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THE POWER OF TRANSFORMATIONAL LEADERSHIP IN REBUILDING THE SOCIETY REFLECTED ON ORWELL'S ANIMAL FARM

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ABSTRACT

Leadership is a unique ability that only a few people have. It can influence and motivate people to reach the organizational goal. Leadership style is precious to be applied to any ruler. Therefore, this article aims explicitly to elaborate how transformational leadership, possessed by Snowball as the Main Character, rebuilt the animal society on a farm owned by Mr. Jones. In examining this case above, the researcher applies the Animal Farm novel as the research data source. The methodology applied in this research is a descriptive qualitative method that used the technique of data collection, the technique of data analysis, and the technique of data validation. Furthermore, in analyzing the case, the writer elaborates it with transformational leadership theory elaborated by Charis (2020) and one of the literary theories elaborated by Abrams in Teeuw (1984) as guidance to analyze the Character portrayed in work. The results show that transformational leadership successfully rebuilt society, particularly in educating society and in triggering society to operate the machine for them.

Keywords: Literature; Animal Farm Novel; Leadership; Transformational Leadership Style; Snowball

ABSTRAK

Kepemimpinan merupakan suatu kemampuan khusus yang hanya dimiliki segelintir orang dalam mempengaruhi dan memotivasi rekan kerja untuk mencapai sebuah tujuan organisasi. Gaya kepemimpinan sangat bernilai penting untuk diterapkan oleh setiap penguasa/pemimpin. Oleh karena itu, artikel ini secara khusus bertujuan untuk menguraikan bagaimana kepemimpinan transformasional, yang dimiliki oleh Snowball sebagai karakter utama, membangun kembali masyarakatnya di sebuah Peternakan yang dulunya dimiliki oleh Mr. Jones. Dalam mengkaji kasus di atas, peneliti menggunakan novel Animal Farm sebagai sumber data penelitian. Metodologi yang digunakan dalam artikel ini adalah metode kualitatif deskriptif yang menggunakan teknik pengumpulan data, teknik analisis data, dan teknik validasi data. Selanjutnya dalam menganalisis kasus tersebut penulis menguraikannya dengan teori kepemimpinan transformasi digagas oleh Charis (2020) dan salah satu teori sastra yang dielaborasi oleh Abrams pada Teeuw (1984) sebagai pedoman untuk menganalisis karakter yang digambarkan dalam karya tersebut. Hasil dari kasus-kasus tersebut menunjukkan bahwa kepemimpinan transformasional sangatlah berhasil dalam membangun kembali masyarakat, khususnya dalam mendidik masyarakat dan mendorong masyarakat untuk mengoperasikan mesin untuk kehidupan mereka sendiri.

Kata Kunci: Kesastraan; Novel Animal Farm; Kepemimpinan; Gaya Kepemimpinan; Snowball

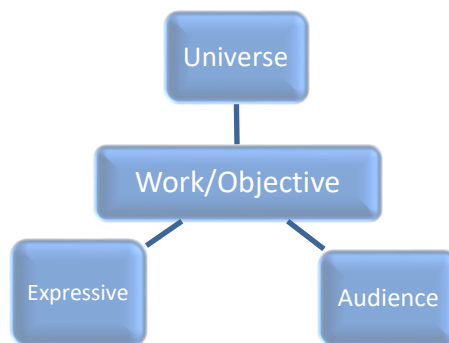
INTRODUCTION

In literary studies, literature has diverse definitions stated by many academic experts. The purpose of literature is to express the author's thoughts through imagination (Wellek & Warren, 1948). This statement aligns with Adorno's thesis in Syuopati (2011) that literature is an imaginative literary work expressed by literary

authors with varied genres. In contrast to the above explanation, some literary experts have a different perspective when describing literature. Toer (2003) states that literature can be the political instrument in spreading the dominant class' interest. He furthermore perceives that literary works must contain the authors' political interest, which should stand for the working class. Besides, literature should also be seen as the educational media due to its power in providing moral value, a cultural message which can be transferred to the literary readers (Sugiyartati et al., 2020). This opinion is in line with Baharuddin (2020) that claims literature and education have a close relation in transferring knowledge and ethics through its text.

