AUTHENTIC LEADERSHIP: THE MISSING LINK TO EFFECTIVELY MANAGE AGRICULTURAL CO-OPERATIVES' CHANGES AND TRANSITIONS IN AFRICA

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ABSTRACT

The co-operative organisations play a significant role in Africa's socio-economic development, which has prompted their promotion and development in various countries. Since the structural adjustment programmes in the continent, the agricultural co-operatives have been faced with political, funding and organisation changes. These changes requires management through appropriate leadership approaches. This paper's objective was to theoretically analyse the impact of authentic leadership on change management in agricultural co-operatives, since the introduction of the structural adjustment programme by World Bank and International Monetary Fund. With the help of literature-review, the author has established that authentic leadership has positive effect on the change agent's views and abilities to undertake transitional strategies, confidently, hopefully, optimistically, and resiliently; which eventually lead to effective and successful change management. This paper may help co-operative promoters, followers and leaders understand that authenticity is the missing link in the leadership of the agricultural co-operatives in African context. Future empirical study may be conducted to authenticate the proposed conceptual framework, particularly among the agricultural co-operatives in Africa.

Key words: Authentic Leadership, Change And Transition Management, Agricultural Co-Operatives, Structural Adjustment Programmes, Africa

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1.0 Introduction and background information

1.1 Introduction

The co-operative societies are acknowledged across Africa as key development strategies, thus their promotion. Agricultural co-operatives are playing in an important role in such specific areas as filling input and output market gaps (Royer, 2014). They contribute significantly to rural economic development (Dondo, 2012; Bello, 2010) whilst building social capital (Richards & Reed, 2015; Poole & Donovan, 2014). In many African countries, co-operatives, being regulated by stakeholder principle, belong to the social economy, characterised by production of goods, services and knowledge; while pursuing both economic and social aims and fostering solidarity. Co-operatives seek to primarily create both economic, social and societal benefits; rather than maximising profits. They share common values of democratic control, voluntary participation, flexibility, self-reliance, self-help, solidarity, and community ownership (Schwettmann, 2014). In fact, seven percent of Africa's people, including children and the aged, are co-operative members (Develtere, Pollet & Wanyama, 2008).

Co-operatives in Africa do provide essential services to a large portion of the population, primarily the self-employed in rural areas and the urban informal economy. Further, the co-operatives have exhibited extraordinary resilience, despite recurring changes in policies and legislation, fluctuating donor viewpoints and inclinations, enormous external meddling and unsuitable interventions; and severe turmoil created by conflicts, civil strives, natural disasters and climate change, and dictatorial regimes, nepotisms and corruption (Schwettmann, 2014). The impact of co-operatives on the continent cannot be overemphasised.

1.2 Co-operatives development in Africa

The promotion of Africa's co-operative movement has undergone various phases of development. The colonial era to early 1960s as colonial tools, post-colonial era in the 1960s to the mid-1990s characterised by stringent government control and monopolies, and liberalisation era from mid 1990s (Wanyama, Develtere & Pollet, 2009; Develtere, 2008). The significant change for co-operative movement was the introduction of structural adjustment programme (SAPs) in 1990s – for the political and economic liberalisation – by World Bank and International Monetary Fund.

The SAPs pointed out the requirement for the inefficient and the habitually corrupt co-operative organisations and connected supervisory and support bodies, to undergo structural

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reforms. Secondly, SAPs unvaryingly presented neoliberal economic policies which demanded the withdrawal of monopolies, privileges and subsidies. Thirdly, the wave of multipartyism that demanded free democratic elections that would be replicated to co-operative organisations. Finally, the disappointed and frustrated development partners had almost completely abandoned co-operative development as a target and instruments of their aid policies, and directed efforts to the promotion of individual-owned small enterprises (Schwettmann, 2014; Wanyama, 2013). In summary, the changes in co-operative landscape since the introduction of SAPs can be categorised as political, funding and organisational changes.

According to Schwettmann (2014), the three categories of changes in Africa's co-operative movement are as a result of: minimally reduced role of state in relation to co-operative development; demand for optimally sized co-operative - big enough to reach the economic break-even point, and small enough to allow individual members to meaningfully participate; rapid urbanisation and mushrooming informal enterprises such as middlemen; increasing fragility and national crises to cope with; coping with manifestation of new forms of co-operatives.

1.3 Effect of changes in Africa's co-operative movement

Before economic and political liberalisation, agricultural marketing co-operatives formed the largest category of the Africa's co-operative movement, a position that has since been taken by the Savings and Credit Co-operatives (Schwettmann, 2011). What happened? Since the African countries went through SAPs and democratisation from early 1990s, the co-operatives' environment has been turbulent and competitive – leading to more heterogeneous and less structured co-operatives; where the formal co-operatives co-exist with informal self-help groups, and cannot count on state support because they are free from state control.

