant : les Grands Théories 2013, " accessed 8 March 2013 www.succes-marketing.com.

sectors to facilitate youth employment and women in the country [...] integrate youth

employment in national development policies, sub-regional and regional levels."[1]

It is thus clear from all cases and assumptions made by those authors, that in the

present economic context, opportunities in terms of job creation should be created from

the leadership of entity or any organization.

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[1] "La BAD s'Attaque aux Problèmes d'emploi des jeunes au Sénégal, " African Developpment Group, accessed 8 March 2013, http://www.afdb.org/en/news-and-events/article/la-bad-sattaque-aux-problemes-demploi-des-jeunes-au-senegal-9738/.

CHAPTER 3

RESEARCH METHODOLOGY

Research Design

This chapter describes research design and specific methodology adopted by this study to determine the impact of the church leadership crisis on the youth employment creation.

The purpose of this study is to examine the economic behavior in terms of job creation among Mahajanga Regional Mission Adventist Church young people, considering the quality of leadership within the local church. The researcher used the descriptive correlational method for this study. The correlational method is to look for a relationship between two or more variables. Probability sample survey is operated in order to avoid systematic selection biases and to minimize and estimate the amount of sampling error.[1] The independent and dependent variables used are respectively church leadership crisis and youth employment creation. The researcher used respondent's profile as moderator.

Some general questions were asked by the researcher, for the sake of validity, generality and representativeness to direct and carry out this study: What do the data tell and do not tell about? How do these data show clearly the given information? To what

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[1] Social Science Research & Instructional Center, "Chapter 3 – Survey Research Design and Quantitative Methods of Analysis for Cross-sectional Data," (Los Angeles,CA: California State University, 1998).

extend the conclusions that should be bring from the data are persuasive? And how best it can be integrated and make sense of the various quantitative data?

Those data examination helped the researcher to focus on the respondent's economic behaviors in the church leadership context, using quantitative research approach.

Instrumentation

A researcher-made three- Structured Questionnaires were used as primary source of data and was distributed to the respondents. The following tool follows the Likert Scales pattern and was adapted from the Razafindrabiby[1] questionnaires in his study:

Part I is about individual respondent profiles. The respondents are asked to give information indicating his attribute, to seven points from his age and gender, to his talent and church status.

Part II deal with church leadership crises. The respondents were asked to score the level of their agreement on the four-point Likert scale.

Part III is on youth employment creation. Two factors form this part in which respondents have to give their perception. Each part is divided in two different closed-ended questions[2] with one and more possible answers forms: Likert scale part and Multiple Choices.[3] The respondent was called to score the first and to check the second.

Table 1 below shows the scoring of the questionnaire described as scale, descriptive interpretation, and mean interval.

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[1]Razafindrabiby, op. cit., 178.

[2] Urša Reja et al., "Open-Ended vs. Close-Ended Questions in Web Questionnaires," Developments in Applied Statistics, Faculty of Social Sciences, University of Ljubljana (Ljubljana, Slovenia: FDV, 2003).

[3] Questionnaires, "Types of Closed-ended Questions, " acessed 26 May 201, ccba.jsu.edu/mhearn/Questionnaires/Question%20Types%202.doc.

Table 1. Scoring the Questionnaire

Scales	Descriptive Interpretation	Mean Interval
1	Strongly Disagree	1.00 - 1.5
2	Disagree	1.51 - 2.5
3	Agree	2.51 - 3.5
4	Strongly Agree	3.51 - 4.00

The scale from 1 to 4 represents the observation of the respondent toward a question asked, and the researcher was given for each a mean interval score. The scale 1 was corresponded to descriptive interpretation "Strongly Disagree," and was scored with the mean interval 1.00-1.5; the scale 2 to "Disagree," and was scored 1.51- 2.5; the scale 3 was matched to "Agree," and was scored 2.51-3.5; and finally the scale 4 to "Strongly Agree," and was scored 3.51-4.00.

Population and Sample

The population of this study is made up of 37 Seventh-day Adventist Churches with all members in the 37. The sample is 11 churches with 1421 members. A sample percentage of 17.07 were adopted and hence 200 members were sampled. Only 153 returned the questionnaire thus giving a percentage return of 76.5%.

A Sabbath day was chosen to randomly distribute the questionnaires to members 16 years old and up (irrespective of gender, marital, or church status), and which are not visitors.

Data Gathering Procedure

A pilot questionnaire was given to two different churches, which are not in our subject sample, from the one of the three districts of Mahajanga town. Data were discussed for perfecting the questionnaire. Some corrections, suggestions, and recommendations were made by experts in management.

To gather meaningful and accurate data relating to the study, an adjusted questionnaire was designed to allow the researcher to collect all the necessary information concerning the leadership of the church and the economic behavior of the members.

The researcher has requested permission from three District Pastors for distributing questionnaires to their church members. After their approbation, 200 questionnaires were sent to the three mentioned districts.

During the process, 153 of 200 persons who randomly received the questionnaires gave responses.

This is then the set of instrument made and received that composed the basic tool of this study.

Treatment of Data

With the help of experts, the researcher used the Microsoft Excel 2010 and SPSS software to treat and analyzed the data from the respondents' answer of questionnaires.

Mean and Standard Deviation are arithmetic calculations to have a general insight of the investigation and the nature of the data. Statistical Mean is a measure of central tendency and gives some idea of the point where the data are more concentrate around the mean. It is obtained by dividing the sum of all data scores by the total

number of member respondents. In another hand, the Standard Deviation informed on how that data is distributed about the mean value. It is a measure that provides information on the degree of uncertainty, the less it is, the more confidence is granted to the investigation, and therefore the reliability of the data analysis is high. There are applied to answer the entire problem, except for questions 5 to 8 on Business Venture and 10 to 11 on Identification of Opportunity.

Pearson Correlation Coefficient (PPMC: Pearson Product Moment Correlation) represented by the letter. It is a measure of how well the dependent variable and two or more independent variable are related. Results are between -1 and 1. The closer the value of r gets to zero, the high is the correlation. It was used in this study to answer the entire problem on Church Leadership Crisis part.

Analysis of Variance (or Range). Variance is the measure of the dispersion of difference form of variables associated, getting by calculating the difference between the highest and lowest value, representing by the several population mean. Between two variables paralleled, a high wide range shows the more variance in that variable compared to the other one. This technique was used to answer both the Leadership Crisis part and Youth Employment Creation problem.

Levene's Test for Equality of Variences. Levene's test is a statistical assessment of the quality of variance. It tests the null hypothesis (assumption) that the population variances are equal (homogeneity of variance). It was used to answer problem around Leadership, Approach and Attitude.

T-test for Equality of Means. It assess if there is statistically difference between the means of two groups. It was used to answer problem around Leadership, Approach and Attitude.

Distribution of Respondents by Gender and Age

Distribution of Respondents by Gender

Table 2 shows the distribution of respondents by gender. It gives the frequency for each gender, male and female. The totality of the 153 respondents has received a frequency valid percent.

It illustrates that 73 of the 153 or 47.7% of the respondents were female, while 80 or 52.3% represented male gender. It shows that male outnumbered slightly female by 7(4.57%).

Table 2. Distribution of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	73	48	48	48
	Male	80	52	52	100
	Total	153	100	100	

The difference between the two types of gender is not as important. Instead we find a balance in the distribution, with respect to the frequency in the population sample type.

Distribution of Respondents by Age

Table 3 shows the distribution by age and indicates frequency and percent by age group. Age was collected as a continuous variable and grouped into six year age spans for analysis.

Table 3. Distribution of Respondents by Age

Ages	Frequency	Percent
16-25	75	49
26-35	28	18
36-45	25	16
46-55	13	9
56-65	8	5
66+	4	3
Total	153	100

The distribution by age shows that 13 or 8.5% of 153 were between 46-55 olds; 8 or 5.2% were between 56-65; and 4 or 2.6% represent 66+, while 25 or 16.3% were between 36-45 olds; 28 or 18,3% were between 26-35, and 75 of 135 or 49,0% represented the age between 16-25.

By summing the all age frequency number less than 35 years, it gives a total of 103 respondents. So the percentage altogether of this bracket of moderator variable is 67.3%. This table demonstrates that young people with age less than 35 years old is in majority.

The distribution of age shows the predominance of young people among the 11 churches on which the survey has been done, with a male gender prevalence. From the age of 46, the gap widens considerably between young people and aged ones.

Results and Discussion

Profile of the Respondents

Civil Status

Table 4 shows that among the 153 respondents, 62 (40.5) are married. This demonstrates the presence of a layer, which are already committed in social leadership

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in terms of family life. Hybels said that leadership is to provide opportunities for other people *to use their gifts most effectively,* [1] and understand how *to help others found their place of service*[2] within that picture."[3] Who else could better answers to this profile but parents, husbands and wives?

Table 4. Frequency Distribution of Respondents According to Marital Status

Civil Status	Frequency	Percent
Alone	13	8.5
Married	62	40.5
None[4]	4	2.6
Single	74	48.4
Total	153	100.0

This situation offers a general picture of social maturity, in terms of relationship and leadership at the group, as an organizational entity or informal community. With the presence of 40.5% married within the group, a positive impact in terms of leadership is predictable, if it is admitted that the family leadership has an impact on the extra-family life group leadership of the individual. For family member impact on extra-family life, Charles and Maurice insisted in this point that people look for an environment where they can improve and practice their skill and talent.[5] Nevertheless, this meets its counterpart if the importance of the 74 (48.4%) of the 153 respondents who scored themself single is considered. Many of them could depend on parents or a third party. The word "single" is translated from Malagasy *mpitovo,* meaning, "which is not yet

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[1]Emphasis mine.

[2] Ibid., 57.

[3] Bill Hybels.

[4] When the respondent does not provide any information, ‟None" is written as related data.

[5]Charles and EricaMaurice.

committed in marriage," in the sense that the person is still young, even in its economic

and social life. Surely this group represents the majority, mainly students among the

population sample. In fact, Table 5, which will be discussed in the next subtitle, shows

that students numbered 67 (43.8%) among the respondents. The researcher assumed that

this is a non-negligible number in terms of influence group. Then there is the layer of

respondents who registered their civil status as Alone. They are in number of 13 (8.5%).

The Malagasy term *tokantena* (leading his life alone) was translated to the English

world "Alone." In socio-cultural sense, this concept means "still leading life alone for

the moment." In fact, being on certain age which the society alone determines,

according to physical and socioeconomic appearance, people are hesitant between

Alone and Single status. Indeed, the cultural meaning is clear: the person is in the age to

enter into a next determined social phase, but for reasons which are mystery (not

necessarily bad but obvious) for the society,[1] the person may straddle between two

generations[2]. Alone also represent those who are divorced, widowed, and separated.

Those last categories had not figured specifically the marital table. The raisons were,

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[1] The Malagasy term is "*fiarahamonina*," a hierarchical social concept, literally means a together living understanding as "mutual" and connected life by the concept and philosophy of *fihavanana*, a life principle by the fact that everybody in a given space or knowing each other is knotted by a family pathetical relationship life in which each individual is supposed to earnestly take care of the good relationship by his doing.

[2] This worldview is based on the *fahendrena*, spatial wisdom with a hierarchical connotation in which the *raiamandreny*, parents or superior in hierarchy or elder by the age or by function or by an economic status, etc…, plays an imminent and determinant psychological role. The *raiamandreny* is strongly and inconsciously respected to avoid the *tsiny*, a misfortune occurring in life in relation to a mistake on the *fahendrena,* the *fihavanana* and the *fiarahamonina.* It becomes a personal law that guides each individual in all aspects of life, including leadership and the entrepreneurial field, such as employment. In such optic, employment issue becomes a leadership affair. The leader, *raiamandreny*, as a wise one, is the one who can give orientation about employment that fit into the expected of the *fiarahamonina* in order that the *fihavanana* stays safe, and the young person is far away of the *tsiny, s*o as he can expect a future flourished and peaceful life in and "for" his family, community and the society in and with which he/she lives.

(1) the sensibility of the population sample. As the questionnaire aimed at church

member, so the respondent should be frustrated by the ethical side of the issue,

considering his ecclesial security. This could lead to a significant bias. Thus, it has been

integrated with alone. (2) The target of the research. The real concern of this study was,

in employment and church leadership optics, to know the importance figure of the

young population and demographic data in terms of church leadership. Well, the

research and the analysis of data were been limited, since this precise aspect, which

should represent a new perspective of research.

Then the data revealed that this layer seems insignificant, 13 people or 8.5% in

total. But, added to of the *mpitovo* (single) one, this could give a non-negligible

psychological significance in terms of group influential. It should be noted that the

Table 3 indicates that the number of 103 (67.3%) are between the age group of 16-25

and 26-35 added.

Occupation

Table 5 shows the distribution of the respondents' profile according to the

occupation. In fact, 43 (28.1%) of the 153 who answered the questionnaires declare

themselves Employee. Thus, they occupy a job that depends on a pay, which frequency

is settled by the employer, whereas 32 (20.9%) are Free, thus having a liberal

occupation in terms of employment. Those people run an independent self-business.

Table 5. Frequency distribution of respondents according to occupation

Occupation	Frequency	Percent
Employee	43	28
Free (Liberal occupation)	32	21
None	5	3
None Employment	1	1
Other	3	2
Retired	1	1
Student	67	44
Sturdent (sic)	1	1
Total	153	100

The two groups, Employee and Free combined, give the number of 75 (49%) from the 153 respondents, and which have an economic occupation with income. However, an insignificant figure of 1 (0.7%) plus 5 (3.3%), in sum 6 (4%) declare themselves without employment (Non Employment, None). But if the 67 (43.8%), plus one (0.7%), in sum 68 (44.5%), who professed themselves students are considered, a cumulative number of 73 (47.8%) from student and unemployed gathered is obtained. Indeed, regarding the 43.8% and plus who stated themselves as student, those persons could probably be occupied at the moment, by their studies, and thus rely on a third party for their economic life. They are just unemployed.

Thus, the eleven churches in which the survey was conducted are in a condition where almost half of the members are unemployed for a reason or another. It may be confirmed by the World Bank Report about employment problem for Africa continent[1] that Madagascar is not safe,[2] and the sample population of this study actually indeed part. The predominance of young unmarried and unemployed people which is noticeable from data across Tables 4 and 5 has an impact in terms of income,

Responsibility

Table 6 extends the frequency distribution of respondents according to their responsibility profile. The first number that attracted the researcher's attention is that of department director, which is 45 (29.4%) of the 153 respondents.

If the other church responsible numbers: choir leader 1 (0.7%), elders 11 (7.2%), treasurer 1 (0.7%), pastors 2 (1.3%), church secretary 1 (0.7%), department

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[1]"Database of Press Releases Related to Africa-APRO-Source," African Press Organization.

[2] "Madagascar Overview," The World Bank, Working for a World Free of Poverty.

director (wrongly written) 1 (0.7%), are added to this number of department director, the sum of 62 (40.52%), which is the number of leaders in the population sample, is obtained. Therefore, almost half of the respondents are in church leadership positions which somehow are in a situation that could influence others in church "daily details" life.[1]

Table 6. Frequency Distribution of Respondents According to Responsibility

Responsibility	Frequency	Percent
Chefchorale(headchoir)	1	1
DepDidector (sic)	1	1
DepDirector	45	29
Diakona	18	12
Dianona (sic)	1	1
Elder	11	7
Mambra	28	18
Mpitahirivola (Tresorer)	1	1
None	18	12
Other	25	16
Pastor	2	1
Secretairedeglise (church secretary)	1	1
Treasurer	1	1
Total	153	100

Talent

Table 7 shows the frequency distribution profile of respondents according to their talent. The disparity is obvious. This table is interesting because it reveals how respondents perceive their know-hows and the interests that these could represent for their economical-ecclesial life. It is striking that 30 (19.6%) of the 153 respondents said they are talented regarding singing. If we add to this all that surrounds the arts, singing/decoration 1 (0.7%), singing/poetry 1 (0.7%), singing/poetry (a second time) 1 (0.7%), singing/poetry/teaching 1 (0.7%), music 3 (2.0%), poetry 3 (2.0%), poetry (a second time) 4 (2.6%), playing music 4 (2.6%), a net 47 (31%) is obtained. On the other

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[1] Guy Desaunay.

hand, it should be noted that 50 respondents (32.7%) declare themselves without talent

or cannot determine their expertise, hesitate or prefer to declare nothing.