Based on the diversity of literary work explained above, the researcher perceives that the above-varied statements are in line with Horace's opinion in Pradopo (2011) that the excellent literature contains two terminologies called Dulce (entertaining) and Utile (educating and beneficial in social life). By dropping these terms in literary works, the reader will be educated, entertained, and surely gain several messages behind its works. This means literary authors must transfer the value of the work and not only focus on delighting their readers without dropping the Utile idea, as Horace states above. The idea of sharing the social ethics (Utile) to the literary readers is highly effective in building the civil society to achieve a better life. Nevertheless, people often conceive that literary works are just used to amuse the literary readers without considering the educational message, which is more beneficial for social life and social ethics.

Regarding social life in literature, Dwi (2012) states that one of the literary approaches that can correlate literature as a textual expression and social life is Humanism. Through this approach, the readers can relate the human concept written by the authors through their text to how humans behave in real situations. Furthermore, the sociology of literature is also a familiar theory in elaborating the social life in literary work. Abrams in (Teeuw, 1984), classifies four points in analyzing literature using the sociology of literary theory. Those points could be seen in bellow models;



*Figure 1*The Abrams' theory Scheme

According to Teeuw's opinion, these schemas effectively understand the

social life phenomena either from the authors' and readers' social circumstances or the social situation in work. For instance, if the readers would like to understand the wonders of the author's life, they can investigate what makes or determines the authors write their works. Are their results related to their social circumstance (Expressive)?

Subsequently, if the readers would like to know more about the message/idea behind the work and its relation to the actual situation, it could be named (Universe/mimesis). On the other hand, the readers can also analyze the social phenomena written in the work, called Objective. The last point is called the audience as the readers who receive the information and attempt to relate the Character's social life to their social life (receptive).

In this article, the writer applies Abrams' theory to analyze the social phenomena written in the literary work (Objective). The writer chooses the Objective point because it portrays the social situation and social problems related to the actual situation in this era so that the readers might value the literary work. In order to study the social phenomena in the literary work, this article also analyzes the main character in work.

People have experienced many problems they often face in social life, such as social chaos, racism, corruption, environmental damage, and even poverty that many rulers cannot handle. In this case, the Leadership Discourse should be a guideline for the rulers in running the system and a guideline to resolve the social problem that human beings face, as the writer has stated. Therefore, this article provides a leadership style discourse based on the experts' perspective in the below point. Therefore, the readers can perceive how leadership style could be crucial in resolving social problems. From the "Literary Discourse" above, the writer perceives that the appropriate literary work discussed "Leadership" as one of the approaches to resolve social problems is *Animal Farm* Novel written by George Orwell. This novel was written in 1945 in England. Many literary researchers stated that this work is a satirical literary work that attempts to criticize many leaders who led their countries terribly, such as Stalin (communism), Hitler (Nazi), Mussolini (fascism) and et cetera. Because of their political system and leadership style, most of their citizens suffered, starving, and even assassinated, particularly those in the bottom social class.

Besides, this work attempts to criticize that phenomenon by creating satire work and characterizing the animal character, similar to the above figure (fable). For instance, in this novel, a figure has the same lead character as Stalin, i.e., Napoleon, who runs the system undemocratically and has a wrong leadership style. Nevertheless, there is also a protagonist character, who leads the society with militant Character, passion, and love, namely Snowball. From two different leadership characters above, the research problems exist in this article are 1) How Snowball's leadership character/style approaches his society to build the country, and 2) How Napoleon's leadership character/style destructs his society after dethroning Snowball's leadership era. Therefore, this article provides a leadership style discourse based on

the experts' perspective in the below point. Therefore, the readers can perceive how leadership style could be crucial in resolving social problems.