Due to election cycles that came with political democratisation, changes in the co-operative landscape was inevitable (Schwettmann, 2014). The political change have impacted co-operatives development in Africa in many ways. For instance, the elected leaders may not have the strategy for development of co-operatives, or cause conflicts in the co-operatives. Secondly, the elected leaders may have limited resources for projects - for instance, agricultural projects in their areas of jurisdiction – that would promote co-operatives efforts. Thirdly, the deployed government officers, rules and processes may be inflexible and cumbersome in comparison to requirements of the co-operatives development in the current competitive

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environment. Finally, because of democracy, there are high level requirements for transparency and accountability on part of co-operatives to various stakeholders including.

With the removal of state support and state control, the abolition of monopolies and other privileges, democratic reforms and the withdrawal of external assistance; agricultural co-operatives in Africa have faced triple crises. According to Schwettmann (ibid), these crises are: identity crisis, where especially agricultural co-operatives exist by name only, and not by nature; environmental crisis, where the legal, institutional and administrative context was preventing, are not supporting, needing the advent of genuine, self-managed co-operatives; and, management crisis, where the existing agricultural co-operatives are unable to survive without subsidies, state protection and government control.

Internally, therefore, the agricultural co-operatives are largely characterised by free-rider, horizon, portfolio, and control problems; and need to be transformed to "new generational co-operatives" (Ortmann & King, 2007). There is inadequate information and assistance related to addressing change and sustaining co-operative efforts, and as such co-operatives are characterised by uncertainty, instability, and disjointed efforts. In this regard, leaders in the agricultural co-operatives are challenged more than ever to have and effectively apply extensive range of both internal and external skills, competencies, and capacities in their daily roles. From membership and internal management and budget oversight, resource mobilisation and partnerships management, production and collective marketing and processing, to name a few. Therefore, in today's co-operatives' leaderships, "leaders require a mix of business skills, political acumen and management competence as well as vision and conviction" (Schwettmann, 2011), because their roles are diverse and demanding.

As if mastering these skills and leadership capabilities are not enough of a challenge, today's co-operative leaders are additionally faced with leading respective co-operatives amid ever-changing political and regulatory frameworks, marketing structures and financial streams, organisational and membership structures, and partners environment. Whether change involves establishing a relationship with new development partner or government officials, re-organizing or integrating programme areas, shifting gears with a new grant opportunity or sustaining efforts when there is a gap in funding, co-operative leaders today are juggling the responsibility of leading co-operative changes on one hand, while having to manage internal and external change on the other.

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To be effective, therefore, these leaders need confidence, hope, optimism, and resilience to effectively and successful manage changes and transitions in the respective co-operatives and co-operative movements; which have been eminent since the introduction of SAPs in Africa.

1.4 Chapter conclusion

This conceptual paper puts into perspective, the impact of authentic leadership on change management, specifically in agricultural co-operatives since the introduction of SAPs in Africa. The question is, is the authentic leadership approach appropriate to manage the emerging changes in co-operative movement in Africa?

Therefore, this paper bridges the gap in information and awareness on the change management in co-operative movement that need to be understood by every followers and promoters to elect and support leaders who can manage change, while enforcing corporate governance. Moreover, this study may help in providing information to researchers who may wish to further their research on this topic or scholars who may require information on the authentic leadership in Africa's co-operatives. Thus, the paper reviews various literature and makes a relational conceptual framework and conclusion on authentic leadership and change management.

2.0 Authentic leadership and change and transition management

2.1 Understanding and managing change and transition

2.1.1 Definition of change

Change has been viewed differently by different authors. According to Oreg, By and Michel (2013), change is any adjustment or alteration in an organisation that has the potential to influence the organisation's stakeholders' physical and psychological experience. Dawson (2003) views change, as an opportunity to make or become different through new ways of organising and working. Generally, change is the shift in the external situation.

Change can be evolutionary – planned, proactive, intentional, deliberate, anticipatory –or revolutionary – unplanned, reactive, unintentional, random, emerging - (Benn, et. al., 2014; Yang, Zhou, & Yu, 2009; George & Jones, 2007; Walker et al., 2007; Petersen, et al., 2004). The majority of available resources provide detailed information and frameworks about how to manage and lead evolutionary (planned) change. Evolutionary change in agricultural co-operatives may include scenarios such as implementing a new strategic-business plan,

restructuring an organisation to facilitate membership mobilisation and education, or launching a new agricultural production method. While leading evolutionary change is not without challenges, there are many well-established systematic approaches that co-operative leaders can draw on, to assist with this type of change. However, there are also situations in which co-operative leaders are confronted with revolutionary (unplanned or unexpected) change. While evolutionary change typically has an expected result of leading to some type of improvement, unplanned change can be chaotic and lead to unknown results - positive or negative situations or direction.