Table 7. Frequency Distribution of Respondents According to Talent

Talent	Frequency	Percent
Animation (animating)	1	1
Asasoa (good deed)	2	1
Asatanana (handlaboring)	2	1
Decoration (decoration)	1	1
Depaneurelectronique (electronic repairing)	1	1
Diakona (deacon)	3	2
Fanompoana (service)	1	1
Fiarahamonina (solidarity)	1	1
Fifandraisana (communication)	1	1
Hira (song)	30	20
Hirasydecoration (song and decoration)	1	1
Hirasytonokalo (songs and poem)	1	1
Hirasytonokalosymampianatra(singing/poem /teaching)	1	1
Hirasytononkalo (song and poem)	1	1
Mambolisymiompy (farming)	1	1
Mampahery (strengthening)	1	1
Mampianatra (teaching)	10	7
Mampianatrasyasatanana (teaching/hand labour)	1	1
Mampianatrasyvavaka (teaching/praying)	1	1
Mamporisika (motivating)	1	1
Mananatra (advising)	1	1
Mandahateny (speaking)	4	3
Mandanateny (sic)	1	7
Mandesilahatra (convincing)	1	1
Mandrayvahiny (receiving host)	1	1
Miadihevitra (discussing)	1	1
Mihaino (listening)	2	1
Mitarika (leading)	1	1
Mitarikasydialavitra (leadership/excursion)	1	1
Mitendrisymamorokira (song writing)	1	1
Mitendrizavamaneno (playing music)	4	3
Mizara (sharing)	1	1
Mozika (musics)	3	2
Mpiasatanana (handlabor)	1	1
Mpitsabo (doctor)	1	1
Niverina (return to church)	1	1

Table 8. Continues

Talent	Frequency	Percent
None	50	33
Sarysytenivahiny (drawing/foreign languages)	1	1
Soaratramasina (sic)	1	1
Soratramasina (Bible study)	1	1
Sport	1	1
Sport	1	1
Tonokalo (poetry)	3	2
Tononkalo (poetry)	4	3
Tsianjery13 (Sabbath school memory verse)	1	7
Zaitra (dressmaking)	3	2
Total	153	100

This number turns out to be significant if the talent is considered as one of the minimum qualities required to undertake any job, regardless of the nature of it. If the talent has to do with skill for accomplishing any profession, it could be learned by diverse ways in time and space, according to the aspiration of the person or the situation (forced or not) in which he/she is be.[1] The group to which an individual belongs will so far or near play a decisive role.[2]

Once again, the leadership in all its forms should be for something, at least in the field of motivation.[3] However, the situation in which the population sample of our study were, 62 (40.5%) of the 153 are married (family leader), 62 (40.52%) are church officiates (church leader). These data cannot be summed for they are intertwined, though these records give an understanding of the leadership place in church operation.

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[1]Fajardo, 14.

[2]Daring Cook, 410.

[3]Leadership Style.

It gives also, the socio-economic and religious behaviours of its members regarding, in the focus of this study, the youth employment.

Church Leadership Crisis

Observation on the Overall Church

Table 9 shows a mean of 2.202375 on leadership crisis with a low standard deviation below 1 (0.5063). That looks more or less pretty in terms of reliability of the data. Indeed, it is striking to notice a generality observation "Agree," except for the approach that is "Not Agree," and which attracts attention. Communication tops the list with a mean observed at 3.2643, followed by leadership (3.1170), attitude (2.6726) and finally approach (2.4282).

Table 9. Perception on the Overall Church Leadership Crisis

	N	Mean	Std. Deviation	Variance	Descriptive Interpretation	Rank
Leadership	151	3.1170	.41342	.171	Agree	2
Communication	151	3.2643	.43784	.192	Agree	1
Attitude	149	2.6726	.46749	.219	Agree	3
Approach	148	2.4282	.70658	.499	Disagree	4
		2.202375	0.5063325			

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
        Disagree   (1.51 - 2.5)   Strongly Disagree (1.00 - 1.5)

Good performance in communication and leadership is recognized through the results. This gives the impression of a serene atmosphere in the concerned churches. But a contrast observation is noted in table 9, at the approach level.

Thus, the adaptability is one of the skill qualities required of any organization leadership. It is, according to Doyle and Smith,[1] to change the style depending on the circumstances. Blake and Mount[2] emphasizes the balance between concern for people (commitment toward goal achievement, self-esteem, trust) and the concern for production (policy, procedures, creativeness, service, efficiency, and output). It seems that the leadership of those churches encounters difficulties in this area. So it is important to scrutinize leadership and approach.

Leadership Orientation

Table 10 shows the observation of respondents regarding leadership orientation in supposed crisis context into the church. At a first glance, it seems turn out in good shape with a general mean of 3.1170, and homogeneity of the respondents indicated by a standard deviation of less than 1 (0.4134).

The LE8, "each department sets a specific goal to reach," is highly marked, with a mean of 3.46 and a standard deviation of 0.661 which shows the homogeneity of the respondent observation on goal setting. It seems that members feel a leadership, which strives to properly structure their programs in order to reach a precise goal.

However, it seems like a very one-way deal, since young people do not participate in main decisions and building program committees. By LE10, "youth are involved in church budget setting," the general perception is "Disagree" with a mean of 2.45 and a standard deviation of more than 1 (1.016). Most of the respondents see unfair the fact that young people do not participate in financial issue decisions.

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[1] Michele Erina Doyle and Mark Smith.

[2] Heinz Weihrich and Harold Koontz, 400-420.

Table 10. Respondents' Perception on Leadership Orientation

	N	Mean	Std. Deviation	Variance	Interpretation	Rank
LE1 Your church organizes a fraternal picnic excursion at least twice per year	149	3.34	.819	.670	Agree	2
LE2The elder provide training on strategic plans within your local church	149	3.17	.876	.767	Agree	6
LE3 Your church is working according to a prepared plan for each activity	147	3.23	.768	.590	Agree	5
LE4 Department leaders themselves establish their own program in your church	149	2.91	.925	.856	Agree	9
LE5 The elder gives instructions in beginning of the year to perform each responsibility	147	3.29	.836	.699	Agree	4
LE6 Each church member respectively, baptized or not, has their own group	147	3.03	.968	.937	Agree	7
LE7 Each group is mobilized to respond to a call for any activity	150	3.31	.759	.576	Agree	3
LE8 Each department sets a specific goal to reach	151	3.46	.661	.436	Agree	1
LE9 Each department organizes a mid-year evaluation meeting	146	2.99	.843	.710	Agree	8
LE10 youth are involved on church budget setting	144	2.45	1.016	1.033	Disagree	10
Leadership orientation	151	3.1170	.41342	.171	Agree	
Valid N (listwise)	133					

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
        Disagree   (1.51 - 2.5)   Strongly Disagree (1.00 - 1.5)

Thus, a participatory approach increases the motivation of participants and creates an atmosphere of trust especially in term of finance likewise budget. Malphurs and Mancini underline that "without a commitment to empowerment it is futile to build a leader-development process."[1]

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[1] A. Malphurs and W. Mancini,40-46.

The leaders of these churches in which the data have been received should revise this very point of the issue, since it will have a significant impact on the administrative and socio-economic behaviour of the young people.

Communication

Table 11 shows the perception of the respondents regarding communication. The unit which is appreciated "Agree" by the respondents, shows a mean of 3.2643, with a standard deviation less 1(0.4378). First of all the CO10 " church leaders appreciate members or department leader for each well done responsibility " which is appreciated "Strongly Agree" draws the attention, with mean 3.57 and one standard deviation of 0.597, and is ranked 1. In general the communication is not blamed; it seems to receive a good appreciation as a whole.

However, when question is directed towards some actions that bring individuals closer, the appreciation declined. Though the CO7 "The church leaders spend time to listen to young people who have personal problems" with a mean of 3.23, and a standard deviation of 0.831 fails to rank 8, it receives an appreciation from the respondents in an "Agree" extent. The statement CO2 "Church leaders talk everyday life to members during their visit," which is ranked 10, with a mean of 2.6, and a standard deviation of 0.955 receives the perception of "Disagree."

Table 11. Respondents' Perception on Communication

	N	Mean	Std. Deviation	Variance	interpretation	Rank
CO1 Church leaders collect information about all members (names, phone numbers, address,)	150	3.28	.852	.726	Agree	6
CO2 Church leaders talk everyday life to members during their visit	146	2.46	.955	.912	Disagree	10
CO3 Each person has an individual address and phone number of each member of the church	149	2.79	.946	.896	Agree	9
CO4 The floor is given to each during meetings	148	3.53	.600	.360	Strongly Agree	3
CO5 Each member is free to express their views in their department	149	3.51	.664	.441	Strongly Agree	4
CO6 Everyone gets a guide or instruction for a liability to accomplish within the church	148	3.26	.701	.491	Agree	7
CO7 the church leaders spend time to listen to young people who have personal problems	149	3.23	.831	.691	Agree	8
CO8 The elder never fail to launch a tender for each repaired or restoration project the church makes	150	3.54	.652	.425	Strongly Agree	2
CO9 For each tender proposed, there is still awareness and instruction	149	3.43	.670	.449	Agree	5
CO10 church leaders appreciate members or department leader for each well done responsibility	148	3.57	.597	.356	Strongly Agree	1
Communication	151	3.3	.437	.192	Agree	
Valid N (listwise)	139					

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
      Disagree   (1.51 - 2.5)   Strongly Disagree (1.00 - 1.5)

Indeed, the respondents did not blame the communication which seems already works, but the data mentions a slight discomfort regarding personal interaction, and yet it is an important action when dealing with youth development program.

Ricketts and Rudd agreed with this point of view, they said: "adolescent's differences, similarities, and needs should all be considered before synthesis and adoption of a model for formal youth leadership development curriculum occurs."[1]

Attitude

Table 12 shows the insight of respondent perception regarding attitude with a general perception of "agree," a mean of 2.6726 and 0.46749 as standard deviation which is low.

Table12. Respondants' Perception on Attitude

	N	Mean	Std. Deviation	Variance	Interpretation	Rank
AT1 Young people does not have enough enthusiasm to perform hard works	145	2.70	.898	.807	Agree	3
AT2 Many people are willing to give support for finding job	141	2.45	.914	.835	Disagree	9
AT3 The church leaders face up to their responsibility in raising on floor the non-employment issue	144	2.44	.898	.807	Disagree	10
AT4 The church allows young people to participate establishing the church budget	145	2.50	.951	.905	Agree	8
AT5 Young people are able to develop a business plan for a large project that the church plan to accomplish	147	2.65	.882	.778	Agree	4
AT6 Church leaders give unrestricted discharge for young people to raise the necessary fund for their project	144	2.63	.892	.795	Agree	5
AT7 young people can find themselves the necessary fund to participate on church projects funding	145	2.57	.904	.817	Agree	7
AT8 The high number of unemployed young people creates a financial crisis inside the church	146	2.59	1.093	1.195	Agree	6
AT9 Job is difficult to find	145	3.18	.962	.926	Agree	1
AT10 The available job does not meet the young people aspiration and standard of education or training level	144	3.01	.939	.881	Agree	2
Attitude	149	2.66	.467	.219	Agree	

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[1] John Ricketts and Rick Duane Rudd, " Comprehensive Leadership Education Model to Train, Teach, and Develop Leadership in Youth," *Journal of Career and Technical Education*, 19 (1), 2002), accessed 24 July 2011, http://scholar.lib.vt.edu/ejournals/JCTE/v19n1/ricketts.html.

Valid N (listwise)	124

Legend: Strongly Agree (3.51 - 4.00) Agree (2.51 - 3. 5)

  Disagree (1.51 - 2.5) Strongly Disagree (1.00 - 1.5)

The highest rank, number 1, is for statement AT9 "Job is difficult to find", with a mean of 3.18 and a standard deviation of 0.926, which was followed by AT10 "The available job does not meet the young people aspiration and standard of education or training level, " ranked 2, with a mean of 3.01 and a standard of deviation 0. 62. Both of them are perceived "Agree." In another hand, question AT2 "Many people are willing to give support for finding job," is ranked 9, with a mean of 2.45 and 0.914 as standard deviation, and is observed "Disagree." Finally, the question AT3 "The church leaders face up to their responsibility in rising on floor the non-employment issue," is ranked 10, with a mean of 2.44 and 0.898 as standard deviation.

To respond "Agree" for statements AT1, AT9, and AT10 seems imply a low self-esteem among those who are unemployed, while responding "Disagree" to AT2 and AT3 shows a low responsibility of the church leaders. Thus, this latter must face a challenge to initiate a leadership system change. Tierney confirms these attitudes when he says: "How the non-profit sector responds to the leadership challenge will have an enormous impact on both individual organizations and the communities they serve."[1]

Approach

Table 13 extends the perception of respondents regarding approach. Respondents were given a general perception of "Disagree" for the approach, with a general mean of 2.4282 and a standard deviation of 0.7065, lesser than 1 as a whole, that proves the homogeneity of the population variable.

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[1] Thomas Tierney, *The Leadership Deficit* (Stanford, CA: Stanford Social Innovation Review, 2006), 28.

Table 13. Respondents' Perception on Approach

	N	Mean	Std. Deviation	Variance	Interpretation	Rank
AP1 The church provides training on job creation	148	2.46	1.065	1.134	Disagree	6
AP2 There is awareness campaign to attend seminars on job creation within the church youth club	147	2.52	1.023	1.046	Agree	5
AP3 There was a special prayer session program for unemployed young people	145	2.82	1.025	1.051	Agree	1
AP4 A special budget that's open to all has been set aside to provide for the church youth employment creation	144	2.06	.974	.948	Disagree	9
AP5 There is special club for job creation at the church	145	2.14	1.007	1.014	Disagree	8
AP6 There is a special recognition for those who have created income employment	145	2.63	1.111	1.234	Agree	4
AP7 A training program is established to the church to identify talents.	141	2.73	.985	.970	Agree	2
AP8 An official is specifically appointed in the church to deal with the youth development and expansion in the society	141	2.67	.976	.952	Agree	3
AP9 The church issued a survey on the situation of members past six months	142	2.36	1.054	1.111	Disagree	7
AP10 I received an awareness campaign circulars and instructions on job creation in the last six months	142	1.89	.889	.790	Disagree	10
Approach	148	2.42	.706	.499	Disagree	
Valid N (list wise)	126					

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
         Disagree   (1.51 - 2.5)   Strongly Disagree (1.00 - 1.5)

Indeed, it was found that out of the 10 statements regarding the case of employment, five (AP1, AP4, AP5, AP9, AP10) have received "Disagree." In fact, when it comes to general information and spiritual comfort, perceptions are "Agree," with rank 1 (AP3: prayer), rank 2 (AP7: training about talent inventory), rank 3 (AP8: manager appointment), rank 4 (AP6: appreciation), rank 5 (AP2: awareness campaign).

But when the question is about concrete, practical processes acts to materialize the creation of employment, the perception is "Disagree." It is obvious that this area were ranked at the bottom line, yet it is large enough to attract attention, such as for statement 6 (AP1, "the church provides training on job creation"), statement 7 (AP9, "the church Issued a survey on status of members past six months"), statement 8 (AP5, "there is special club for job creation"), statement 9 (AP4, "special budget that is open to all has been set aside to provide for the church youth employment creation"), and statement 10 (AP10, "I received an awareness campaign circulars and instructions on job creation in the last six months").

<div align="center">Youth Employment</div>

Perception on the Overall of the Youth Employment

Table 14 demonstrates the perceptions of respondents regarding the whole issue of youth employment. It is noted a totality mean of 2.8244 and a standard deviation of 0.4663. In relation to the overall of youth employment, the respondents perceive "Agree."