LITERATURE REVIEW

a. Character

Character is the central part of the story in literary work. It gives a role in different kinds of expression in the plot of the story. In order to understand a character in the story, according to Propp in his book called *Theory and History of Folklore* (1984), Characters in the classical literary work should be separated into 7 figures. Those are;

1. The hero (the Character that seeks something).
2. The civilian (the Character who struggles against the hero).
3. The donor (the Character who sometimes provides the magical objects for the hero).
4. The dispatcher (who triggers the hero to struggle against crime).
5. The false hero (who disrupts the hero's success by making false claims).
6. The helper (who always help the hero in fighting against crime), and
7. The princess (who will be rescued by the hero).

Nevertheless, in this research, the researcher is going to classify the above seven characters in two models. Altenberg and Lewis in Nurgiyantoro (2007) divided two kinds of characters i.e. Protagonist and Antagonist. The former portrays a heroic role that can fight against evil and crime. It is often objectified as a hero or the right mankind character who frequently seeks to oppose a bad thing. In contrast, the latest one portrays the role of the enemy. This Character causes conflict in the literary story.

As can be understood, people cannot create recent work without any references/works that existed before. People often are getting inspiration from previous studies that encourage them to express their notions. It is the same as this research which was inspired by four literary types of research before such as the paper of *Symbols, metaphors, and similes in literature: A case study of "Animal Farm"* written by Fadee in (2011), *Character Metaphors in George Orwell's Animal Farm* written by Fajrina in (2017), *Challenges in Translation of Proper Nouns: A Case Study in Persian Translation of George Orwell's Animal Farm* written by Askari & Akbari in (2014).

The first research aims to discuss several types of symbol, metaphor, and simile. In its explanation, Fadee (2011) argues that *Animal Farm* novel shows many symbols that describe the social reality that occurred. Furthermore, the second research elaborates also about metaphor. However, Fajrina (2017) focuses on the Character itself and does not analyze the social phenomena. Furthermore, Askari & Akbari (2014) also uses the *Animal Farm* novel as the research object. Nevertheless,

it just focuses on the translation of the proper noun and does not focus on describing the social phenomena in the novel. Furthermore, the last research

Based on the above researches, it could be perceived that there are several similarities between these researches to this research such as (1) these researches apply the same object of the research, namely the *Animal Farm* novel, and (2) these researches also uses a qualitative methodology which is used in this research. Nevertheless, these researches have some differences to this research, e.g., this research analyzes and focuses on the transformational leadership that can be expected to give a contribution and positive impact for the readers, particularly for someone who desires to be the leader in his/her career. Besides, this research provides several leading methods that can guide leaders to take the strategies or steps to lead organizations or institutions committed by Snowball as the Main Character of this research.

b. Leadership

Leadership is the leading method in changing bad governance to be good governance (Ljaji & Pazar, 2017). Through leadership, the captain in the military station will always be respected by his/her private soldier. Through leadership, the manager in the industry sector will frequently be hearing and guiding his/her subordinate and giving an appropriate job desk. This is why people seek to find literary texts such as magazines, journals, books, or even novels that contain leadership style discourse. By reading the leadership concept provided in these literary texts, people expect to behave as great leaders. According to Gandolfi & Stone (2018) Leadership is a special ability that only a few people have, to influence and motivate people to reach the organizational goal. The leadership style is greatly valuable to any rulers because leaders may create an atmosphere of harmony for their citizens and secure them.

Nowadays, it is unfortunate to state that several rulers might misuse their power to degrade people's lives and even endangering their people's rights. Therefore, Antosova (Gonos & Gallo, 2013) classifies the leadership model in running the society system namely a) Power and b) Competence;

- a. Power represents the ruler's authority and domination in politics and economics.
- b. Competence discusses the ruler's ability to shape their civilian's behavior either by influencing them or indoctrinating them to follow the regime's desires.