Whether organisational change is evolutionary or revolutionary, it is happens to people, whether they agree with it or not. Moreover, regardless of the change scenario, there is a transition period that people go through before moving into either the expected improvement or new (positive or negative) situation (Bridges & Bridges, 2009). Change may occur quickly, but transition occurs more slowly. Thus, change should be understood from a 'changing organisation' perspective, which places multiple, simultaneous adaptive demands upon individuals (leaders and followers) from many forces within the organisation, which in themselves may be planned or possibly unplanned (Caldwell, 2013). To labour and capitalise on the impact of change, organisations must therefore not just manage change but provide the leadership to transition through change.

2.1.2 Stages of change and the transition model

In organisations, significant change can cause the same type of response that one experiences in the grieving process. These responses may include shock, defensive retreat (i.e., defying change), acknowledgement, and finally acceptance and adaptation (Luecke, 2003). It is notable that, these responses to change are progressively linear, and people's response are at different rates.

Strategies these responses to change are significant. Bridges and Bridges (2009), through "Three-Stage Transition Model", suggest strategies for helping people transition through each stages of change. The first stage of change, is the "ending, losing, and letting go" stage. The duo argues that, this is the stage in which one enters once he/she is presented with change. The stage is usually characterised by emotional disturbance and resistance, since people have to let go or give up something that they are comfortable with or that is routine. Moreover, some people may get stuck in this stage for some time, and may even exhibit active resistance all through the change process if their feelings about the condition are not accepted. The transition strategies

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under this stage are to listen and communicate. If people are initially resistant to change in stage one, it is important to understand their emotions and allow them time to let go. One should therefore listen intently, communicate openly, and assure people that they will have the support they need to work in the new situation. Given that people often fear what they do not understand, the leader should educate the followers about the positive aspects of the change and communicate how their knowledge and skills are going to be an essential part of it.

The second stage of change, is the neutral stage. The scholars argue that people that are affected by the change are often confused and uncertain during this stage. In fact, at this stage, people may experience a higher workload as they work to get used to new systems and new ways of working. This is the bridge phase between the old and the new, which will result in mixed emotions. While this can be an extremely trying time, it can also be a time of great creativity, innovation, and renewal. The transition strategy at this stage, is support and guide. They state that, because of the higher workload and possible new processes, people may feel unproductive during this time and feel as though progress is not being made. To move through this stage, it is important to provide solid direction, frequent feedback, and short-term goals for a few quick wins. It may also be important to deprioritize some work or provide extra assistance to staff to help manage the increased workload.

The third stage of change is, the "new beginning" – the last transition stage of acceptance and new energy. Here, they say, people have started to embrace the change initiative because they have begun to build skills to work in a new way and they are starting to see some wins from their efforts. Most importantly, at this stage, people experience a new commitment to the group or role. The transition strategy here is to celebrate and commit. The scholars expound that, being able to sustain the renewed commitment during this phase is essential. The leader should take time to celebrate the change that everyone has gone through, and reward groups for their hard work. It is also important for a leader to remember that, not everyone will reach this stage at the same time, and that there is the possibility that people will slip back in stages if he/she does not continue to embrace the change and provide support.

It is worthwhile to note that, the transition model is relatively outlined to manage internal transition. However, the concepts and strategies of each stage can also be applied to the work that leaders do in leading and managing change with external partners. According to Kania and Kramer (2011), creating and managing effective multisector collaboration requires a dedicated organisation and staff with very specific skills to serve as the backbone of these types of efforts.

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2.1.3 Transitioning through changes

Transition strategies for successful political, organisational and funding changes are applicable in both public and private organisations including co-operatives.

2.1.3.1 Transition through political changes.

In order to protect, advance, and sustain co-operative performance in the face of local political changes, leaders must develop competence to facilitate, negotiate, and collaborate through these changes and sometimes volatile political environments by: communicating and telling your co-operative success story; talking about the co-operative in a new way without political undertone; "buffer" the co-operative members from politicians; diagnose the internal and external political landscape (values, loyalties, losses at risk and hidden risks), by thinking politically in terms of stake in the adaptive challenge at hand, desired outcomes, level of engagement, and degree of power and influence (Heifetz, et. al., 2009); learning to better understand the position of partners and mutual interests (Lientz & Rea, 2004); and prioritise stakeholder management by using the power/interest grid to manage closely (high power and high interest), keep satisfied (high power and less interest), keep informed (lower power and high interest), and monitor (lower power and less interest).

2.1.3.2 Transition through funding changes.

Given the capacity issues that many co-operatives face, it is understandable that they may not elevate the importance of the funding issue until the situation becomes serious. Leaders should therefore take a more proactive stance regarding funding in co-operatives, by engaging the following strategies: understanding and leveraging resources; incorporating elements of sustainability; and create resource development and sustainability plan.