Table 14. Perception on the Overall Youth Employment

	N	Mean	Sd Deviation	Variance	Descriptive Interpretation	Rank
Business (1 à 4)	144	3.0469	.53769	.289	Agree	1
Opportunity	149	2.6019	.39508	.156	Agree	2
Youth Employment		2.8244	.46638			
Valid N (listwise)	143					

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
          Disagree   (1.51 - 2.5)   Strongly Disagree   (1.00 - 1.5)

Business venture

Table 15 deals with the general perception of respondents compared to business venture. The general perception is "Agree," with a mean of 3.0469 and a standard deviation below 1 (0.5376), so a distribution is generally homogeneous.

Table 15. Respondents' Perception on Business Venture

	N	Mean	Std. Deviation	Variance	Interpretation	Rank
BU1 The problem is the job that could fit the qualifications	144	2.96	1.077	1.159	Agree	4
BU2 There are academic skills that are most favoured in the world of work	144	3.05	.822	.676	Agree	2
BU3 It is more accommodating to have a fixed monthly income than creating its own employment income	144	2.96	.981	.963	Agree	3
BU4 I can operate a successful independent business income, if the work is supervised by an experienced person	140	3.22	.805	.648	Agree	1
Business (1 à 4)	144	3.09	.537	.289	Agree	
Valid N (list wise)	140					

Legend: Strongly Agree (3.51 - 4.00)   Agree   (2.51 - 3. 5)
        Disagree   (1.51 - 2.5)   Strongly Disagree   (1.00 - 1.5)

The four statements in Table 14 were given to understand if the respondent undertakes a positive attitude (self-esteem, self-confidence) compared to the challenge that presents the world of work. Thus, to have a positive mind-set, the respondents should have given a negative answer (Disagree) to all of the four questions.

In the table, all of the four statements are perceived positively (Agree). This shows that respondents undertook a negative attitude to the job. Low self-esteem could be a serious impediment to the sense of responsibility that a person could have: self-development effort, development and control. The statement whose answer is highly classified here is BU4 (I can operate a successful independent business income, if the work is supervised by an experienced person). Perceived 'agree' (positive) with a mean of 3.22 and a standard deviation of 0.5376, this shows the impossibility to self-develop and control. It seems, according this response, that young people need an experienced person to supervise them for job creation. The BU2 (There are academic skills that are most favoured in the world of work), follows closely with a mean of 3.05 and a standard

56

deviation of 0.822. By answering positively (agree) to this question, the respondents could show a sign of low self-esteem. It seems that in this case, the person cannot make a connection and harmony between its economic priority of the moment, his level of current performance and the opportunities that arise or to create. The 'agree' response to BU3 (It is more accommodating to have a fixed monthly income than creating its own employment income) reinforces the preview assumption. We may notice that it follows immediately BU1 (The problem is the job that could fit the qualifications) in rank perception with a mean of 2.96 and standard deviation 1.159.

Once again, it shows that the mind-set of young people regarding job is in a critically negative level. Not only employment creation seems far away from the young people mind schedule, but also they are not sure to have the required skill for any job, unless a coaching system is establish to lead them to that way. This situation matched with Sahondra Razafindrabiby research about relationship between supervision and teacher's moral. She noticed that "the more often the principals manifest the different supervisory practices, the higher is the level of teacher's morale."[1]

Identification of opportunity

Table 16 presents the respondents' perceptions regarding identification of opportunity. It tries to show the respondents' sens of creativity and urgency.

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[1] Nirisoa Sahondra Razafindrabiby, "Supervisory Practices of Academy Principals: Their Relationship to Teacher" *Morale* (MA thesis, Adventist University of the Philipines, Putting Kahoy, Philippines, 2006), 64.

Table 16. Respondents' Perception on Identification of Business Opportunity

	N	Mean	Std. Deviation	Variance	Interpretation	Rank
OP1Technical implementation activities should take more places in the youth program	144	3.63	.697	.486	Strongly Agree	1
OP2 Various youth activities are wasting time	144	2.28	1.054	1.111	Disagree	6
OP3 Job creation should take more place in youth programs instead of technical activities	146	2.66	1.000	.999	Agree	5
OP4 The Young people or the youth society should not engage in financial resource search, except on the time the club plans to undertake a large set of activities	147	2.10	.982	.963	Disagree	7
OP5 I am able to establish permanent contacts with members to launch a quest for gainful activities	145	2.06	.922	.850	Disagree	8
OP6 My situation without income is a disability that prevents me from supporting the church	144	2.76	1.111	1.234	Agree	3
OP7 This is normal if I receive a fee from the church to the talents that I engaged in his service	145	1.67	.921	.848	Disagree	9
OP8 I support the church according to my possibilities	146	3.56	.632	.400	Strongly Agree	2
OP9 I know a lot of people's needs, that I can give an offer with a reasonable fee	135	2.73	.942	.887	Agree	4
Opportunity	149	2.60	.398	.156	Agree	
Valid N (listwise)	120					

Legend: Strongly Agree   (3.51 - 4.00)   Agree   (2.51 - 3. 5)
          Disagree   (1.51 - 2.5)   Strongly Disagree   (1.00 - 1.5)

The overall perception of respondents is "Agree" with a mean of 2.6019 and a standard deviation of 0.3950, below 1.

OP1, "technical implementation activities should take more places in the youth program," earned the first place category and perceived "Strongly Agree" by respondents. The same perception ended up to OP8, "I support the church according to

my possibilities," (Strongly Agree). Though, perceived "Agree," OP6, "My situation without income is a disability that prevents me from supporting the church," appeared in contrast with OP8.

These perceptions seem to insinuate that respondents aspire to financially support the church in its mission. But this will collided with the absence of income generating activity.

Then, OP3, "Job creation should take more place in youth programs instead of technical activities," is in 5th position; OP4, "The Young people or the youth society should not engage in financial resource search, except on the time the club plans to undertake a large set of activities," is answered negatively (it means clustering that financial resource research should be a continuous activities), is yet in 7th position, and OP5, "I am able to establish permanent contacts with members to launch a quest for gainful activities," in 8th rank with a negative response that means an impossibility to transact for business.

Then, the respondents through these responses demonstrated an entrepreneurship aspiration but they failed in initiative and creativity paralysis.

Finally OP7, "This is normal if I receive a fee from the church to the talents that I engaged in his service," were perceived "Disagree." Respondents showed in this response their impossibility to evaluate properly and economically the competences and skills they possessed in the church context. Such response, even 9th in the overall standings, draws the attention.

It should be noted that OP3, OP4, OP5, OP7, respectively ranked 5th, 7th, 8th and 9th (the last rank wave), are in the field of economic-financial transaction. It is thus interesting to note the commitment respondents, probably young, had to the youth club

and its activity compared to the programs affecting entrepreneurship (level contrasted OP1/OP3). Two statements stand out clearly from these respondent responses:

First, the youth club stood important for these people in the sense that it provided opportunity to support the church in its mission (OP1, OP2).

Secondly, supporting the church intends not only a financial support, but also could be carry out through gifts and natural/acquired talents and/or team (club) activities, which is self-financed by an occasional and a common (the club) economic transactions, across youth programs.

It seems obvious, through this result and analysis, that the young people of the church misunderstood the economic substance of the church mission, as well as the financial support necessary to its proper operation. This ignorance is not only based on the theological field affecting the stewardship principle[1] but also technology, encompassing an economic-social whole concept of the member ecclesial life. A negative behaviour vis-à-vis the employment (creating, capturing, and managing opportunities) results from such phenomenon.

Correlation

The objective of this subpart is to verify if there is an existing relationship (Covariation) between two variables. Leadership was compared with communication, attitude, and approach to explore the possible link (not necessary a causality), means similarity between the two and not a difference between their means.[2]

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[1] Charles Bradford, *Stewardship,* 662.

[2] John Waters, "Conducting Relational Research," Correlational Research Guidelines, Capilano University, http://www.capilanou.ca/psychology/student-resources/research-guidelines/Correlational-Research-Guidelines/. accessed 22 March 2013,

Correlation of Leadership Orientation to Church Leadership Crisis

Table 17 shows the correlation of leadership orientation to church leadership crisis variable. The original table is separated per variable with leadership. But to make space and to have a panoramic view, the researcher makes them together in a combined table.

Table 17. Correlation of Leadership Orientation to Church Leadership Crisis

		Leadership	Communication	Attitude	Approach
Leadership	Pearson Correlation	1	.647[**]	.401[**]	.437[**]
	Sig. (2-tailed)		.000	.000	.000
	N	151	151	149	148
Communication	Pearson Correlation	.647[**]	1		
	Sig. (2-tailed)	.000			
	N	151	151		
Attitude	Pearson Correlation	.401[**]		1	
	Sig. (2-tailed)	.000			
	N	149		149	
Approach	Pearson Correlation	.437[**]			1
	Sig. (2-tailed)	.000			
	N	148			148

** Correlation is significant at the 0.00 level (2-tailed).

This table shows the evident correlation between leadership and the three other variables. The sig. 2-tailed level is .000, which is less than 0.05, indicating a statistically significance correlation between leadership and those three variables (communication, attitude, and approach). This relationship is all positive with a Person's r between 40.1-64.7% that means as one variable goes down or up the other will follow that way. So, when leadership increases, so is the communication (Person's r = 0.647, 2-tailed level =

.000), the approach (Pearson's r = 0.437; 2-tailed level = .000), and the attitude (Person's r = .401; 2-tailed level = .000).[1]

It is therefore clear that a relationship exists between the leadership and the other three variables mentioned above. The question would be regarding the nature of this relationship, whether causal or not?

Maybe, it is difficult to give an accurate statement of causality from correlations alone, resulting from the statistical analysis. But, the overall observation of the sample group and the general accepted leadership principles, as this later was discussed in Chapter 2, seems suspected several indicators that allow this analysis to induce a prediction to the situation referring to leadership, and its possible impact on member's economical behaviour, especially young people regarding employment. Some specific points should be considered. The poor perception of stewardship (relationship Mission / Stewardship),[2] which in fact constitutes a basis handicap, comes first. Yet understanding is training issue, theoretical and practical, insured at the leadership level. Notice that 50 (32.7%) of the 153 respondents did not know what to say on the issue of talent. But even if the rest of them stated possess one or more, the fact remains that 73 (47.8%) of respondents indicated no income-generating activity.[3]

This will have a severe impact on the church mission, if we consider the family poverty (3/4 or 77% of household) with a GDP income per capita of US $400 for

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[1] University of Minnesota Duluth, Driven to discover, "How do I interpret data in SPSS for Pearson's r and Scatterplots?," and "Example 1," Correlation, accessed 14 April 2013, http://www.d.umn.edu/~scastleb/Project%203%20Assignment%20examples/Activity%206%20examples/1%20activity%206%20example.pdf.

[2] Fundamental biblical doctrines "are inextricably bound up with the idea of stewardship. Stewardship also becomes the root of mission, the basis of sharing the gospel with the world. [...] skills and abilities, given by God …they serve to enrich and upbuild the fellowship of believers."

[3] See Tables 5-7.

Madagascar,[1] in which must be based any economic transaction even in the church. The socio-economic thus seems far from being favourable to individual or collective life without a minimum stable source of income to work to meet basic needs. All economic principles of the church are thus affected.

This situation is aggravated by the presence of an economically non independent youth with a false comprehension of their believe duty.

How could it be possible that leadership, which is composed of 60 (40%) respondent leaders, is not involved in any circumstance that may improve or degrade such a situation?

In that way it is proper to repeat what Ezekwesili, Vice-President of the World Bank's Africa Region, said as it was told in chapter 2: "finding productive employment for 200 million Africans ages 15 to 24 years is undoubtedly one of the major challenges that the continent faces."[2] Madagascar is not an exception of this situation so as those churches in Mahajanga town.

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[1] The World Bank, "Madagascar Overview, Working for a World Free of Poverty" accessed 14 April 2013, http://www.worldbank.org/en/country/madagascar/overview.

[2] African Press Organization, "Database of Press Releases Related to Africa-APRO-Source," accessed 13 November, 2013, http://appablog.wordpress.com/2013/11/13/dhl-helps-protect-africas-endangered-leopards/.

CHAPTER 4

PROGRAM DEVELOPMENT

Purpose and Objectives

The purpose of this part of study is to try to establish a management and administration structure based on leadership that is oriented towards the search for solution to the youth employment problem in the church. Through the results obtained from the survey undertaken in some churches to be selected for samples of this analysis, the researcher tried to set up a systematized governance structure into churches. This is based on a leadership principle that puts into practice a structured and suggestive inclusive method, in which communication plays an important role.

The objectives of the study consist: (1) to reduce to a minimum the conditions that can generate a leadership crisis at the Church administration level, (2) to raise to its maximum a dynamic and balanced communication, which take into account the problem of security among the youth, especially in his unemployment condition, (3) to assist youth in uplifting his self-esteem for a change of behaviour, and (4) to establish a structure that promotes a strong and sustainable, but dynamic leadership.

Leadership Approach Procedures

The researcher has established the following protocol for carrying out the leadership approach which should be implemented in those churches.

Analysing the Results of Questionnaires

This phase is to define the problem, develop all the possible outcomes, and choose the solution to be implemented.

Establishment of a Strategic Plan

When the appropriate solution is defined, this phase will attempt to analyse the final choice and draw a graduated guideline by numerical objectives and actions, procedures and timelines, which aims to achieve efficiency and effectively the objectives.

Structuring Approach

In this part of work, the systematization of the action to take is determined by creating a hierarchy of specific functions, in time, space and at the means of realization level. This systematic approach, by its repetitive and precise manner, first, reinforces the stability principles to be transmitted and second, facilitates the selection and evaluation of leadership style to adopt, third and finally, sustains and energizes at the same time the action.

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Framework of the Church Administration

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This reference tool was created by the researcher to have a panoramic indication of the church administration principle, and hence a constant awareness of the mission in the course of actions designed to get objectives in a systematic and dynamic approach. It is systematic and dynamic leadership. Systematic suggests repetitive (facilitating the learning process and the gradual strengthening of behavioural patterns on the leadership). Dynamic, however implies adaptability to the circumstances (strengthening the personal resilience of the leader, putting him at ease in the appropriate style while

staying in the main line and the reasonable and necessary timeframe). Thus, it is to divide the administrative approach into four major sections that influence leadership.

The Administration

This part regulates the proper management through an inevitable regulations and policies. It will constitute a marker along, and in the same time a technical support for the leader. This will give shape to his creativity. The Administration is not negotiable and is devoid of feeling. It is an impersonal practical concept, which plays the role of reference and legal framework.

Development

On this side, the various departments of the church play their role. It is an individual oriented caring for the present situation of people, for a material and social gradual or spontaneous improvement life through two conceptual tools: spirituality and commitment. The approach, which will lead the church leadership to the youth unemployment solution, is in this part of the frame, in its social and technical dimension. The perspective development, at the church level, in fact, relies rather on an effective leadership than an efficient management.[1]

Theology

The other part of the framework consists of Theology, which characterizes the foundation of all administrative, development and mission concepts and principles.

Being the referential framework in terms of behaviour and approach at the leadership level, it is not negotiable. It regulates the church life ethics, and gives to the administration its strength and raison d'être; influences the development and guides the

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[1] John Paul Kotter emphasises: "… successful transformation is 70 to 90 percent leadership and only 10 to 30 percent management," 26.

mission. It models and creates a sense of urgency and importance. Its understanding

awakens the church conscience and does not let it indifferent or unaware of the

suffering problem that is created by the scourge of unemployment.

Theology helps the church in its approach to the search for solutions, from the

definition of the problem, the choice of leader who should raise the challenge, to the

decision on the nature and volume of support to invest.[1] Helping members to be

financially autonomous and trustful on church supporting is part of development task

that is guided by theology.

Mission

The Mission is the raison d'être of the church itself. It is the ultimate conditioner

for every church member, and a priority for the administration of the church.[2] All

situations in which the church lives have a direct impact on this mission. Negative

behaviour among individuals, created by the phenomenon of jobless, will accordingly

handicap it.