Based on the above model, it could be perceived that these leading methods should be integrated simultaneously. The leader cannot only apply one of these models because it creates a bad situation for both the leader's career and the people's lives. For instance, if the leaders are expected to run the social system, yet the rulers only have power without applying competence, they might abuse their power for their interest. Besides, if the rulers have competence without political and economic

power, they cannot decide and release a proper policy for their civilians.

In addition to the above explanation, Charis (2020) argues that if someone desires to be a leader, he/she has to have the leadership style which belongs to him/her. The leadership styles are 1) the Autocratic Leadership Style, 2) the Democratic Leadership Style, 3) the Laissez-Faire Leadership Style, 4) the Charismatics Leadership style, 5) the Transformational Leadership Style. The Autocratic leadership style is also stated as dictatorial leadership due to his power in forcing its legacy. Rulers who possess this style tend to impose their desire without having any advice and suggestions from their subordinate workers. Furthermore, the second style of leadership is the democratic style. This style is the opposite of the previous leadership style due to its Character in allowing people to criticize and advise their rulers. Rulers who apply this style will always encourage people to give comments, suggestions and critics to create a public policy. Therefore, the public policy released by leaders who own this style, will always be democratic and based on consensus, although the final decision when releasing a policy is still in the rulers' domain.

The third style is where the leaders decide a public policy based on the group decision or the most votes. Rulers who belong to this style always hand over a case to the group and decide which one is better for the community. The next leadership style is charismatics. This style is based on the leaders' characteristics. People perceive that those leaders who possess this style have a magical/inner power that can attract people in doing his/her command. The fifth leadership style focuses on how leaders give an inspirational movement and motivation for their subordinates. The leaders who apply this style frequently help their associates reach the goal by educating and providing a proper facility to develop the managerial system.

This is why Avolio & Gardner (2005) perceive that many leaders apply the last leadership style due to its effectiveness in coordinating and collaborating with their subordinates to reach the organizational goal. Avolio and Gardner also state that the word "transform" in this leadership style focuses on altering the subordinates' Character and mentality through education and skill improvement. Therefore, applying this style is beneficial for the leaders, yet it is also advantageous for the subordinates. This leadership style also is the primary approach that the writer uses to analyze the work.

RESEARCH METHOD

As literary studies, this writer applies descriptive qualitative research methodology to analyze the text's social phenomena in the novel. The writer cites each conversation and leadership discourse in the Animal Farm novel to gain the primary reference/data. Furthermore, in accumulating data, the writer first divides two types of data: the premier data and the supporting data. The premiere data is the

primary data from the research object, the Animal Farm novel published by Penguin Books in 2008 for the 25th edition. Meanwhile, the supporting data are obtained from books, articles, electronic media news related to this article. In obtaining these data above, the writer secondly divided into two steps; 1) the writer applies close reading technique to comprehend the story of Animal Farm, 2) the researcher uses highlighter and color paper to classify which text's social phenomena that talk about Snowball' leadership style and which one is Napoleon's. For the former Character, the researchers rewrite it in red paper. Subsequently, the latest Character that can support Napoleon's leadership style is rewritten in the blue paper. Finally, researchers searched and read several studies (journals, articles, or theses) that analyzed Animal Farm in obtaining secondary data. Each point of these studies is written on the yellow paper and objectified as the supporting data. Furthermore, to classify the characters' names in this novel, the writer underlines those using highlighters

FINDING AND DISCUSSION

Findings

In this point, the writer provides this article's result that analyzes how transformational leadership possessed by the main Character, Snowball, rebuilt the animal society. In constructing the farm and society, Snowball focuses on two things i.e., education and skills. By educating the animal, Snowball perceives that it can help the animals operate the machine and tools.