2.1.3.3 Transition through organisational changes.

Change that is typically used to improve organisational performance in some capacity may involve targeting one or more of four categories (Thompson, 2010): a) structural change, which involves reconfiguring areas to achieve greater overall performance (e.g. restructuring sub-committees to facilitate collaborations and communication between co-operative organs); b) cost-cutting or saving factors, which may include identifying and eliminating nonessential activities or more critically, identifying areas where resources may be leveraged (e.g. hiring of

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produce transportation services that owning a truck for short distances); c) process change, which focuses on improving or making functions more effective and reliable (e.g. installation of system to reduce number of office employees and improve services); and, d) cultural change, which focuses on the "human" side of the organisation (e.g. regular direct extension services for farmers). All of these change scenarios can exhibit new opportunities, and also potential challenges for co-operative leaders.

In organisational change, the transition strategies may include: using and adapting change models to guide organisational changes, transitioning from planning to implementing change, and using change management competencies.

Once the co-operative leader, the change agent, has determined that some type of change is needed or desired, there are several well-established models that can be used to guide the planning and implementation of the change effort. This study paper identifies the common steps of six widely cited change models of Judson's Five-step Change Model (1991), Kanter et al.'s Ten Commandments for Executing Change (1992), Kotter's Eight Stage Processes for Successful Organisational Transformation (1995), Galpin's Nine Wedges Change Model (1996), Armenakis et al.'s Change Readiness Model (1999), and Luecke's Seven Steps (2003); as illustrated in the Table 1 below:

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Table 1: Comparison of Six Change Models

No.	Judson's (1991) Five-step Change Model	Kanter et al.'s (1992) Ten Commandments for Executing Change	Kotter's (1995) Eight Stage Processes for Successful Organisational Transformation	Galpin's (1996) Nine Wedges Change Model	Armenakis et al.'s (1999) Change Readiness Model	Luecke's (2003) Seven Steps
1	(1) Analyse the change	(1) Analyse the organisation and its need for change		(3) Diagnosing and analyzing the current situation		(1) Mobilise energy and commitment through join identification of business problems and solutions
2	(1) Plan the change	(7) Craft an implementation plan		(4) Generating recommendations (5) detailing the recommendations		
3	(2) Communicating the change	(9) Communicate, involve people and be honest	(4) Communicating the vision through numerous communication channels		(1) Persuasive communication (e.g., speeches by change agents and articles in employee newsletters)	

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No.	Judson's (1991) Five-step Change Model	Kanter et al.'s (1992) Ten Commandments for Executing Change	Kotter's (1995) Eight Stage Processes for Successful Organisational Transformation	Galpin's (1996) Nine Wedges Change Model	Armenakis et al.'s (1999) Change Readiness Model	Luecke's (2003) Seven Steps
4	(3) Gaining acceptance of new behaviour (4) Changing from the status quo to a desired state	(8) Develop enabling structures	(5) Empowering others to act on the vision by changing structures, systems, policies, and procedures in ways that will facilitate implementation	(8) rolling out the recommendations	(3) Human resource management practices (e.g., selection, performance appraisal, compensation, and training and development programs) (7) Formal activities that demonstrate support for change initiatives (e.g., new organisational structures and revised job descriptions)	
5			(6) Planning for and creating short-term wins by publicising success, thereby building momentum for continued change		(4) Symbolic activities (e.g., rites and ceremonies)	(4) Focus on short term results, not on activities
6	(5) Consolidate and institutionalise the new state	(10) Reinforce and institutional change	(8) Institutionalising the new approaches by publicising the connection between the change effort and organisational success	(9) measuring, reinforcing, and refining the change		(6) Institutionalize success through formal policies, systems and structures

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No.	Judson's (1991) Five-step Change Model	Kanter et al.'s (1992) Ten Commandments for Executing Change	Kotter's (1995) Eight Stage Processes for Successful Organisational Transformation	Galpin's (1996) Nine Wedges Change Model	Armenakis et al.'s (1999) Change Readiness Model	Luecke's (2003) Seven Steps
7		(2) Create a shared vision and a common direction	(3) Creating a vision to accomplish the desired end-result	(2) Developing and disseminating a vision of a planned change		(2) Develop a shared vision of how to organize and manage for competiveness
8		(4) Create a sense of urgency	(1) Establishing a sense of urgency by relating external environmental realities to real and potential crises and opportunities facing an organisation	(1) Establishing the need to change		
9		(5) Support a strong leader role (6) line up political sponsorship	(2) Forming a powerful coalition of individuals who embrace the need for change and who can rally others to support the effort		(2) Active participation by those affected (e.g., vicarious learning, enactive mastery, and participative decision making)	(3) Identify the leadership
10			(7) Consolidating improvements and changing other structures, systems, procedures, and policies that are not consistent with the vision		(5) Diffusion practices (e.g., best practice programs and transition teams)	(5) Start change at the periphery, then let it spread to other units without pushing it from the top
11		(3) Separate from the past				