The Administration itself manages the church in that perspective. The very

choice of a leader is determined by the level of commitment that the individual has in

relation to the mission. The management of human suffering is part of this area. It

insures that each individual should find social security in his religious life.

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[1]Based on stewardship principles, see Bradford.

[2]The church Manual underlines it clearly: "the Gospel commission of Jesus
makes evangelism, proclaiming the good news of the gospel, the primary function of the
church (Matt. 28: 18-20). It is, therefore, also the primary function of the board, which
serves as the chief committee of the church." Concerning financial issue, it emphases:
"the biblical plan for the support of the work of God is by the tithes and offerings of his
people ... Voluntary offerings and the tithe constitute the revenue of the Lord's work." In
General Conference of Seventh-day Adventists, *Seventh-day Adventist Church
Manual,*(Silver Spring, MD: General Conference of Seventh-day Adventists, 1990),
124, 129.

Leadership

Leadership is the hub of the system. It plays the governing pilot role in the administration of the church.

Leadership and Church Administration

It is important to determine the role of leadership relating to the project of finding a workable system for dealing with the problem of unemployment among young people at the church. A comparison of management and leadership will highlight the importance and justify the roles the researcher allocated to each level within the conceptual framework of the church administration. The researcher relied on the comparison suggested by Kotter.[1]

Major Aspects of Management

Management focuses on the planning, and promotes the importance of strict budgeting and the establishment of a fixed and invariable organization in a control system well framed to remain on resource stabilities and achieve short term objectives.

Therefore, management is rather directed towards its technical potential and the stability of the administration system, in order to overcome the main issue: the scourge of youth unemployment.

Mechanism Approach of Leadership

On the other hand, Kotter says that leadership guides and pushes the institution or organization to the expected future, by rewarding the importance of teamwork and the role of the individual as the constituent element of the group. The organization looks for resolution of appearing problems and proposes strategic actions, which lead to sudden and useful changes.

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[1]Kotter, 25-30.

In conclusion, leadership is a factor of the required change.[1] It helps churches to move from a situation of the Adventist community in which most of young people are unemployed, and feel weakened regarding church mission development, to a church whose youth is highly autonomous in all areas, especially financial, through occupational status granted by acquired or created employment income.

Church Leadership Framework Developed

The figure below shows the four main areas that make up the cog mechanical management of the Church according to the approach that the researcher intends to address regarding the unemployment problem within the church. The arrows show the mechanical and technical interactions that influence the church leadership in its administrative progression.

The Administrative Level Roles

The administration topped the list for structuring the technical and strategic frame of the project. Its role is to detect and identify the situation that creates the action, determine the nature of the action to take, designing the basic framework (framework core), which suggests that the project is technically well positioned to exist and to make progress. Finally, the administration level provides the intellectual and financial resources for the implementation of the setup and / or steering process of the project.

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[1] "Only leadership can blast through the many sources of corporate inertia. Only leadership can motivate the actions needed to alter behaviour in any significant way. Only leadership can get change to stick by anchoring it in the very culture of an organization" (Kotter, 30).

The Part of Theology Level

Theology is on the opposite side and situated on the basis to inspire general management and leadership of the strategic action. As the church is an entity that hosts and constitutes a community of people sharing the same understanding and appreciation of value based on theological concepts, it will be the raw intellectual basis for the strategic concept of the project.

Development and Mission Function

The two wings on both sides of the conceptual framework, are located respectively on the application level, and constitute the practical ways in terms of human and social relationship.

The development side tasks. On the side of development, it defines, lists, distributes and handles the direct actions according to the specific identified needs which are both for the individual (unemployed young person) as a target, and for its direct socioeconomic environment (family, potential ...), as an opportunity.

Mission side charges. Finally, the mission is the level where all the objectives of the project are defined. It will be a guide and direction in establishing programs, as well as reference to various applications and motivation for commitments. The missions will then sign and make sense and purpose as well, to individual actions.

The Leadership Position in the Framework

The researcher placed the leadership level at the centre of this conceptual framework for three reasons:

First reason: motivational responsibilities

From all those basic information, the leadership will trigger a general motivation in giving a clear picture of what is expected in the near future (vision), may be a little bit distant but safe and progressive. It will thus create among the participants a trust mind set of the available resources (spiritual, human, material, financial and intellectual) to explore and find the path to a preliminary way to meet their basic needs of the moment, and then reach the ultimate goal: a stable life, autonomy and fulfilling lives while remaining both inside and according to the biblical principle of the Adventist community.

Second reason: change operation

The leadership would produce a radical and dynamic change (in search of increasing progress), which should allow the church to live a new situation. Each individual thus, will flourish economically. So made, leadership creates an individual and steady spiritual consciousness in the community on which each member belongs, and on the economic system, relating to the church mission (and therefore individual's!). This is precisely the role of leadership to maintain such a socioeconomic and spiritual stability, in which the individual as a group unit finds the joy of risk for being autonomous in all aspects of life.

Third reason: communication and attitude

It is up to the leader to ensure the smooth, finesse and understanding of information flowing in two levels: administrative and relational. Thus, through the established structure, which allows leaders to manage different levels of responsibility, a flat hierarchy Team staff will ensure the transition of communications through appropriate attitudes. A job coaching and monitoring have been part of the project program agenda schedule.

Implementation

This section will discuss the implementation of the project, which will provide a practical answer to the problem of youth employment in the church. This problem, as it was observed, affects the entire economic system of the church in relation to its mission (stewardship principle).[1]

The Structure Pattern

Therefore, the researcher has prepared an active structure project that is in harmony with the one already officially established which manages the organization of the Seventh-day Adventist Church. This structure is based on the results of the analysis made from the 11 churches in the city of Mahajanga, and received from the answered and returned questionnaires (grounded in the conceptual framework of this study), along with researcher's additional comments (addressed to statistical data and the sample population).

In fact, in order that the project will not be an alteration for official structures, and then form an administrative deformation of the information on the organizational practice, it was arranged in a way that is as simple and practical as possible but effective and efficient at the same time.

Jethro's Proximity Leadership[2]

Jethro is Moses' father in law. Understanding that the main sources of the problem is working method, he advises his son-in-law to establish a problem solving communication system in order to bring solutions as near and fast as possible from and to the people. He adopted a proximity leadership: leading by a positive supervising.

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[1]Ibid. *Seventh-day Adventist Church Manual*, 125.

[2] Based on Exod 18.

Finding on time relevant solutions requires an awareness of people's needs, and a close relationship to them by using an appropriate and active supervisory method.

Therefore, to establish the applied structure, the biblical method suggested in Exodus 18 was chosen by the researcher and adapted to Staffold's approach in the strategic process organizing.[1]. This approach agrees with the communication model adapted to the case (promoting activity income), the situation (an organization with a strong pre-existing structures), the economic condition (poverty combined/aggravated by unemployment and underemployment), and circumstances (low self-esteem, and leadership being viewed in terms of stewardship), in which the project is embarked.

The Wheel All-Channel Network Structure Pattern

A mixed model has been adopted to maintain the formal nature of the communication while allowing and emphasizing cross transactions within and between groups. The purpose of this choice is to build a team relationship to each sub-group in particular and the inside the large group (church) in general. It is therefore not a funnel method but "megaphone" (as an oil stain).

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The Project Strategic Analysis[2]

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To constitute suitable strategic actions, which agrees with the specific character of the churches concerned, and thus assists to achieve the goal, the researcher adopted with some modifications the SWOT analysis method of Azarcon et al.[3]

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[1]Saffold, 98-101.

[2] John Paul Kotter, 26.

[3] Adapted from Azarcon, et al., *Entrepreneurship Principles and Practices, a Modular Approach* (Bagudo city, Philipines: Valencia Educational Supply, 2005), 195-213.

Organization Strategies Analysis

The organizational panorama is analysed in Table 17. It shows in particular the higher organization and the NGO as being an opportunity to seize with the force existing in the structure of the church: the committee, the club, and the financial system.

The strategic actions in this table consist on building a dynamic and autonomous structure (vis-à-vis external pressure threats) that can be integrated in the church pre-established structure.

Leadership Orientation Strategies Analysis

In table 18, the leadership is scanned. The contribution of the higher organization, and the NGO in term of leadership, are then opportunities to seize with the force tools of the church: clear vision for the change, potential leaders of the church, and the system of motivation already pre-established through the Pathfinder's approaches.

The strategic action priorities initially consist in identifying the potential leaders among the members, and then to establish a system of teamwork based on an approach of leadership which take into account the aspirations of the young people in terms of employment.

Table 18. SWOT Analysis for Organization Strategies

Leadership Activity Considered	Organization
Strengths	Strong and stable church organization: • Church board • Youth club • Stable Financial Administration system
Weaknesses	The project is a parallel structure
Opportunities	-Superior organization level support -Existing of humanitarian NGOs: • ADRA • PNUD • UNICEF • USAID
Threats	Unfitting program from church superior organization level
Strategies/Action to take	-Establishing a strong and dynamic structure, which is integrated in the church structure & system pre established -Establishing a multi-directional information structure -Establishing an autonomous bridge structure with superior organization level -Establishing a partnership branch & structure • Partnership inventory system

Administration Strategies Analysis

Table 19 puts forward all the frontages of the administration. The laws and regulations of the organization constitute the potential forces to manage the threats and the weaknesses, and to seize opportunities represented by the authority of the higher organization and the dynamism of the partners.

Table 19. SWOT Analysis for Leadership Orientation Strategies

Leadership Activity	Leadership Orientation
Strengths	-Clear vision for change -Potential leaders in the church -Strong motivational system (pathfindering[1] adapted method)
Weaknesses	-Leadership conflicts -Administrative barriers: • Slow & Heavy Procedures • Finances (funding challenge) -Lack of leadership skill
Opportunities	-Empowerment visit from church Superior organization level -Empowering leadership when in partnership with NGOs
Threats	To many unfitting visits from the church Superior organization level (authority and communication conflicts)
Strategies/Action to take	-Potential leader inventory -Strategic plan process • Clear vision and purpose • Change strategy • Working structure -Establishing an information system: • Leadership • Administrative • Report system • Partnership network -Establishing a strong team working system -Elaborating a leadership approach & style evaluation system -Need assessments -Elaborating dynamic processes of requirements & approaches for each stage of change

Table 20 shows the SWOT analysis for administration strategies employed.

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[1] Pathfindering is an activity and life principle of Seventh-day Adventist Youth. Clubs for ages 10 to 15 are officially called Pathfinders. "The Pathfinder Club is a church-centered spiritual-recreational-activity program designed for young people 10 to 15 years of age. Pathfindering appeals to this age group because its program features activities that meet their needs and interests.… The whole philosophy of Pathfindering is built on the premise that "children learn best by example, rather than precept." As they see leaders and parents model spiritual and social values, they too will aspire to develop high moral principles, loving and caring attitudes, and determination to excel in all their various pursuits." In "Pathfinder Philosophy and Objectives," accessed 29 May, 2013, http://gc.bigfoottech.com/Ministries/Pathfinders/PhilosophyObjectives/tabid /139/Default.aspx.

Table 20. SWOT Analysis for Administration Strategies

Leadership Activity Considered	Administration
Strengths	-Clear policy of working -Strong structuring & staffing
Weaknesses	-Lack of follow-up & control -Heavy (complicate) & slow processes
Opportunities	-Superior organization authority and advices -Dynamic of partners
Threats	-Excessive meddling of superior organization -Administration confused with that of partners
Strategies/Action to take	-Establishing a clear procedure -Elaborating a clear and fitted business plan -Drawing a clear implementation map intercalated by evaluation periods -Establishing a transparent budget

Structuring a clear functioning plan with a reassuring budgeting,[1] specifies the administration strategic actions.

Development Strategies Analysis

Table 21 deals with development strategy analysis. It puts the emphases on the solidity of structure sections already in place, as well as the human resources and the stewardship principle.

Thus, to these strengths are added the appropriateness of the economic environment, the higher contribution of the organization, and the will of action of the NGO on the economic subject concerning the young people.

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[1] The budget should not be a blocking factor for the project and its momentum. Instead, it should be a source of brainwaves for a new opportunities and fund finding.

Table 21. SWOT Analysis for Development Strategies

Leadership Activity Considered	Development
Strengths	-Operational youth department -Availability of youth leaders -Other departments -Church stewardship principle & department -Church member resources potentiality
Weaknesses	-Lack of entrepreneurship culture skill of Youth & other leader -Low self-esteem of the youth -Lack of financial management skill
Opportunities	-Wide external economic environment -Superior organisation poutcome -Potentiality of NGO in youth employment issue -Variety of resources
Threats	-Superior organization restriction barrier
Strategies/Action to take	-Need assessment micro structure -Administrative information micro structure (report) -Establishing functional team working groups -Following the business plan and the implementation map -Systematic training on entrepreneurship, personal development and financial business issue skill

Applying the functioning plan in a strong team working manner (considering all existing potentials), and ensuring systematic report for the follow-up, are the main focus of the strategic development actions.

Theology Strategies Analysis

Table 22 shows the main strength of the church and the project itself. The SWOT analysis for theology strategies demonstrates that the project is set on a strong biblical theology basis and tools in terms of stewardship. Those tools are available from superior organization.

Table 22. SWOT Analysis for Theology Strategies

Leadership Activity Considered	Theology
Strengths	-Strong stewardship root tools -Biblical root and approach to all issues (Leadership, Administration, Development, Theology, Mission) -Clear biblical doctrines -Biblically based church leadership
Weaknesses	-Misunderstanding of biblical stewardship & partnership principle -Lack of biblical principle knowledge -Lack of biblical culture
Opportunities	-Stewardship materials and training from superior organization
Threats	Secular world-wide influences
Strategies/Action to take	-Systematization of biblical information -Training on biblical truths about Christian stewardship

The taken strategic action in theological analysis is a systematic biblical information and training on Christian stewardship.

Mission Strategies Analysis

The mission strategy analysis exposed in Table 23 indicates how stable the

church is, regarding mission statements. The questionable and deteriorated economic

environment reinforces church duty, as far as the church community especially younger

people considering employment problem are concerned.

Table 23. SWOT Analysis for Mission Strategies

Leadership Activity Considered	Mission
Strengths	-Clearly defines the mission -Clear mission policy and process -Available church mission tools
Weaknesses	-Pessimism: negative perception of mission progression -Lack of positive mission vision -Negative sensitizing approach: Lot of negative suggestions -Paradox ignorance: misunderstanding of the stewardship and mission link
Opportunities	-Systematic reminding program from church superior organization -Declining social external environment (Moral, spiritual, and economic)
Threats	-State restriction barrier
Strategies/Action to take	-Establishing a church mission map -Establishing a positive flowchart of mission development -Establishing a business mission plan -Establishing a simple mission resource needs booklet, tracts and chart -Establishing a positive mission vision poster -Establishing a systematic church-state positive relationship

To complete the mission, the strategy used thus consists of reinforcement of the

message through visual procedures, by exposing and publishing all the ways and

methods to follow.

Analysis of Project Strategies

Table 24 puts on screen the project strategies and make shown the strength of the

project in terms of pattern definition regarding the goal and the environments. Threat

would be a new incompatible project promoted by the superior organization, but this

very vision will be an opportunity to jump at.

Table 24. SWOT Analysis for the Project Strategies

Leadership Activity Considered	Project
Strengths	-Clearly defines and contextual appropriate pattern project : Platform partnered project -Strong principles and human resource based structure of the reception organization
Weaknesses	-In progress statue -In experimentation stage leaders
Opportunities	-General development project vision of the superior organization
Threats	-A new incompatible project that will be launched by the superior organization
Strategies/Action to take	-Regulation of the project with all church processes and policy -Strongly approve of the church board -Information about the superior organization -Official lunching with the superior organization

The strategic actions shown in this table then consist to get the project's

regulation with protocols, processes, and policies properly sorted out. The official

launching of the project with the superior organization is significant.