How Transformational Leadership Rebuild the Animal Society

As the writer states in the leadership point above, this article uses a transformational leadership approach to analyze Snowball's leadership style. According to Charis (2020), transformational leadership is a leadership style that focuses on giving an inspirational movement and motivation for their subordinates. The purpose of instructing a passionate movement and motivation for its subordinates is to not only undertake the leader's order. Yet, they also are triggered to commit some beneficial things for themselves.

Through education and proper training instructed by the leader for the subordinate, they can operate many things both hard skills and soft skills. This is what Snowball commits in order to build the society in the Animal Farm novel. Nevertheless, before explaining it further, the researcher desires to show the condition where the Snowball's subordinates (animals) lack capabilities, critical awareness, and experience in developing its society. One of the reasons why all animals lack consciousness and capabilities is because they have been dogmatized not to argue nor neglect anything, which means they are just perceived as an object and not a subject. In the first period of the Animal Farm novel, a character has a terrible leadership style in running the farm. This Character is named Mr. Jones. As the foremost leader in Animal Farm, Jones objectifies his animals as labor. He frequently forces his animals to work and does not give sufficient food for his workers.

To succeed in his goal of fooling the animal at the farm, Jones uses Mosses, Jones' special spy, and a tale-bearer, to envision animals' behavior and indoctrinate animals with the "Sugar candy Mountain" story. Those who listen to this story will particular that animals that follow Jones' order should be placed in sugar candy without hesitation. Orwell narrates this situation as follow

Datum 1. "*... that place is called Sugar candy Mountain. It was situated somewhere up in the sky a little distance beyond the clouds. ..., in Sugar candy Mountain it was Sunday every days a week, clover was all the season all year round and lump sugar and linseed cake grew on the hedges*" (Orwell, 2008, p. 10).

The above datum shows that Mosses attempts to hegemonize the animals regarding the beautiful place where every animal wishes to be. *Sugar candy* seems to be an Eden park created by Jones and designed for animals that follow what his master says. Besides, Jones also often threatens his workers if they are indicated to behave badly. This situation makes the animal's society is dumb and do not have power in vocalizing their ideas.

They are accustomed to being understood that they are just working class who do not have critical consciousness and power to express ideas and argue with Mr. Jones. They have been brainwashed that Jones as a human being is classified as the dominant class upon the animals. This situation is portrayed by Orwell through Old Major Character as follow;

Datum 2. "*Man (the upper class who have monopolized the base structure) is the only creature that consumes without producing. He does not give a milk, he does not lay eggs, he is too weak to pull the plough, he cannot run fast to catch rabbits. Yet, he is lord of all animals*"(Orwell, 2008, p. 4).

The sentence he is lord of all animals has been adapted and agreed by the animal psychologically which cannot be argued. In fact, these things make all animals become superficial because they are not triggered to question this situation. Therefore, Snowball, inspired by Old Major's statement above, desires to transform the animals' critical awareness by telling that Jones (Human being) is not lord of animals and Sugar candy is not designed for animals' place. After Old Major's death, Snowball is always enthusiastic that Old Major states that animals should be unified and led to obtaining their rights. Animals have been working all day long, but they never get sufficient food for their life. Therefore, Snowball acknowledges what Old Major is saying;

Datum 3. "*why, work night and day, body and soul, for the overthrow of the human race! That is my message to you, comrades: Rebellion I do not know when Rebellion will come. ,... but I know, as surely as I see this straw beneath my feet, that sooner or later justice will be done*" (Orwell, 2008, p. 5).

Snowball frequently thinks deeply in his mind that he has to lead the animal society to gain their rights. Snowball finally encourages the animal to rebel against Jones when there is a chance to fight. At that time, Jones returns home where he forgets to feed the animals. This situation makes the animals starve. Orwell narrates how this situation triggers Snowball in leading the animal to rebel and gain their rights.