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No.	Judson's (1991) Five-step Change Model	Kanter et al.'s (1992) Ten Commandments for Executing Change	Kotter's (1995) Eight Stage Processes for Successful Organisational Transformation	Galpin's (1996) Nine Wedges Change Model	Armenakis et al.'s (1999) Change Readiness Model	Luecke's (2003) Seven Steps
12				(6) Pilot testing the recommendations		
13				(7) Preparing the recommendations for rollout		
14					(6) Management of internal and external information	(7) Monitor and adjust strategies in response to problems in the change process.

Key

	Common stages
	Uncommon stages

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As illustrated across these models, the essential components of change management include the following: understanding the need for change; establish the sense of urgency; encourage people to join a guiding coalition to lead the change; develop a vision and common goals; plan the change; communicate the change; empower others to act on change; create short term wins; reinforce and refine change; and, consolidate gains and produce more changes.

However, it is important to note that while these models are well established, organisations may struggle to effectively implement change and transition efforts (due to short-cutting steps or neglecting processes), and may fall short of achieving the desired outcome. Kotter (2011) notes that, even though successful change efforts adhere closely to the steps and processes outlined in these models, they are still messy and full of surprises. Therefore, the critical factor for being able to implement the changes effectively is leadership.

People desire success of the change. But, the organisational members should be positively ready and willing for change (Herron & Hicks, 2008; Jones, Jimmieson & Griffiths, 2005). A significant role in creating readiness for change is played by the leadership – process of influencing others to achieve a common goal. These leadership roles tend to cascade down the hierarchy of an organization. They include the roles of Sponsor, Implementer (or Target), Agent and Advocate (O'Neil, 2000; Conner, 1993).

The leadership should therefore endeavour to undertake transition activities from planning to implement change (Walker et al., 2007). This is possible when the leadership effectively and honestly communicate the change that will be implemented for successful adoption (Walker et al., 2007; Fernandez & Rainey, 2006). According to Saunders (1999), this can be done by: specifying the nature of change; explaining the reasons for change and its scope; develop graphic presentation of change so that the people can understand it better and hold in their heads; explain the criteria for success and how it will be measured; repeat, repeat and repeat the purpose of change and planned actions; use diverse communication strategies to communicate change; and make the communication a two-way proposition.

In this regard, the leadership should nurture change management competencies. According to Luecke (2003), change management competencies include: becoming a change agent and embrace change; enlisting support from key people; address resistance to change; providing meaningful "anchors"; recruiting staff with change management mentality; and, using change management strategies to lead the organisation to an innovative and successful future.

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2.1.4 Leading through transition

Today, as co-operative leaders work to manage the many forces of change coming at them in their co-operatives' environment, many of which are out of their control like globalisation, they are also charged with leading change at the co-operative level. To manage these challenges and lead change effectively, co-operative leaders must become more adept at recognizing change, more aware of the issues that come with creating change, and more proactive in providing the leadership necessary to transition through these change periods.

One of the most important initial steps that a co-operative leader must take, is to develop and nurture abilities to recognize critical change situations as they present themselves. According to Riordan (2008), a leader's ability to navigate transition points occurs on three levels: a) staying ahead, when recognising transition points and navigating those changes in advance. This enables them to maintain a high level of performance and lead others effectively through these transition points; b) keeping up, when recognising transition points, as the change is happening; such that even with slight adjustments and dips in performance, they are able to respond on time; and, c) falling behind, when being unprepared and thus failure to recognise critical change or transition points and therefore, not responding appropriately. The scholar argue that, although some leaders in this role are shifted out of their position, generally, the organisational structure and leadership is not able to keep up with the change in landscape. Hence, this affects the ability of the organisation to move forward effectively. If the situation continues for a period of time, it may result in significant damage to partnerships and commitment to the overall effort.

Irrespective of the level of response to change, leaders are advised to determine how to tackle these issues in order to move forward the co-operative objectives. According to Stevens (2008), practical strategies to help leaders transition through change more effectively are: a) communicate, communicate, then communicate even more honestly; b) encourage agility by making processes and procedures temporary or trial-based; c) match your actions to the current state of transition; d) deal with emotion consistent with transition; e) make time for discussions; f) mark major change and celebrate milestones; and, g) find right and meaningful metaphor such as encouraging followers to feel that they are "on a proud ship making a final voyage" that thinking that they are "on sinking ship".