Component of Staff

The component of staff draws from the model proposed in Exodus 18. This puts

the emphases on a superposition of function (and not of authority) above a plane

structure directed towards a resolution of specific leadership problems relating to survival and the daily basic needs, and which gives form to a hierarchy of responsibility in *cascade* manner.[1]

The aiming is not focused on the hierarchy and the specific authority granted to each level of function, but on the 1000, the 100, the 50, and the 10, at which all the interest is directed in order to create within these groups a fulfilled potential individual life and positively influential in together life experience. So doing, "all these people can go home with their disputes settled."[2]

It should be noted that these groups are intercalated by a numerical system of fraction (any individual is identified with a specific group of 10. No group exceeds this number, which puts all the people at equality. The objective is thus to simplify the problem resolving and to accelerate the need satisfying process by supporting a multiplied frequency of interaction between leaders (organized into a hierarchical basis by convenience but not by value) and the 10 (flat structure with equality).

Three Levels of Leadership

Thus, with the Youth Director, the Steward Leader will deal with the job creation project. He is at least assisted by 2 deputies (a designer Leader of module integration

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[1]A structure, that is functioning on superposed level of responsibility.

[2] Exod 18 : 23; for a circumstances of appointing leaders see also, Num 11. For each case, people stays the principal focus, and God remains the main, and unique moral Leader by His words and actions. The human hierarchy is only legitimate by His appointing and obedience according His prescription for what should be the relationship between leaders-leaders and leaders-people. The case of Miriam and Core are striking examples, and proves that God is firm as far as leadership orientation and functioning is concern. Thus, a composed leadership pattern is God's will: vertical (God to Moses and Moses to leaders), wheel (Moses to leaders and leaders to sub leaders), grape vine (intra and inter group interaction). So God probably uses a mix pattern to make a difference to His concern for the people case (crisis resolver), and people leadership, human leadership which is self-power oriented and oligarchy style trend (crisis producer).

programs, and a designer Leader for behaviour change activity programs). All youth club Directors support those two, as well as the troop and patrol leaders.

Leadership Pattern

A mixed model wheel all-channel network is selected for their nature of complementarity. This model brings response to the principle of interaction required by the project administration functioning. Thus, it creates, reinforces, and maintains the order in the horizontal central-eccentric flow of information, while supporting the transverse interaction inter-team/group.

Approach Structure

The structure of the approach adopted for this project is the leadership system based on the church leadership framework (leadership out of pivot).

The Implementation Plan

This project requires fifteen months of implementation to achieve all the objectives, and before achieving the ultimate goal. The details are capruted in table 25.

Table 25. Design and Presentation Phase

Design and Presentation Phase	
Objective	Comprehension, enthusiasm, and engagement of the church
Action	This phase requires 2 weeks of communication and presentation of the program to the leaders of the church (various formal or informal meetings, and ending with a special meeting) Incorporation phase
Objective	Administrative engagement of the church (enthusiasm of board members)
Action	This stage calls the recourse to the vote for the adoption of the project by the church board. Phase of the project promotion
Objective	Effective engagement of the church and the stakeholders (target layers)
Action	General and official information on the project

Table 26 shows the Strategic action sequences of events.

Table 26. Strategic Action Sequences of Events

	Strategic Action Sequences of Events
Purpose	Purpose: progressive and positive change of behaviour with respect to the principles applied of the stewardship
Objectives	Objective 1: At the end of the project, the church leaders have a different, positive, and dynamic approach according to the stewardship principle, with regard to the young people and the job creation in their favour.
	Objective 2 At the end of the project, the young people of the church adopt a different, positive, and dynamic attitude with respect to the stewardship principle, with regard to the job creation in their favour.
	Objective 3: Each young person explores, finds, and exploits the talent which enables him to create and to carry on an income generating activity supporting his autonomy as regards finance into the Church stewardship principle.
	Objective 4: Each young person during their progression becomes a vector of change for their peers who are in risky situation (in a financial need but without income generating activity).
Action	Assisted capacity reinforcement for a behaviour change in terms of productive stewardship through the programs conveyed from the established leadership system, represented by the Leadership frame of the church.

Table 27 indicates the organization phase of the project.

Table 27. Organization Phase

	Organization Phase	5 weeks
Action	Assisted reinforcement of leader capabilities	
Purpose	A good understanding of the applied principles of the productive stewardship and assistance actions, in terms of job creation for the young people.	
Objective	At the end of this phase, the leaders of the church have a different, positive, and dynamic comprehension and approaches with respect to the principle of the productive stewardship, and the action of assistance to the young people as regards job creation.	
Activities	Sensitizing of the team leader (team building), to carry out in two weeks, at a rate of 24h shared in 8h per day during three continuous days per week (under the topic of "Thriving Steward : the Greatest Value ")	2 weeks - 48 hours
Evaluation	Evaluation in a meeting	2 hours
Activities	Structuring of leader team actions in six meetings of 2h each, to carry out in three weeks, at a rate of 4h per week, shared in two meetings of 2h each per week (under the topic of " Thriving Steward: the Talent Asset.")	3 weeks - 10 hours
Evaluation	The two last hours will be devoted to the evaluation	2h

Table 28 shows the launching phase of the project.

Table 28. Launching Phase

	Launching Phase	3 weeks
Action	Certification and assistance actions of leaders	
Purpose	Authority reinforcement of the leaders regarding assistance for behaviour change, in relation to the product stewardship applied principles as far as job creation is concerned.	
Objective	At the end of this phase, the church leaders should be enthusiastic in the application of a different, positive, and dynamic approach with respect to the productive stewardship principle, and the action of the assistance of the young people as far as job creation is concerned.	
Applications	Application of the pilot approach in a meeting. Certification of the leadership team	1 h 30
Evaluation	Evaluation in a meeting	2 hours
Activities	Preparation of the pilot teams groups.	2 weeks
	48 hours of sensitizing of the pilot team groups (team building and formation), under the slogan topic " thriving steward: the greatest value," to carry out in two weeks, at a rate of 24h shared in 8h per day during three continuous days per week of each.	2 weeks - 48 hours
Focus	The importance of self-esteem and mind set change	
Evaluation	Evaluation in a meeting	2 hours

Table 29 indicates the operational phase.

Table 29. Operational Phase

	Operational Phase	**4 weeks**
Action	Assisted reinforcement of young person's capabilities	
Purpose	Young people better understanding of the applied principles of the product stewardship and assistance actions, in terms of job creation in their favour.	
Objective	At the end of this phase, the young people of the church should have a different, positive, and dynamic understanding and attitudes with respect to the productive stewardship principle, and the action of assistance to the young people as far as job creation is concerned.	
Activities	Applied training under the slogan topic of " Thriving Steward: Talent Asset " for the team groups in six meetings of 2h each, to carry out in three weeks, at a rate of 4h per week shared in two meetings of 2h per week.	3 weeks -10 hours
Focus	Importance of the talent value and change of behaviour	
Evaluation	The two last hours will be devoted to the evaluation	2 hours
Activities	Preparation of the pilot team group shared in 3 meetings each.	1 weeks
	48 hours of sensitizing of the pilot team groups (team building and formation), under the slogan topic " thriving steward: the greatest value," to carry out in two weeks, at a rate of 24h shared in 8h per day during three continuous days per week of each.	2 weeks -48 hours
Preparation	Preparation of certification of the pilot team groups shared in 3 meetings.	1 week -6 hours
Activities	Exposition/fair of the pilot designs in a meeting and the pilot team group certifications.	2h 30
Evaluation	Evaluation in a meeting	2 hours

Table 30 shows the Phase of personal development within the team.

Table 30. Phase of Personal Development within the Team

	Phase of Personal Development within the Team	**15 months**
Action	Assisted systematic improvement of the young people in order to have the capacity to create a revenue generating activity into the Church stewardship principle.	
Purpose	Creativity spirit revival among the young people and the leaders, and which emerges towards a revenue generating activity in a good understanding of product stewardship principles applied and actions of assistance, in terms of job creation in their favour.	
Objective	At the end of this phase, the young people of the church will have individually or in a team, a stable activity, which will be revenue generating having in perspective a different, positive, and dynamic understanding and attitudes toward the productive stewardship principle, and the action of assistance to their favour, as far as job creation is concerned	
Activities	Creation and improvement concerning activity generating of revenue.	3 months
Evaluation/ Reward	Evaluation and personal certification in the capacity as *thrive steward.*	
Activities	Three months of business in progression	3 months
Evaluation/ Reward	Evaluation and personal certification in the capacity as *thrive steward 2.*	
Activities	Three months of business thrive with 9 months of fidelity	3 months
Evaluation/ Reward	Evaluation and personal certification in the capacity as *faithful and happy steward.*	
Activities	3 months of business thrive which takes part in supports effective mission of the church during 6 months	3 months
Evaluation/ Reward	Evaluation and personal certification in the capacity as *happy steward in action.*	
Activities	3 months of business thrive which supports a project of evangelization personally	3 months
Evaluation/ Reward	Evaluation and personal certification in the capacity as *faithful and happy missionary steward in action.*	2 hours

These tables show that the program pushes to its maximum systematization of

enthusiasm with short phase activities. Each step is followed by evaluation, combined

of reward which implies, and the young person and the leaders. Such a development program will indeed have a strong chance to succeed and be perennial.

Evaluation

The purpose of this subpart is to know how the leadership system established as a solution is effective for the problems revealed by the results of analyses of the various questionnaires and observations within the company's population sample. The interest therefore focuses on the question whether, on the one hand, the leadership crisis will be put down, the leadership found a better way, and reinforced by the established system, and on the other hand youth would have a dynamic and positive attitude with respect to job creation, on schedule times.

Leadership Crisis

The results of the analysis showed that the churches in which the study was conducted consisting of a majority of young between 16 and 25 years. That is to say, it is the age group included in the church taking care structure provided for this specific layer population. The survey clearly implies that this structure, the youth club, is functioning in each of the churches to which responses were obtained. The direct question LE10 "youth are involved on church budget setting," has been answered by 144 respondents of 153, although not very homogeneous, but obvious enough to make understand that there is an in state run youth club. The question is thus active to prove it. Finally, OP4 "the young people or the youth society should not engage in financial resource search, except on the time the club plan to undertake a broad set of activities," to this question, the respondents have been redacted, thus, 147 of 153 of them expressed their observation, which is a confirmation of the existence of a functional and active club.

Indeed, the leadership system to implement and graft onto the existing structure which is responsible for the youth is just to meet its first effectiveness condition.

The second point is to guarantee the presence of effective and available persons, who will ensure the various tasks within the leadership structure. To this question, the results of the analysis still provide the key to the answer. There are indeed 62 (40.52%) experienced leaders among the 153 respondents, all age groups combined.

It is clear that the system will not have to worry too much to carry out the second performance criterion. The inventory reaps at least from this number as much leadership driving force that will constitute the change factors of youth and church leadership.

Administration

Third point: what is the mechanism of technical, administrative and legal parameters of the system to implement? It seems less complicated to establish because the system is simple, flexible, and easy to apply, among others it is grafted and integrates with the established system.

This system is thus equipped with a strong functioning technical and legal framework, flexible but precise, and which will put the entire people target at their ease.

Development

At fourth point, it is obvious that with a significant number of trained leaders to work in a flexible, and easy applying system which work through simple, clear, and precise mechanism, it is not exactly hard to suggest to this team to embark on a functioning structure set-up, with an aim of revitalizing and making effective steps to achieve the goals.

This system will be thus a supporting facilitation to build and to functioning a development structure aiming at the church capacity leadership to strengthen in general and the youth job creation to resolve in particular.

With a theological base on the stewardship anchored well in the system and which drown it, the programs of the project are not likely to lose identity with respect to the mission of the church, and the creation of job, as a primary education and vital need for each individual to function normally within the economy of the religious community.

Theology

Indeed, this system will thus constitute an opportunity for the very whole church to raise the understanding of the stewardship basic principles which will have a rapid effect on financial operating of the church, in its mission fulfilment. This will be a direct solution to the problem revealed by the analysis result on the approach variable. To the question AP4, "special budget has been set aside and informed to provide for the church youth employment creation," perceived "Not Agree" by respondents, it is ranked at 9 with a mean of 2.06 and standard deviation of .974 which is homogeneous but low appreciation.

These data show how much the young people are excluded from the basic process of stewardship, given that it is the budget which reflects the emphasis grant to an action and debates and discussions surrounding the subject enrich participants to the meeting. We are thus in front of a real problem of applied theological understanding of the stewardship principles among young people. Fortunately it seems that this come close to ignorance and not by an unwillingness, because the result from questions AP3 " There was a special prayer session program for unemployed young people " (ranked 1), and AP6 " There is a special recognition for those who have created income

employment, " (ranked 4) show at how much those churches are worried about the case of their youth in term of employment and puts all the spiritual efforts to find a solution.

This very situation grants to this project a good prognostic of success, since these churches are already in search of solutions which tally with their functioning system, and the biblical principles which are used as a basis for the believing members faiths. All these needs, indeed, are satisfied by the leadership system brought by this project, and should be recalled that it has a capacity of adaptation to the administrative context of its environment, which make it flexible, dynamic, and easy to adopt.

Mission

Concerning the mission, no need to prove that this project will give to the church and each member the aspiration so much required, with regard to the dimension, economic and social, and theological gathered, of the practice of faith. A recall of AP3 "There was a special prayer session program for unemployed Young people," evokes in an obvious way this aspiration. The interior mission which will have its impact on the external evangelization in this same dimension will open the door on all the occasions in the environment of the church in order to achieve its mission. This project aims not only to change the economic behaviour of the young people of the church as regards the creation of job within the framework of the Christian stewardship, but also finally these prosperous young people will become vectors of change among their peers, within or outside of their religious community.

CHAPTER 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The objective of this chapter is to present the summary, conclusion, and
recommendation from the study. It is to highlight the search tool used, the importance of
the youth employment creation issue, the impact that could have the leadership, and the
recommendations suggested.

Summary of Findings

Economic and financial issues, in terms of church mission are leadership matter
in the Seventh-day Adventist Church, as long as members are concerned. The study
developed along the present research determined the impact of leadership crisis on
youth employment creation in the 11churches of the 3 Seventh-Day Adventist Churches
districts of Mahajanga town, Madagascar.

This study is a quantitative survey employing descriptive correlational methods,
applied to a randomized population sample. A questionnaire was applied to gathering
data. Of the 200 questionnaires distributed 153 were retrieved. The statistical techniques
used were mean and standard deviation, correlation analysis, Levene's Test, and T-test.

The finding of the study disclosed that,

1. The majority of the respondents were male, youth and single with 47.8% of
   them unemployed. In the same vein, 40.52% of the respondents hold
   leadership position in the church and the study revealed that substantial
   members of the churches have a diversity of talent.

2. In determining the respondents' perception, four scales were used: Strongly

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Agree, Agree, Disagree, and Strongly Disagree. As a result, the first three of the four dependent variables (leadership orientation, communication, and attitude) are generally perceived "Agree" by respondents. Communication predominates at the forefront, followed by the leadership, and then the third attitude. On the other hand, this implies that, in general term, the respondents did not challenge the traditional leadership of the church. Yet, the details of the data showed the reservation respondents had when it comes to addressing the issue of employment." The fact that, "many people are willing to give support for finding job," and "the church leaders face up to non-employment to their responsibility in raising one floor the resulting," was perceived "Disagree." The leadership of the church is seen in the great verbiage in this area, but limited and helpless in practice. Leadership is powerless on unemployment issue. This explains the negative perception (Disagree) for the approach.

3. Regarding employment creation, respondents perceived "Agree" the Youth Employment Creation variable. Yet, the business venture which make up of convoluted questions, got the higher mean (3.0469), and needed a perception of "Not Agree" for a positive effect. Then, in the details, the finding on the business venture reveals the difficulty of respondents when it comes to its own responsibilities on the issue of employment. This demonstrates on their side, a low self-esteem and a need for leadership guidance. On the identification of opportunity, respondents had a low understanding of the basic principle of biblical stewardship, a lack that involves leadership.

4. Leadership orientation has a significant correlation to all leadership crisis

dimensions. However leadership orientation and communication are highly related (Pearson's r = 0.647, 2-tailed level = .000).