Datum 4. *“When Mr. Jones got back he immediately went to sleep on the drawing-room sofa with the News of the World over his face, so that when evening came the animals were still unfed. At last they could stand it no longer. One of the cows broke in the door of the store-shed with her horn and all the animals began to help themselves from the bins. It was just then that Mr. Jones woke up. The next moment he and his four men were in the store-shed with whips in their hands, lashing out in all directions. This was more than the hungry animals could bear. With one accord, though nothing of the kind had been planned beforehand, they flung themselves upon their tormentors. Jones and his men suddenly found themselves being butted and kicked from all sides”* (Orwell, 2008, pp. 11–12).

According to the above data, this condition makes all animals are committing rebellion to Mr. Jones due to his arrogance in leading and caring for the animals. He never realizes that the animals might demand their rights and behave opposite like they used to be. Besides, this condition could not be controlled because all the animals desire is to dislodge Mr. Jones' dictatorship at the farm. Orwell continues his narration that portray how Snowball lead the animal in rebelling Jones' leadership era.

Datum 5. *“The situation was quite out of their control. They had never seen animals behave like this before, and this sudden uprising of creatures whom they chose frightened them almost out of their wits. After only a moment or two they gave up trying to defend themselves and took to their heels. A minute later all five of them were in full flight down the cart track that led to the main road, with the animals pursuing them in triumph”* (Orwell, 2008, p. 12).

Based on the above case portrayed by the author, the researcher perceives that this situation indicates how Snowball succeeded in heading all the animals to gain their rights and defeating Jones' dictatorship. Furthermore, the researcher observes that after gaining the animals' rights, they all point to Snowball as the leader of the animal society and expect that Snowball could lead all animals equally and control the base structure that will stand for the animal's interest.

In this period, Snowball then applies transformational leadership in building the animal society. In building the animal society with this leadership style, Snowball focuses on educating his subordinates, particularly reading and writing. So, all animals can operate a production tool (machine) and are independent for themselves.

Datum 6. *“... Snowball also busied himself with organizing the other animals*

into what he called Animal Committees. He was indefatigable at this. He formed the eggs production committee for the hen, the clean tails league for the cows, ..., the Whiter Wool Movement for the sheep, and various other, besides instituting classes in reading and writing” (Orwell, 2008, p. 20).

According to the underlined sentence of this datum, Snowball perceives that education is a crucial element because it will maintain the animal's critical awareness and interest for rebuilding society. Besides, Snowball in this case also desire to design the education system that only stand for their class, where animals have to be taught equally and democratically as its slogan in bellow data;

Datum 7. "Then Snowball (for it was Snowball who was best at writing took a brush between the two knuckles of his trotter, painted out Manor Farm from the top bar of the gate and its place painted Animal Farm. ... of the past three months the pig had succeeded in reducing the principle of animalism to Seven Commandments. ... The commandments were written on the tarred wall in great white letters that could be read thirty yards away;

- 1. Whatever goes upon two legs is an enemy.*
- 2. Whatever goes upon four legs or has wings, is a friend.*
- 3. No animal shall wear clothes.*
- 4. No animal shall sleep in a bed.*
- 5. No animal shall drink alcohol.*
- 6. No animal shall kill any other animal.*
- 7. All animals are equal” (Orwell, 2008, p. 15).*

Based on the above principles, it could be seen that all animals must respect any other animals. Snowball designs this principle as guidance that animals are equal treat democratically. Snowball, as the leader, teaches the animals how to read and write. Snowball does believe that by educating the animal with this principle and other knowledge, they could be smarter than any other human.

Transferring knowledge on how to read and write for his subordinate is definitely successful due to his belief that knowledge is crucial in rebuilding the animal society. As a role model and leader of the animal society, Snowball forced himself to read a lot of Jones' books about operating machines and Electricity for Beginners. Snowball perceives, if he can comprehend this book, he can transfer the understanding to his subordinate and aim them to operate tools for producing their needs.