In essence, a leader in transition phase, even in co-operatives, should balance between leadership – "doing the right thing" – and management – "doing things right" (Bennis, 1989). Though they have differing multifaceted skills, Kotter (1996) illustrates that, balancing

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leadership and management is critical for successfully achievement of a change or transformation initiative. While short-term results are feasible with either effective leadership or management, long-term transformational success cannot happen without a combining the both concepts. This is because, any change programme needs: thoughtful design; careful recruitment and development of personnel; and close integration between the change agent team and the organisational areas, targeted for change (Arrata, et. al., 2007). With such change processes, there may be cases of dwindling confidence or self-efficacy, hope, optimism and resilience among the stakeholders; which are required for successful change management. Thus, the necessity of learning and practicing authentic leadership.

2.2 Authentic leadership

On the preceding accounts, authentic leadership is a leadership style worth analysing in relation to effective and successful change management in agricultural co-operatives since the introduction of SAPs in Africa since 1990s.

2.2.1 Definition of authentic leadership

According to Avolio and Gardner (2005), authentic leadership concept is the root construct that serves as the base for all form of positive leadership. This is a build-up of Luthans and Avolio's (2003) view that authentic leadership is a "root construct" that "could incorporate charismatic, transformational, integrity and/or ethical leadership" (p.4). But, they also argue that these constructs are distinct from each other.

In the above light, Walumbwa, et. al. (2008), views authentic leadership as an ethical, genuine and transparent form of leadership approach which is identified as a positive development in organisational research. Thus, the scholars defines authentic leadership as "a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development" (ibid, p. 94).

2.2.2 Factors that define authentic leadership

Authentic leadership comprises of four components i.e., self-awareness, balanced processing, relational transparency, and an internalized moral perspective (Walumbwa, et. al., 2008).

In self-awareness, leaders understand their own values, weaknesses and strengths and impact on other leaders and followers (Gill & Caza, 2015; Ilies, et. al., 2005). The factor refer to an element in a leader which reveals how they view themselves based on their perception about

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the world (Kernis, 2003). It can be assumed that the way leaders will lead change in their co-operative organisation is dependent on the perception they have about the world.

In relational transparency, leaders expresses their genuine selves to others and responsively share information (Gill & Caza, 2015; Gardner, et. al., 2005). It refers to how a leader relate to those around them. This creates an element of trust between the leader and their followers (Walumbwa, et. al., 2008). Because followers are the ones who experience the leader's authenticity during the change process, trust is a critical factor between them. Leaders need to be open and honest.

In balanced processing, leaders objectively analyse all relevant information before any decision-making (Walumbwa, et. al., 2008). In spite the fact that leaders may consider others' ideas objectively, their decision are not based on what other think or expect of them (Diddams & Chang, 2012), nor any form of pressure (Gardner & Avolio, 2005).

In internalised moral perspective, leaders conduct is guided by internal morals and align their behaviour with these values (Gill & Caza, 2015; Walumbwa, et. al., 2008). This refers to a leader's form of self-regulation, which is built on their values. One's behaviour is regulated by one's internal moral standards (Diddams & Chang, 2012). To sum up, the base of these four components of authentic leadership is authenticity – the self-awareness and presentation of one true self by expressing what an individual genuinely think and believes (Caza, et. al., 2010; Kernis, 2003; Harter, 2002).

In essence, authentic leaders "don't fake their leadership; they don't lead for status, honour, or other personal rewards; they are not copied but are original and they are leaders whose actions are based on values and convictions" (Shamir & Eilam, 2005). They are "individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character" (Avolio, Luthans, & Walumbwa, 2004, p. 4). Authentic leaders "act in accordance with deep personal values and convictions, to build credibility and win the respect and trust of followers" (Avolio, et. al., 2004, p. 806). The authentic leaders, perfect positive attributes such as confidence, hope, optimism, and resiliency. This makes them to judge equivocal ethical issues, observing them from different viewpoints, and aligning choices with their own moral values.

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However, "being authentic does not mean being perfect; rather, it means owning and accepting oneself with whatever talents and whatever limitations and imperfections one has. It also means being 'up-front' in one's relationships, being present to the other person, being there in the now of the moment" (Starratt, 2011, p. 91). George (2003), argue that authentic leaders are unselfish but motivated for the welfare of their followers, colleagues and organisations; have moral values and ethics upon which when they do mistakes, they accept their mistakes as to avoid such mistakes in the future.

2.2.3 Impact of authentic leadership on change management

Authentic leaders exhibit post-conventional views. They have high sense of personal identity, tolerant towards self and others (Vincent, et. al., 2015), appearing awareness of inner conflicts (Vincent, et. al., 2015; Divecha & Brown, 2013) and paradoxes, values relationships over achievements (Vincent, et. al., 2015), interested in unique expressions of self and others (Divecha & Brown, 2013), communicates well with people who have other action logics (Rooke & Torbert, 2005), feedback is considered necessary for self-knowledge (Cook-Greuter, 2004).