5. An overall comparison of the sample population with the general principles of leadership, once again, allows this study confirm the existence of a strong probability impact of leadership on the members' economic and religious behavior. A misunderstanding of the biblical stewardship principle is one of the major causes. This weakens the functioning of the church in relation to its mission. The situation of the unemployed is as much a consequence as complication generating a paradigm, resulting in a leadership crisis: paralyzed in the middle of talented members, themselves economically frozen.

Conclusion

As long as the church assumed the mission as essential to its existence, and considers its members as its primary resources, the question on the income of members is crucial. The case of 11 samples churches in the city of Mahajanga revealed us how the church leadership was involved in the paralysis of member employment, especially young. This study indicated that the crisis in church leadership directly implicates freezing of the employment creation among young people. Until leaders has motivated, and has toke in hand, in a concrete and positive way, the creation of income generating activity among young, this group of people will dull and gradually worsen the church functional difficulty. The church has all the potential to self-develop: youth talent, strength, intelligence, and mission commitment.

There remain some important deficiencies to recover: the understanding of the biblical stewardship principle difficulty, as well as the lack of a dynamic and responsive

system approach to solve the employment problem. However, both fall under the church leadership accountability.

A leadership system based on the church leadership framework was suggested by the researcher in this research to deal successfully with this issue. This system proves its effectiveness by developing an approach that is suited to the organization of the church, while being grafted and assimilated into its structure; especially at the youth level. The proposed system adopts the all-wheel Chanel network structure. It aims to ensure effective communication in order to achieve the set goal. This is none other than the capacity building of leaders and young, for a behavior change towards creating income-generating activities.

Suggestions and Recommendations

For effective applications to achieve the aim this study pursues that is to provide the right solution for the impact of Church leadership crisis and youth employment creation, the following suggestions and recommendations are proposed:

1. The leadership of the church should face the problem of employment especially among the youth, and adopt strategy and approach that more appropriate and practical in this area.

2. Constructive communication must be established between youth and church leaders in order to enhance self-esteem among young people and the sense of responsibility among leaders.

3. A program that allows young people understanding the biblical stewardship principle must be established.

4. The church leadership should find the best way to convert youth club to a dynamic field for personal development in biblical theology and socio-economic field as well. The biblical stewardship principle should stand as

the basic of the youth activities, where young understanding of practical Adventist economic philosophy should take root and lead them to a productive and individual financial autonomy.

5. 4. The youth employment training should be prioritizing. Then, the dynamic and adaptable leadership system implemented should be perpetuating in its functioning. This doing should be for preventive measure in order to anticipate the necessary behavior which is to stimulate and produce by creative acts a financial autonomy of the young people.

APPENDIX A

QUESTIONNAIRES

Respectable Madame, Ladies and Gentleman,

I am an MAL student of the Adventist University of Africa in Cape Town, Helderberg College. Currently I am working to complete my Thesis entitled: **"Impact of Church Leadership Crisis on Youth Employment Creation"** (*L'Impact de la Crise de Leadership de l'Eglise sur la Création d'Emploi chez les Jeunes*).

I would like to request your support for this study by responding to this survey.

Be reassured that all responses will remain confidential and used for academic utility.

Thank you for your kind support and cooperation.

Respectfully yours

Marc Arthur Ranala
Researcher

PART I: RESPONDENT PROFILE

Note: Please put a cross on the information that suits you the most.

1. Age: ___16-25   ___36-45   ____56-65
   ___26-35   ___46-55   ____66 and over

2. Gender: ___Male   ___Female

3. Marital status: ____Single   ____Maried   ____alone
       Other (Please mention) _____

4. Occupation: ____student   _____Employee   ____Self-employed
       Other (Please mention) _____

5. Responsibility to the church: _____Pastor   ____Elder   _____Departement leader
       Other (Please mention) _____

6. Talent: What do you consider to be your special gift
       (Please mention) _____

7. Reserved for baptized
       You are a member for how many years:
       ___1-5 years   ____11-15 years   ____20 years and over
       ___6-10 years   ____15-20 years

PART II: ABOUT LEADERSHP AT THE CHURCH

Note: *This section attempts to describe the leadership in the church in which you are a member. Circle one of figures 4 3 2 1 on the far right, which suits each of your answers. These are the meanings of these digits, please choose one that matches your answer by circling one of the numbers 4 3 2 1 on the far right.*
4: Really Agree; 3: Agree; 2: Desagree; 1: Really Desagree

Leadership

1. Your Church is organizing a fraternal output at least twice a year. 4 3 2 1
2. The elder provide training on strategic plans within your local church. 4 3 2 1
3. Your church is working according to a prepared plan for each activity. 4 3 2 1
4. Department leaders themselves establish their own program in your church. 4 3 2 1
5. The elder gives instructions in the beginning of the year to perform each responsibility. 4 3 2 1
6. Each church member respectively, baptized or not, has their own group. 4 3 2 1
7. Each group is mobilizing to respond to a call for any activity. 4 3 2 1
8. Each department sets a specific goal to reach. 4 3 2 1
9. Each department organizes a mid-year evaluation meeting. 4 3 2 1
10. Youth are involved in the church budget setting. 4 3 2 1

Communication

1. Church leaders collect information about all members (Name, Phone, Adress, etc…). 4 3 2 1
2. Church leaders talk everyday life to members during their visit. 4 3 2 1
3. Each person has an individual address and phone number of each member of the church. 4 3 2 1
4. The floor is given to each during meetings. 4 3 2 1
5. Each member is free to express their views in their department. 4 3 2 1
6. Everyone gets a guide or instruction for a liability to accomplish within the church. 4 3 2 1
7. The church leaders spend time to listen to young people who have personal problems. 4 3 2 1
8. The elder never fail to launch a tender for each repaired or restoration project the church makes. 4 3 2 1
9. For each tender proposed, there is still awareness and instruction. 4 3 2 1
10. Church leaders appreciate members or department leader for each well done responsibility. 4 3 2 1

Attitude

1. Young people do not have enough enthusiasm
    to perform hard works.   4   3   2   1
2. Many people are willing to give support for finding job.   4   3   2   1
3. The church leaders face up to their responsibility in raising on
    the floor the non-employment issue.   4   3   2   1
4. The church allows young people to participate establishing
    the church budget.   4   3   2   1
5. Young people are able to develop a business plan
    for a large project that the church plans to accomplish.   4   3   2   1
6. Church leaders give an unrestricted discharge for young people
    to raise the necessary fund for their project.   4   3   2   1
7. Young people can find themselves the necessary fund
    to participate on church projects funding.   4   3   2   1
8. The high number of unemployed young people creates a
    financial crisis in the church.   4   3   2   1
9. Job is difficult to find   4   3   2   1
10. The available jobs do not meet the young the peoples' aspiration
    and standard of education or training level   4   3   2   1

Approach

1. The church provides training on job creation   4   3   2   1
2. There is an awareness campaign to attend seminars on
    job creation within the church youth club   4   3   2   1
3. There was a special prayer session program for
    unemployed young people   4   3   2   1
4. A special budget that's open to all has been set aside to
    provide for the church youth employment creation   4   3   2   1
5. There is special club for job creation at the church   4   3   2   1
6. There is a special recognition for those who have
    created income employment   4   3   2   1
7. A training program is established to the church to
    identify talents   4   3   2   1
8. An official is specifically appointed in the church to deal with
    the youth development and expansion in the society.   4   3   2   1
9. The church issued a survey on the situation of
    members past six months   4   3   2   1
10. I received an awareness campaign circulars and
    instructions on job creation in last six months   4   3   2   1

PART III: YOUTH EMPOYMENT CREATIONS
Business Venture
1. The problem is the job that could fit the qualifications   4   3   2   1
2. There are academic skills that are most
   favoured in the world of work   4   3   2   1
3. It is more accommodating to have a fixed monthly income
   than creating its own employment income   4   3   2   1
4. I can operate a successful independent business income,
   if the work is supervised by an experienced person.   4   3   2   1
5. My current activity is:
   - Hand crafts   /___/
   - Commerce   /___/
   - Wage labour   /___/
   - Other   /___/
   - None at the moment   /___/
6. My type of income:
   - Individual freelancer   /___/
   - Collective or individual associative Entreprise   /___/
   - Employee of a company   /___/
   - other   /___/
   - None at the moment   /___/
7. Income employment that most interest you
   - Self-employed   /___/
   - Collective or individual associative Entreprise   /___/
   - Organization determined salary employee
     or business   /___/
   - other   /___/
   - None at the moment   /___/
8. Feel free if you want to describe the kind
   income employment that most interests you.

   ....

   ....

Identification of Opportunities
1. Technical implementation activities should take more
   places in the youth program   4   3   2   1
2. Various youth activities are wasting time   4   3   2   1
3. Job creation should take more place in the
   Youth programs instead of technical activities   4   3   2   1
4. The young people or the youth society should not engage in
   financial resource search, except on the time
   the club plans to undertake a large set of activities   4   3   2   1
5. I am able to establish permanent contacts with

members to launch a quest for gainful employment   4   3   2   1

6. My situation without income is a disability that
    prevents me from supporting the church   4   3   2   1

7. This is normal if I receive a fee from the church to
    the talents that I engaged in his service   4   3   2   1

8. I support the church according to my possibilities   4   3   2   1

9. I know a lot of people's needs, that I can give an
    offer with a reasonable fee   4   3   2   1

10. Things I suppose part needs
    of people (choose two):

- Foods   /___/
- Cloves   /___/
- Electronic equipments   /___/
- Malagasy Art   /___/
- Other hand crafts   /___/
- Labour or intelectual competence   /___/
- Written work   /___/
- Natural resources   /___/
- Open-area space or habitat   /___/
- Locomotion   /___/
- Other   /___/
- No idea   /___/

11. According to you, which are the favorable circumstances and
    moments to commit itself in one gainful activity (more choosing two) :

- Festivities, receptions and events   /___/
- Professional and school places   /___/
- Parks   /___ /
- School holiday period   /___/
- Early in the morning at about noon or at dusk   /___/
- Each day   /___/
- Other   /___/
- No Idea   /___/

....

LAST PART
Feel free to describe below your personal idea or suggestion.
 (Optional)
....

STATISTICAL DESCRIPTIVES

Legend

	Tsy manaiky mihitsy	1.00 - 1.5			
	Tsy manaiky	1.51 - 2.5			
	Manaiky	2.51 - 3.5			
	Manaiky mihitsy	3.51 - 4.00			

Descriptives

Descriptive Statistics						
	N	Mean	Std. Deviation	Variance	**Interpretation**	
AP1	148	2,46	1,065	1,134	Tsy manaiky	
AP2	147	2,52	1,023	1,046	Manaiky	
AP3	145	2,82	1,025	1,051	Manaiky	
AP4	144	2,06	,974	,948	Tsy manaiky	
AP5	145	2,14	1,007	1,014	Tsy manaiky	
AP6	145	2,63	1,111	1,234	Manaiky	
AP7	141	2,73	,985	,970	Manaiky	
AP8	141	2,67	,976	,952	Manaiky	
AP9	142	2,36	1,054	1,111	Tsy manaiky	
AP10	142	1,89	,889	,790	Tsy manaiky	
Approach	148	2,4282	,70658	,499	Tsy manaiky	
Valid N (listwise)	126					

DESCRIPTIVES VARIABLES=AT1 AT2 AT3 AT4 AT5 AT6 AT7 AT8 AT9 AT10
Attitude /STATISTICS=MEAN STDDEV VARIANCE.

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	**Interpretation**	
AT1	145	2,70	,898	,807	Manaiky	
AT2	141	2,45	,914	,835	Tsy manaiky	
AT3	144	2,44	,898	,807	Tsy manaiky	
AT4	145	2,50	,951	,905	Manaiky	
AT5	147	2,65	,882	,778	Manaiky	
AT6	144	2,63	,892	,795	Manaiky	
AT7	145	2,57	,904	,817	Manaiky	
AT8	146	2,59	1,093	1,195	Manaiky	
AT9	145	3,18	,962	,926	Manaiky	
AT10	144	3,01	,939	,881	Manaiky	
Attitude	149	2,6726	,46749	,219	Manaiky	
Valid N (listwise)	124					

DESCRIPTIVES VARIABLES=BU1 BU2 BU3 BU4 Business /STATISTICS=MEAN
STDDEV VARIANCE.

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	**Interpretation**	
BU1	144	2,96	1,077	1,159	Manaiky	
BU2	144	3,05	,822	,676	Manaiky	
BU3	144	2,96	,981	,963	Manaiky	
BU4	140	3,22	,805	,648	Manaiky	
Business (1 à 4)	144	3,0469	,53769	,289	Manaiky	
Valid N (listwise)	140					

DESCRIPTIVES VARIABLES=CO1 CO2 CO3 CO4 CO5 CO6 CO7 CO8 CO9 CO10
Communication /STATISTICS=MEAN STDDEV VARIANCE.

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	**Interpretation**	
CO1	150	3,28	,852	,726	Manaiky	
CO2	146	2,46	,955	,912	Tsy manaiky	
CO3	149	2,79	,946	,896	Manaiky	
CO4	148	3,53	,600	,360	Manaiky Mihitsy	
CO5	149	3,51	,664	,441	Manaiky Mihitsy	
CO6	148	3,26	,701	,491	Manaiky	
CO7	149	3,23	,831	,691	Manaiky	
CO8	150	3,54	,652	,425	Manaiky Mihitsy	
CO9	149	3,43	,670	,449	Manaiky	
CO10	148	3,57	,597	,356	Manaiky Mihitsy	
Communication	151	3,2643	,43784	,192	Manaiky	
Valid N (listwise)	139					

DESCRIPTIVES VARIABLES=LE1 LE2 LE3 LE4 LE5 LE6 LE7 LE8 LE9 LE10
Leadership   /STATISTICS=MEAN STDDEV VARIANCE.

Descriptive Statistics						
	N	Mean	Std. Deviation	Variance	**Interpretation**	
LE1	149	3,34	,819	,670	Manaiky	
LE2	149	3,17	,876	,767	Manaiky	
LE3	147	3,23	,768	,590	Manaiky	
LE4	149	2,91	,925	,856	Manaiky	
LE5	147	3,29	,836	,699	Manaiky	
LE6	147	3,03	,968	,937	Manaiky	
LE7	150	3,31	,759	,576	Manaiky	
LE8	151	3,46	,661	,436	Manaiky	
LE9	146	2,99	,843	,710	Manaiky	
LE10	144	2,45	1,016	1,033	Tsy manaiky	
Leadership	151	3,1170	,41342	,171	Manaiky	
Valid N (listwise)	133					

DESCRIPTIVES VARIABLES=OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8 OP9
Opportunity   /STATISTICS=MEAN STDDEV VARIANCE.

Descriptive Statistics						
	N	Mean	Std. Deviation	Variance	**Interpretation**	
OP1	144	3,63	,697	,486	Manaiky Mihitsy	
OP2	144	2,28	1,054	1,111	Tsy manaiky	
OP3	146	2,66	1,000	,999	Manaiky	
OP4	147	2,10	,982	,963	Tsy manaiky	
OP5	145	2,06	,922	,850	Tsy manaiky	
OP6	144	2,76	1,111	1,234	Manaiky	
OP7	145	1,67	,921	,848	Tsy manaiky	
OP8	146	3,56	,632	,400	Manaiky Mihitsy	
OP9	135	2,73	,942	,887	Manaiky	
Opportunity	149	2,6019	,39508	,156	Manaiky	
Valid N (listwise)	120					

COMPUTE leadership1=(LE1+LE2+LE3+LE4+LE5+LE6+LE7+LE8+LE9+LE10)/10.
EXECUTE. DESCRIPTIVES VARIABLES=leadership1 Leadership
/STATISTICS=MEAN STDDEV VARIANCE.

DESCRIPTIVES VARIABLES=Leadership Approach Attitude Business
Communication Opportunity   /STATISTICS=MEAN STDDEV VARIANCE.