Datum 8. “Within a few weeks, Snowball’s plans for the windmill were fully worked out. The mechanical detail came mostly from three books which belonged to Mr. Jones – One Thousand Useful Things to do about the House, Every Man Own His Bricklayer, and Electricity for Beginners. Snowball used as his study ...”(Orwell, 2008, p. 32)

From the above datum, it could be seen that Orwell portrays Snowball as a

responsible leader who should comprehend the subject first before leading and asking for the animal to operate the tools. Orwell also desires to depict, from this above situation, that leaders should be the ones who must have the capability to comprehend the problem and resolve the problem with the knowledge they have. Indeed, after having sufficient knowledge, Snowball and all animals at the farm can operate machines led by Snowball. The animals currently know the function of the windmill uses it for their needs. Orwell narrates this situation in the bellow data;

Datum 9. *“After surveying the ground snowball declared that this was just the place for a windmill which could be made to operate dynamo and supply the farm with electrical power. This would light the stall and warm them in winter and would also run a circular saw, a chaff cutter, a mangel-slicer, and an electric milking machine”* (Orwell, 2008, p. 32).

From the above datum, the author shows the leader's will in finding goods for society. As Snowball does in the above data, he attempts to study and observe the function of the windmill and try to study how to operate it for animals' lives. This situation shows how responsible Snowball, as a role model leader, in researching benefits for his society. Even though he is the only one who finds the function and the use of windmill machines, nevertheless He does not use it only for his welfare and interest, but it is all for the societies' interest.

Discussion

At the discussion point, the researcher elaborates the above results point data with the theory of transformational leadership style and the implication of this research. As has been explained, the transformational leadership style is the leadership approach that attempts to motivate his/her subordinate to be productive in doing something not only for the interest of both leader and subordinate but also for achieving the organizational goal. In order to make the leader's subordinates productive, leaders should facilitate their subordinates with some beneficial instrument that can support their ability. One of the good ways is education which is appropriate for the organization's needs. Through education, the staff is expected to have skills in developing the organizational system.

In the *Animal Farm* novel, Snowball realizes that in rebuilding a sound system from the feudal system to a socialist system that can prosper the society, he cannot make it by himself. Although the author characterizes Snowball's figure as an intelligent person, building society requires good teamwork. Nevertheless, in the first period of Snowball's regime, he sees that all citizens are letter less. The citizens are blinded in politics and do not have any visions of prospering the society. As a great leader, Snowball perceives that this situation is a challenge that should be resolved. Snowball, then, takes real action that citizens in the animal farm should be educated and taught from the base level to further level. For the base level, Snowball is teaching them how to read and write. The purpose of this action is making citizens literate. So, if the citizens already know how to read and write, that will be easier for

Snowball in directing the society. This dedication, committed by Snowball, can be seen in the datum 6 and 7 where Snowball facilitates the educational sector's citizens.

After reading and writing the citizens, as Snowball's expectation, can automatically operate the economics instruments such as windmills, operate the dynamo for electricity that warms them in winter, run a circular saw, and an electric milking machine. These things cannot be operated without Snowball's leadership skill that can educate his subordinate, and train them as well. Providing good education for Snowball's citizens in the animal farm can finally prosper them and reach organizational goals and a managerial system. In this point, Snowball is successfully applying transformational leadership, Charis (2020) has stated that using transformational leadership in running the system and developing society is practical rather than using other kinds of leadership. For example, if Snowball uses an autocratic leadership style in building society, then Snowball expresses his desire and follows his subordinate without providing skills for his citizens.

CONCLUSION

Animal Farm novel is one of Orwell's literary works that can be analyzed with varied approaches. In this case, this article analyzes how Snowball's transformational leadership effectively rebuilt the animal society from Jones' dictatorship which led the farm undemocratically to become democratic in Snowball's hand. By applying the transformational leadership style, Snowball designs the equal system where all animals are equal and can live together without Jones' ignorance and cruelty. Besides, with this leadership style, Snowball was oriented in educating all animals to operate machines and tools for the animals' goods. In this case, transformational leadership not only focuses on developing the leaders' character, but it also triggers the self's improvement for the leader's subordinate.

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