Thus, in managing change effectively and successfully, authentic leaders have the following tasks: First, they target followers' confidence (self-efficacy). Confident followers will work well under pressure or stress in accepting and implementing change. Further, personal confidence helps authentic leaders to know themselves and restrict themselves to their firm beliefs about the change they are undertaking (Luthans & Avolio, 2003). Authentic leaders will help others to recognize their capabilities during the change for acceptance and adoption of the same.

Secondly, authentic leaders create hope among their followers or colleagues. This can help the latter to set their objectives and make decisions on how to realise them, thus motivating themselves to achieve them. According to Synder (2000), hope is comprised of the agency (the will) and the pathways (the ways). During change process, some people may be well aware of their path or even multiple paths to their objectives but they lack the willpower to reach over there. According to Luthans (2002) work, it can be concluded be asserted that a more hopeful change agent will have effectively manage organisational change.

The third task that an authentic leader is raising the optimism. During the change process, the change agents need to exercise their positive emotional states, such as happiness, pride, satisfaction, and enthusiasm – a character of authenticity (Gardner, John & Shermerhorn, 2004) to be effective in managing the change.

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Fourthly, the authentic leader is tasked with strengthening resilience. Sometimes, there may be negative reaction to change, such that the change agents may have difficulties to withstand or recover quickly from such situation. If they have developed authenticity, they are able to emerge even more strongly and with more committed passion rather with un-defeatable passion. According to the McGregor (2005), positive expectations make a significant difference for individual performance, when they are leading change. High expectations equals high performance. In other words, your expectation will enhance your performance. The person with high expectation will outperform the person with low expectations (Gardner, John & Schermerhorn, 2004).

Moreover, having the post-conventional views, the authentic leaders: First, they are able to think systemically (Boiral, et. al., 2009; Baron & Cayer, 2011; Brown, 2012; Schein, 2015). Systems thinking indicates that one is aware of the interconnectedness between and interdependence of systems (Schein, 2015) in your thinking, experiencing and actions. It also comprises of seeing the 'bigger picture' and recognizing that you are part of a system, which influences you as well as you influence it (Anderson & Johnson, 1997). Secondly, they are tolerant towards indecision (Vincent, et. al., 2015). Through relational transparency, the authentic leaders as change agents question and subsequently challenge accepted assumptions and also reframe issues. Thirdly, they are carriers of a long-term vision (Baron & Cayer, 2011; Lynam, 2012; Schein, 2015) and with an open-mind, thinking liberally (Schein, 2015; Vincent, 2014), thus being able to institutionalise change.

In conclusion, authentic leader, while displaying post-conventional views, is more effective and successful in accomplishing organisational change (see Brown, 2012; Boiral, et. al., 2009). This is because, the authentic leader will: through internalised moral perspective exhibit broader stages of consciousness for wider ranges of response (Boiral, et. al., 2009); through balanced processing deal with complexities, integrate different viewpoints, come up with an integrated vision and promote transformational organisational change (ibid); and, through self-awareness think more deliberately, collaborate more, seek feedback, tend to be better at conflict resolution and actively seek to develop their followers (Brown, 2012). Therefore, authentic leadership has a positive influence on change management, to greater extent on the views and abilities of the authentic leader.

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2.3 Relationship between authentic leadership and change management