Descriptive Statistics						
	N	Mean	Std. Deviation	Variance	**Interpretation**	
Leadership	151	3,1170	,41342	,171	Manaiky	
Approach	148	2,4282	,70658	,499	Tsy manaiky	
Attitude	149	2,6726	,46749	,219	Manaiky	
Business (1 à 4)	144	3,0469	,53769	,289	Manaiky	
Communication	151	3,2643	,43784	,192	Manaiky	
Opportunity	149	2,6019	,39508	,156	Manaiky	
Valid N (listwise)	143					

Correlation

CORRELATIONS   /VARIABLES=Leadership Business   /PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

CORRELATIONS   /VARIABLES=Leadership Attitude Business   /PRINT=TWOTAIL
NOSIG   /STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

CORRELATIONS   /VARIABLES=Leadership Business   /PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

CORRELATIONS   /VARIABLES=Attitude Business   /PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

CORRELATIONS   /VARIABLES=Leadership Attitude   /PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

Descriptive Statistics				
	Mean	Std. Deviation	N	
Leadership	3,1170	,41342	151	
Attitude	2,6726	,46749	149	
Correlations				
		Leadership	Attitude	
Leadership	Pearson Correlation	1	.401[**]	
	Sig. (2-tailed)		,000	
	N	151	149	
Attitude	Pearson Correlation	.401[**]	1	
	Sig. (2-tailed)	,000		
	N	149	149	
**. Correlation is significant at the 0.01 level (2-tailed).				

CORRELATIONS   /VARIABLES=Leadership Approach   /PRINT=TWOTAIL NOSIG   /STATISTICS
DESCRIPTIVES   /MISSING=PAIRWISE.

Descriptive Statistics				
	Mean	Std. Deviation	N	
Leadership	3,1170	,41342	151	
Approach	2,4282	,70658	148	

Correlations					
		Leadership	Approach		
Leadership	Pearson Correlation	1	.437[**]		
	Sig. (2-tailed)		,000		
	N	151	148		
Approach	Pearson Correlation	.437[**]	1		
	Sig. (2-tailed)	,000			
	N	148	148		
**. Correlation is significant at the 0.01 level (2-tailed).					

CORRELATIONS   /VARIABLES=Leadership Communication   /PRINT=TWOTAIL
NOSIG   /STATISTICS DESCRIPTIVES   /MISSING=PAIRWISE.

Descriptive Statistics				
	Mean	Std. Deviation	N	
Leadership	3,1170	,41342	151	
Communication	3,2643	,43784	151	

Correlations					
		Leadership	Communication	
Leadership	Pearson Correlation	1	.647[**]		
	Sig. (2-tailed)		,000		
	N	151	151		
Communication	Pearson Correlation	.647[**]	1		
	Sig. (2-tailed)	,000			
	N	151	151		
**. Correlation is significant at the 0.01 level (2-tailed).					

T-TEST GROUPS=sex('M' 'F') /MISSING=ANALYSIS /VARIABLES=Leadership /CRITERIA=CI(.95).

Group Statistics

	sex	N	Mean	Std. Deviation	Std. Error Mean	
Leadership	Vehivavy	72	3,0963	,42060	,04957	
	Lehilahy	79	3,1360	,40854	,04596	

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
									95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Leadership	Equal variances assumed	,098	,755	-,588	149	,557	-,03969	,06751	-,17309	,09371	
	Equal variances not assumed			-,587	146,798	,558	-,03969	,06760	-,17328	,09390	

*Picture format of the previous table

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
									95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Leadership	Equal variances assumed	,098	,755	-,588	149	,557	-,03969	,06751	-,17309	,09371	
	Equal variances not assumed			-,587	146,798	,558	-,03969	,06760	-,17328	,09390	

Frequency

Statistics			
Sex			
N	Valid	153	
	Missing	0	

Sex						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Vehivavy	73	47,7	47,7	47,7	
	Lehilahy	80	52,3	52,3	100,0	
	Total	153	100,0	100,0		

SEX
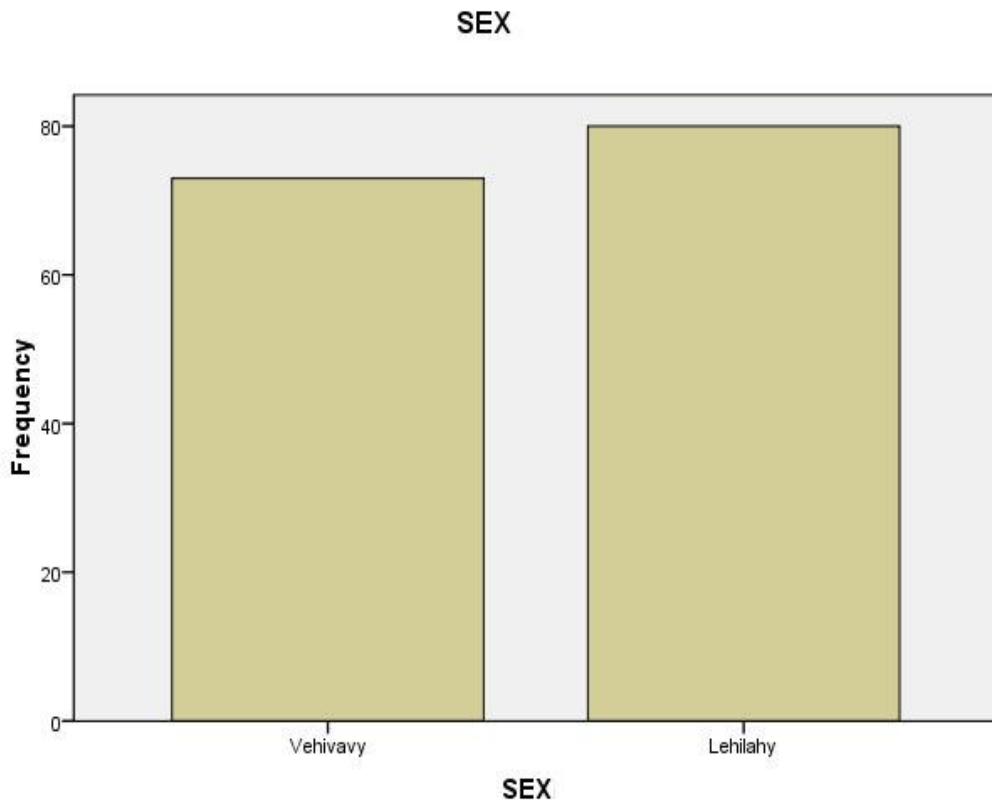
Statistics			
AGE			
N	Valid	153	
	Missing	0	

AGE						
		Frequency	Percent	Valid Percent	Cumulative Percent	

Valid	16-25	75	49,0	49,0	49,0
	26-35	28	18,3	18,3	67,3
	36-45	25	16,3	16,3	83,7
	46-55	13	8,5	8,5	92,2
	56-65	8	5,2	5,2	97,4
	66+	4	2,6	2,6	100,0
	Total	153	100,0	100,0	

T-Test

UNIANOVA Leadership BY AGE sex   /METHOD=SSTYPE(3)
/INTERCEPT=INCLUDE   /CRITERIA=ALPHA(0.05)   /DESIGN=AGE sex
AGE*sex.
T-TEST GROUPS=sex('F' 'M')   /MISSING=ANALYSIS   /VARIABLES=Approach
/CRITERIA=CI(.95).

Group Statistics						
	Sex	N	Mean	Std. Deviation	Std. Error Mean	
Approach	Vehivavy	70	2,4910	,71136	,08502	
	Lehilahy	78	2,3718	,70204	,07949	

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Approach	Equal variances assumed	,019	,892	1,025	146	,307	,11918	,11631	-,11069	,34905
	Equal variances not assumed			1,024	143,853	,308	,11918	,11639	-,11089	,34924

*Picture format of the above table.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Approach	Equal variances assumed	,019	,892	1,025	146	,307	,11918	,11631	-,11069	,34905
	Equal variances not assumed			1,024	143,853	,308	,11918	,11639	-,11089	,34924

T-TEST GROUPS=sex('F' 'M') /MISSING=ANALYSIS /VARIABLES=Attitude /CRITERIA=CI(.95).

Group Statistics							
	Sex	N	Mean	Std. Deviation	Std. Error Mean		
Attitude	Vehiv avy	71	2,6978	,45231	,05368		
	Lehil ahy	78	2,6496	,48266	,05465		

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Attitude	Equal variances assumed	,028	,868	,627	147	,532	,04818	,07684	-,10367	,20003
	Equal variances not assumed			,629	146,870	,530	,04818	,07660	-,10321	,19957

*Picture format of the above table.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Attitude	Equal variances assumed	,028	,868	,627	147	,532	,04818	,07684	-,10367	,20003
	Equal variances not assumed			,629	146,870	,530	,04818	,07660	-,10321	,19957

FREQUENCIES VARIABLES=AP1 AP2 AP3 AP4 AP5 AP6 AP7 AP8 AP9 AP10
/ORDER=ANALYSIS.

Statistics												
		AP1	AP2	AP3	AP4	AP5	AP6	AP7	AP8	AP9	AP10	
N	Valid	148	147	145	144	145	145	141	141	142	142	
	Missing	5	6	8	9	8	8	12	12	11	11	

Frequency Tables

AP1: Manome fihofanana momba ny asa fivelomana ny fiangonana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	34	22,2	23,0	23,0	
	Tsy manaiky	43	28,1	29,1	52,0	
	Manaiky	40	26,1	27,0	79,1	
	Manaiky mihitsy	31	20,3	20,9	100,0	
	Total	148	96,7	100,0		
Missing	0	5	3,3			
Total		153	100,0			

AP2: Misy fanentanana hanatrika fanofanana momba ny asa fivelomana ao amin'ny sampana tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	28	18,3	19,0	19,0	
	Tsy manaiky	45	29,4	30,6	49,7	
	Manaiky	44	28,8	29,9	79,6	
	Manaiky mihitsy	30	19,6	20,4	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

AP3: Nanaovana programan'antom-bavaka manokana ireo tanora tsy an'asa						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	20	13,1	13,8	13,8	
	Tsy manaiky	31	20,3	21,4	35,2	
	Manaiky	49	32,0	33,8	69,0	
	Manaiky mihitsy	45	29,4	31,0	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AP4: Misy teti-bola manokana nampahafantarina hitsinjovana ny famoronan'asa ho an'ny tanoran'ny fiangonana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	49	32,0	34,0	34,0	
	Tsy manaiky	53	34,6	36,8	70,8	
	Manaiky	27	17,6	18,8	89,6	
	Manaiky mihitsy	15	9,8	10,4	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

AP5: Misy fikambanana manokana ny famoronan'asa ao am-piangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	47	30,7	32,4	32,4	
	Tsy manaiky	47	30,7	32,4	64,8	
	Manaiky	34	22,2	23,4	88,3	
	Manaiky mihitsy	17	11,1	11,7	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AP6: Misy fankasitrahana manokana ireo izay mamorona asa manokana ho fidiram-bola

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	29	19,0	20,0	20,0	
	Tsy manaiky	38	24,8	26,2	46,2	
	Manaiky	35	22,9	24,1	70,3	
	Manaiky mihitsy	43	28,1	29,7	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AP7: Misy programam-panofanana ahafantarana ny talenta ao am-piangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	19	12,4	13,5	13,5	
	Tsy manaiky	35	22,9	24,8	38,3	
	Manaiky	52	34,0	36,9	75,2	
	Manaiky mihitsy	35	22,9	24,8	100,0	
	Total	141	92,2	100,0		
Missing	0	12	7,8			
Total		153	100,0			

AP8: Misy tompon'andraikitra voafidy manokana hiahy ny fivoarana sy ny fivelaran'ny tanora eo anivon'ny fiaraha-monina ao am-piangonana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	19	12,4	13,5	13,5	
	Tsy manaiky	41	26,8	29,1	42,6	
	Manaiky	49	32,0	34,8	77,3	
	Manaiky mihitsy	32	20,9	22,7	100,0	
	Total	141	92,2	100,0		
Missing	0	12	7,8			
Total		153	100,0			

AP9: Nandefa taratasy fanadihadiana ny momba ny mambra tsirairay tato am-piangonana ny mpitarika tato anatin'ny enim-bolana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	34	22,2	23,9	23,9	
	Tsy manaiky	51	33,3	35,9	59,9	
	Manaiky	29	19,0	20,4	80,3	
	Manaiky mihitsy	28	18,3	19,7	100,0	
	Total	142	92,8	100,0		
Missing	0	11	7,2			
Total		153	100,0			

AP10: Nandray taratasy mirakitra fanentanana sy toromarika momba ny famoronan'asa aho tato anatin'ny enim-bolana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	56	36,6	39,4	39,4	
	Tsy manaiky	53	34,6	37,3	76,8	
	Manaiky	25	16,3	17,6	94,4	
	Manaiky mihitsy	8	5,2	5,6	100,0	
	Total	142	92,8	100,0		
Missing	0	11	7,2			
Total		153	100,0			

FREQUENCIES VARIABLES=AT1 AT2 AT3 AT4 AT5 AT6 AT7 AT8 AT9 AT10
/ORDER=ANALYSIS.

Statistics		AT1	AT2	AT3	AT4	AT5	AT6	AT7	AT8	AT9	AT10	
N	Valid	145	141	144	145	147	144	145	146	145	144	
	Missing	8	12	9	8	6	9	8	7	8	9	

AT1: Tsy ampy fahazotoana hiasa mafy ny tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	16	10,5	11,0	11,0	
	Tsy manaiky	38	24,8	26,2	37,2	
	Manaiky	64	41,8	44,1	81,4	
	Manaiky mihitsy	27	17,6	18,6	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AT2: Maro ny vonon-kanampy amin'ny fitadiavana asa atao.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	19	12,4	13,5	13,5	
	Tsy manaiky	61	39,9	43,3	56,7	
	Manaiky	39	25,5	27,7	84,4	
	Manaiky mihitsy	22	14,4	15,6	100,0	
	Total	141	92,2	100,0		
Missing	0	12	7,8			
Total		153	100,0			

AT3: Mandray adidy ny mpitarika ao amin'ny fiangonana amin'ny famariparitana ny olana momba ny tsy fanana'asa.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	23	15,0	16,0	16,0	
	Tsy manaiky	52	34,0	36,1	52,1	
	Manaiky	52	34,0	36,1	88,2	
	Manaiky mihitsy	17	11,1	11,8	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

AT4: Ampandraisin'ny fiangonana anjara amin'ny famaritana ny teti -bola'ny fiangonana ny tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	24	15,7	16,6	16,6	
	Tsy manaiky	47	30,7	32,4	49,0	
	Manaiky	51	33,3	35,2	84,1	
	Manaiky mihitsy	23	15,0	15,9	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AT5: Afaka ny hanao ny antontan-taratasy momba ny tetik'asa lehibe iray volavolain'ny fiangonana ny tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	16	10,5	10,9	10,9	
	Tsy manaiky	44	28,8	29,9	40,8	
	Manaiky	63	41,2	42,9	83,7	
	Manaiky mihitsy	24	15,7	16,3	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

AT6: Manome alalana ny tanora hikatsaka sy hitantana ny toe-bola ilainy amin'ny tetik'asany ny mpitarika fiangonana						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	16	10,5	11,1	11,1	
	Tsy manaiky	46	30,1	31,9	43,1	
	Manaiky	58	37,9	40,3	83,3	
	Manaiky mihitsy	24	15,7	16,7	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

AT7: Mahita lalam-bola hanampiany ny tetikasa ao am-piangonana ny tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	19	12,4	13,1	13,1	
	Tsy manaiky	47	30,7	32,4	45,5	
	Manaiky	57	37,3	39,3	84,8	
	Manaiky mihitsy	22	14,4	15,2	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AT8: Mahatonga fahasahiranana ara-bolan'ny fiangonana ny hamaroan'ny tanora tsy manana asa fivelomana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	31	20,3	21,2	21,2	
	Tsy manaiky	36	23,5	24,7	45,9	
	Manaiky	41	26,8	28,1	74,0	
	Manaiky mihitsy	38	24,8	26,0	100,0	
	Total	146	95,4	100,0		
Missing	0	7	4,6			
Total		153	100,0			

AT9: Sarotra tadiavina ny asa.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	13	8,5	9,0	9,0	
	Tsy manaiky	17	11,1	11,7	20,7	
	Manaiky	46	30,1	31,7	52,4	
	Manaiky mihitsy	69	45,1	47,6	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

AT10: Tsy mifanentana amin'ny faniriana sy ny fahaizana amam-pahalalan'ny tanora ny asa misy.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	14	9,2	9,7	9,7	
	Tsy manaiky	20	13,1	13,9	23,6	
	Manaiky	60	39,2	41,7	65,3	
	Manaiky mihitsy	50	32,7	34,7	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

FREQUENCIES VARIABLES=BU1 BU2 BU3 BU4   /ORDER=ANALYSIS.

		BU1	BU2	BU3	BU4	
N	Valid	144	144	144	140	
	Missing	9	9	9	13	

BU1: Ny asa mifanaraka amin'ny fahaizana no olana goavana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	25	16,3	17,4	17,4	
	Tsy manaiky	11	7,2	7,6	25,0	
	Manaiky	53	34,6	36,8	61,8	
	Manaiky mihitsy	55	35,9	38,2	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

BU2: Misy fari-pahaizana mora ahitana asa. .

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	8	5,2	5,6	5,6	
	Tsy manaiky	21	13,7	14,6	20,1	
	Manaiky	71	46,4	49,3	69,4	
	Manaiky mihitsy	44	28,8	30,6	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

BU3: Mora kokoa ny miasa mandray karama isam-bolana noho ny manorina fitadiavam-bola manokana ho an'ny tena.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	16	10,5	11,1	11,1	
	Tsy manaiky	24	15,7	16,7	27,8	
	Manaiky	54	35,3	37,5	65,3	
	Manaiky mihitsy	50	32,7	34,7	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

BU4: Vitako ny manao asa tena mahomby raha misy olona matotra sy havanana kokoa manara-maso ny asa. .

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	6	3,9	4,3	4,3	
	Tsy manaiky	15	9,8	10,7	15,0	
	Manaiky	61	39,9	43,6	58,6	
	Manaiky mihitsy	58	37,9	41,4	100,0	
	Total	140	91,5	100,0		
Missing	0	13	8,5			
Total		153	100,0			

FREQUENCIES VARIABLES=CO1 CO2 CO3 CO4 CO5 CO6 CO7 CO8 CO9 CO10
/ORDER=ANALYSIS.

Statistics

		CO1	CO2	CO3	CO4	CO5	CO6	CO7	CO8	CO9	CO10	
N	Valid	150	146	149	148	149	148	149	150	149	148	
	Missing	3	7	4	5	4	5	4	3	4	5	

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CO1: Raisin'ny mpitarika ao am-piangonana ny mombamomba ny mambra rehetra (anarana, no telefonina, adiresy sns

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	8	5,2	5,3	5,3	
	Tsy manaiky	15	9,8	10,0	15,3	
	Manaiky	54	35,3	36,0	51,3	
	Manaiky mihitsy	73	47,7	48,7	100,0	
	Total	150	98,0	100,0		
Missing	0	3	2,0			
Total		153	100,0			

CO2: Miresaka fiainana andavan'andro ny mpitarika fiangonana rehefa mamangy ny mambra.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	26	17,0	17,8	17,8	
	Tsy manaiky	49	32,0	33,6	51,4	
	Manaiky	49	32,0	33,6	84,9	
	Manaiky mihitsy	22	14,4	15,1	100,0	
	Total	146	95,4	100,0		
Missing	0	7	4,6			
Total		153	100,0			

CO3: Samy manana ny adresy sy telefonin'ny mambra rehetra ny isam-batan'olona ao am-piangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	18	11,8	12,1	12,1	
	Tsy manaiky	31	20,3	20,8	32,9	
	Manaiky	64	41,8	43,0	75,8	
	Manaiky mihitsy	36	23,5	24,2	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

CO4: Omena anjara fitenenana izay maniry hiteny eo am-pivoriana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	1	,7	,7	,7	
	Tsy manaiky	5	3,3	3,4	4,1	
	Manaiky	57	37,3	38,5	42,6	
	Manaiky mihitsy	85	55,6	57,4	100,0	
	Total	148	96,7	100,0		
Missing	0	5	3,3			
Total		153	100,0			

CO5: Malalaka amin'ny fanehoan- kevitra ny mambra tsirairay ao amin'ny sampana misy azy.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	2	1,3	1,3	1,3	
	Tsy manaiky	8	5,2	5,4	6,7	
	Manaiky	51	33,3	34,2	40,9	
	Manaiky mihitsy	88	57,5	59,1	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

CO6: Mahazo tari-dalana hatrany ny tsirairay amin'ny asa atao ao am-piangonana

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	3	2,0	2,0	2,0	
	Tsy manaiky	13	8,5	8,8	10,8	
	Manaiky	75	49,0	50,7	61,5	
	Manaiky mihitsy	57	37,3	38,5	100,0	
	Total	148	96,7	100,0		
Missing	0	5	3,3			
Total		153	100,0			

CO7: Manana fotoana hiainoana amin'ireo tanora manana olana manokana eo amin'ny fiainany ireo mpitarika ao amin'ny fiangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	6	3,9	4,0	4,0	
	Tsy manaiky	20	13,1	13,4	17,4	
	Manaiky	57	37,3	38,3	55,7	
	Manaiky mihitsy	66	43,1	44,3	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

CO8: Anaovana filazana manokana hatrany ireo tolotra ho amin'ny asa fanarenana na fanatsarana atao amin'ny fiangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	3	2,0	2,0	2,0	
	Tsy manaiky	4	2,6	2,7	4,7	
	Manaiky	52	34,0	34,7	39,3	
	Manaiky mihitsy	91	59,5	60,7	100,0	
	Total	150	98,0	100,0		
Missing	0	3	2,0			
Total		153	100,0			

CO9: Misy fanazavana sy fanentanana ireo tolotrasa aroso.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	3	2,0	2,0	2,0	
	Tsy manaiky	6	3,9	4,0	6,0	
	Manaiky	64	41,8	43,0	49,0	
	Manaiky mihitsy	76	49,7	51,0	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

CO10: Maneho fankasitrahana hatrany amin'ireo zavatra tsara tontosain'ny mambra iray na sampana iray ny mpitarika fiangonana.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	1	,7	,7	,7	
	Tsy manaiky	5	3,3	3,4	4,1	
	Manaiky	51	33,3	34,5	38,5	
	Manaiky mihitsy	91	59,5	61,5	100,0	
	Total	148	96,7	100,0		
Missing	0	5	3,3			
Total		153	100,0			

FREQUENCIES VARIABLES=LE1 LE2 LE3 LE4 LE5 LE6 LE7 LE8 LE9 LE10
/ORDER=ANALYSIS.

Statistics												
		LE1	LE2	LE3	LE4	LE5	LE6	LE7	LE8	LE9	LE10	
N	Valid	149	149	147	149	147	147	150	151	146	144	
	Missing	4	4	6	4	6	6	3	2	7	9	

LE1: Misy fitsangatsanganam-pirahalahiana ny fiangonana misy anao farafaharatsiny in-droa isan-taona.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	9	5,9	6,0	6,0	
	Tsy manaiky	6	3,9	4,0	10,1	
	Manaiky	60	39,2	40,3	50,3	
	Manaiky mihitsy	74	48,4	49,7	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

LE2: Manofana ny sampana ao amin'ny fiangonanao amin'ny fanaovana drafitrasa ny Loholona						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	7	4,6	4,7	4,7	
	Tsy manaiky	25	16,3	16,8	21,5	
	Manaiky	52	34,0	34,9	56,4	
	Manaiky mihitsy	65	42,5	43,6	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

LE3: Araka ny drafitrasa hatrany ny fiasan'ny fiangonanao isaky ny hetsika atao

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	4	2,6	2,7	2,7	
	Tsy manaiky	18	11,8	12,2	15,0	
	Manaiky	65	42,5	44,2	59,2	
	Manaiky mihitsy	60	39,2	40,8	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

LE4: Ny filohan-tsampana ihany no mandrafitra ny programany ao amin'ny fiangonanao

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	14	9,2	9,4	9,4	
	Tsy manaiky	29	19,0	19,5	28,9	
	Manaiky	63	41,2	42,3	71,1	
	Manaiky mihitsy	43	28,1	28,9	100,0	
	Total	149	97,4	100,0		
Missing	0	4	2,6			
Total		153	100,0			

LE5: Manoro ny fomba fiasa hamitana ny andraikitra ny loholona eo amin'ny fiandohan'ny taona.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	7	4,6	4,8	4,8	
	Tsy manaiky	15	9,8	10,2	15,0	
	Manaiky	54	35,3	36,7	51,7	
	Manaiky mihitsy	71	46,4	48,3	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

LE6: Samy manana ny vondrona sokajy misy azy avokoa ny mambra rehetra ao am-piangonana na vita batia izy na tsia		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	15	9,8	10,2	10,2	
	Tsy manaiky	21	13,7	14,3	24,5	
	Manaiky	55	35,9	37,4	61,9	
	Manaiky mihitsy	56	36,6	38,1	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

LE7: Samy miara-mientana ny isan-tsokajy rehefa misy antso ho amin'ny asa atao		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	4	2,6	2,7	2,7	
	Tsy manaiky	15	9,8	10,0	12,7	
	Manaiky	62	40,5	41,3	54,0	
	Manaiky mihitsy	69	45,1	46,0	100,0	
	Total	150	98,0	100,0		
Missing	0	3	2,0			
Total		153	100,0			

LE8: Mametraka tanjona mazava tsara ho tratrarina ny isan-tsampana.		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	2	1,3	1,3	1,3	
	Tsy manaiky	8	5,2	5,3	6,6	
	Manaiky	60	39,2	39,7	46,4	
	Manaiky mihitsy	81	52,9	53,6	100,0	
	Total	151	98,7	100,0		
Missing	0	2	1,3			
Total		153	100,0			

LE9: Manao fivoriana fanaovana tombana ny isan-tsampana eo antenantenan'ny taona

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	8	5,2	5,5	5,5	
	Tsy manaiky	28	18,3	19,2	24,7	
	Manaiky	67	43,8	45,9	70,5	
	Manaiky mihitsy	43	28,1	29,5	100,0	
	Total	146	95,4	100,0		
Missing	0	7	4,6			
Total		153	100,0			

LE10: Mandray anjara amin'ny famaritana ny tetibolam-piangonana ny tanora.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	30	19,6	20,8	20,8	
	Tsy manaiky	45	29,4	31,3	52,1	
	Manaiky	43	28,1	29,9	81,9	
	Manaiky mihitsy	26	17,0	18,1	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

FREQUENCIES VARIABLES=OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8 OP9
/ORDER=ANALYSIS.

Statistics

		OP1	OP2	OP3	OP4	OP5	OP6	OP7	OP8	OP9	
N	Valid	144	144	146	147	145	144	145	146	135	
	Missing	9	9	7	6	8	9	8	7	18	

OP1: Tokony ho bebe kokoa ny hetsiky ny tanora misy fampiharana teknika.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	6	3,9	4,2	4,2	
	Manaiky	35	22,9	24,3	28,5	
	Manaiky mihitsy	103	67,3	71,5	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

OP2: Be ny fotoana very noho ireo hetsika maro ataon'ny tanora.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	39	25,5	27,1	27,1	
	Tsy manaiky	52	34,0	36,1	63,2	
	Manaiky	27	17,6	18,8	81,9	
	Manaiky mihitsy	26	17,0	18,1	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

OP3: Tokony ho fitadiavana asa no atao be amin'ny programan'ny tanora fa tsy hetsika teknika. .						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	23	15,0	15,8	15,8	
	Tsy manaiky	37	24,2	25,3	41,1	
	Manaiky	53	34,6	36,3	77,4	
	Manaiky mihitsy	33	21,6	22,6	100,0	
	Total	146	95,4	100,0		
Missing	0	7	4,6			
Total		153	100,0			

OP4: Rehefa misy hetsika lehibe ataon'ny tanora vao tokony anao asa fitadiavam-bola ny tanora iray na ny fikambanana. .						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	47	30,7	32,0	32,0	
	Tsy manaiky	56	36,6	38,1	70,1	
	Manaiky	27	17,6	18,4	88,4	
	Manaiky mihitsy	17	11,1	11,6	100,0	
	Total	147	96,1	100,0		
Missing	0	6	3,9			
Total		153	100,0			

OP5: Vitako ny mifandray matetika amin'ny mambra rehetra mba hikatsahana asa misy tambiny.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	45	29,4	31,0	31,0	
	Tsy manaiky	58	37,9	40,0	71,0	
	Manaiky	30	19,6	20,7	91,7	
	Manaiky mihitsy	12	7,8	8,3	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

OP6: Ny fidiram-bola tsy misy no sakana ho ahy tsy ahafahako manohana ny fiangonana.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	26	17,0	18,1	18,1	
	Tsy manaiky	32	20,9	22,2	40,3	
	Manaiky	37	24,2	25,7	66,0	
	Manaiky mihitsy	49	32,0	34,0	100,0	
	Total	144	94,1	100,0		
Missing	0	9	5,9			
Total		153	100,0			

OP7: Ara-drariny raha mandray tambiny amin'ny fiangonana aho amin'ny fampiasana ny talentako.

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	84	54,9	57,9	57,9	
	Tsy manaiky	34	22,2	23,4	81,4	
	Manaiky	18	11,8	12,4	93,8	
	Manaiky mihitsy	9	5,9	6,2	100,0	
	Total	145	94,8	100,0		
Missing	0	8	5,2			
Total		153	100,0			

OP8: Afaka manohana ny fiangonana amin'izay eo am-pelatanako aho.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	2	1,3	1,4	1,4	
	Tsy manaiky	5	3,3	3,4	4,8	
	Manaiky	48	31,4	32,9	37,7	
	Manaiky mihitsy	91	59,5	62,3	100,0	
	Total	146	95,4	100,0		
Missing	0	7	4,6			
Total		153	100,0			

OP9: Maro ny zavatra fantatro ilain'ny olona izay azoko atao tolotra amin'ny tambi-karama ara- drariny.						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Tsy manaiky mihitsy	18	11,8	13,3	13,3	
	Tsy manaiky	29	19,0	21,5	34,8	
	Manaiky	60	39,2	44,4	79,3	
	Manaiky mihitsy	28	18,3	20,7	100,0	
	Total	135	88,2	100,0		
Missing	0	18	11,8			
Total		153	100,0			

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VITA

SPIRITUAL EXPERIENCE

Baptism in SDA Church 1979
First Youth Committeent 1977
First Leadership Experience (Youth Patrol leader) 1977

ACADEMY EXPERIENCES

BA in Theology, Université Adventiste Zurcher 2007
LICENCE es Lettre Histoire, Université de Toamasina 1988
Baccalauréat Lettre A1 1983

PROFESSIONAL EXPERIENCES

Field Administrator (President) .... since 2010
Youth leadership:
        Union Youth, Chaplaincy and AAIM Department 2004-2010
        Conference Youth Chaplaincy Department 2000-2004
        Union Youth Staff member 1997-1999
        Conference Youth Staff member 1996-1999
        District Pastor and Area trainer 1993-1999

PERSONAL DEVELOPMENT

Youth Trainer on Practical Method of Behavior Change (HIV/AIDS).   2005-2010
 Founder Member of Development Agency for Youth Employment 2006-2010

DEVELOPMENT OF THE PERSONAL LIFE LEADERSHIP

The unique experience of conjugal and family life .... since 1988
Development training attendee on income/employment (UNDP) 2006-2007
Family life training attendee (from GC) 1997
Development seminar on strunk land agriculture on urban area 1991
During a youth's informal and productive band life 1978-1988
Competitive Athlete (Judo, 100 yards, Basket-ball) 1972-1983
Grew up in an environment of team training (father's job) 1969-1981

SOME HOBBIES

Playing guitar, drawing, observing the environment and traveling.