Authentic leadership contributes to effective and successful change management. The model in Figure 1 shows that, authentic leadership hinges on – self-awareness, balanced process, relational transparency and internalised moral perspective (Walumbwa, et. al., 2008) – such that, authentic leader or follower need to exhibit confidence, resilience, hope and optimism (Gardner et al., 2005; Avolio, et. al, 2004; May, et. al., 2003; Luthans & Avolio, 2003; George, 2003) in themselves and other stakeholders. These enhances the change agents' ability to stay ahead, keep up and avoid falling behind (Riordan, 2008) the essential change strategies during change management process.
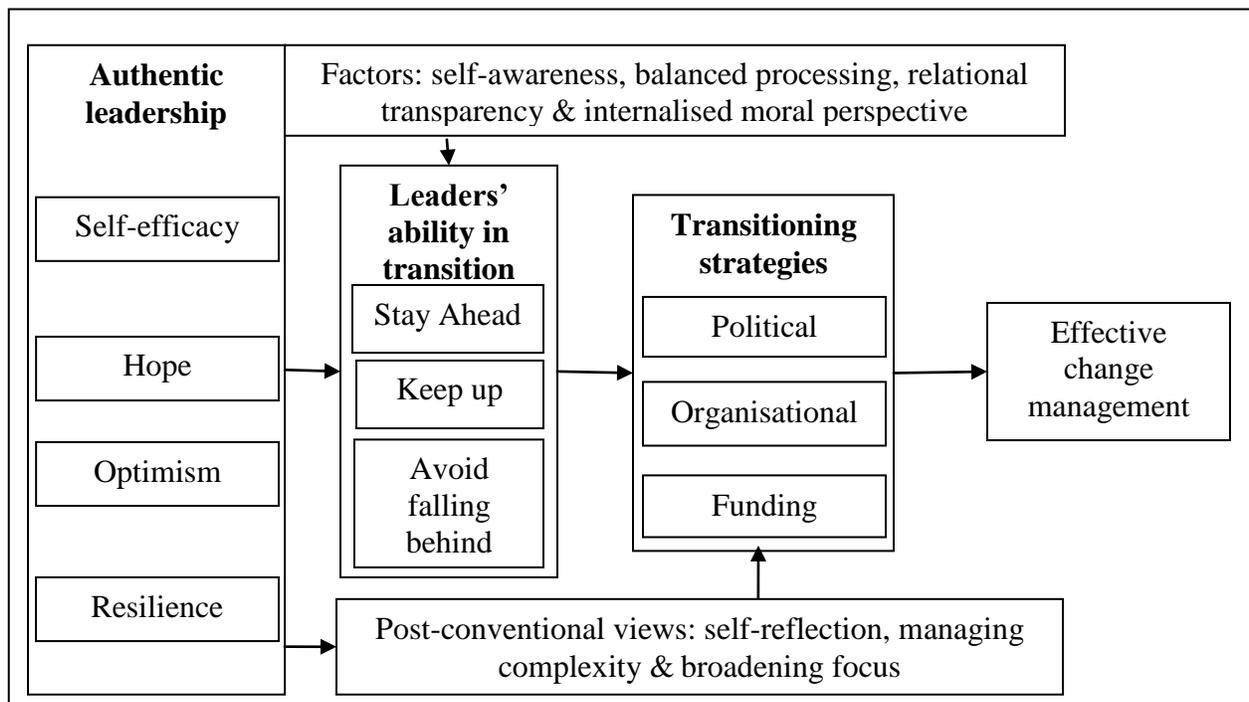
Figure 1: Conceptual framework
Source: Author

Further, the model show that effective change management comes by implementation of key political, organisational and funding strategies during transition. Implementation of such strategies hinges on the change agent's views and abilities to do so. The appropriate change agent's views (post-conventional) and abilities, are rooted in authentic leadership constructs. The views include: self-reflection (self-awareness including awareness of inner conflicts and capacity to reconcile or integrate them); managing complexity (Capacity to think in longer time frames, challenge and reframe tolerate ambiguity, and enhance systems consciousness); and, broadening

focus (awareness of conflicting viewpoints, capacity to understand, interact or communicate with people holding conflicting viewpoints, open mindedness, liberal thinking, openness to feedback or suggestions and ideas of others, capacity to handle or resolve conflicts, and increasingly integrative focus on sustainability). This model need to be empirically investigated to determine the influence of authentic leadership on effective change management, particularly among the agricultural co-operatives in Africa.

3.0 Conclusion and future research

This study establishes that co-operatives have been key development strategy for African countries, leading to their massive promotion across nations, especially for the enhancement of agricultural sector since colonial era. But with the introduction of SAPs in 1990s, the agricultural co-operatives have been overtaken by the savings and credit co-operatives. The changes brought about by SAPs to affect agricultural co-operatives can be categorised as political, funding and organisational changes. Given the sudden introduction of SAPs, co-operatives and co-operative movements on the continent were disorganised, and to date the SAPs' 'tremor' is still felt across many agricultural co-operatives in Africa, as many of them have collapsed or are dormant. Leadership of this co-operatives have come under research, but not to the extent of examining co-operative leadership approaches and current deteriorating status of agricultural co-operatives in Africa since introduction of SAPs. It is on this basis, that this conceptual study paper was authored. The paper established that, authentic leadership constructs have a positive impact on the change agent's views and ability, to implement change strategies for effective and successful change management. Authentic leadership for the effective change management can be achieved, since it can be accessed by leaders as change agents, to mobilise, develop and educate stakeholders before, during and after the changes and transitions in co-operative organisations.

However, future empirical research is needed in this connection, to examine the authenticity of co-operative leaders who may act as change agents. The status of agricultural co-operatives across Africa's nations (such as activeness, dormancy or collapsed) should be explored further to check the significance of authentic leadership influence on effective and successful change management in co-operatives since 1990s. Further, the empirical research should be explored and tested in comparison with other forms of co-operatives' activeness including financial, housing, and service-based co-operatives.

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