

BAD LEADERSHIP IN GEORGE ORWELL'S *ANIMAL FARM*

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ABSTRACT

This study dealt with Bad Leadership in George Orwell's Animal Farm. The analysis was focused on the characteristics of bad leader based on Kellerman's theory and in George Orwell's Animal Farm. This study applied intrinsic and extrinsic approach because it was related to the novel itself and the sociology field which concerns with bad leadership. This research study was conducted by using descriptive qualitative design. The results of the study showed that the characteristics owned by Napoleon as a bad leader were callous, corrupt and evil. The characteristics he owned made him categorized an unethical leader.

Keywords: *Novella, Bad Leadership*

ABSTRAK

Penelitian ini membahas tentang Bad Leadership in George Orwell's Animal Farm. Analisis dalam tesis ini difokuskan pada ciri-ciri pemimpin yang buruk sesuai dengan teori yang dikemukakan oleh Kellerman dalam novella Animal Farm yang ditulis oleh George Orwell. Penelitian ini menggunakan pendekatan intrinsik dan ekstrinsik karena penelitian ini dihubungkan dengan novel sendiri dan bidang sosiologi yang dihubungkan dengan kepemimpinan yang buruk. Penelitian ini dilakukan dengan menggunakan rancangan kualitatif deskriptif. Hasil penelitian menunjukkan bahwa ciri-ciri yang dimiliki Napoleon sebagai pemimpin yang buruk adalah tidak berperasaan, korup dan jahat. Ciri-ciri yang dimiliki oleh Napoleon menyebabkan dia dikategorikan sebagai pemimpin yang tidak etis.

Kata Kunci: *Novella, Kepemimpinan Yang Buruk*

1. INTRODUCTION

This research will focus on analyzing a novella written by George Orwell, *Animal Farm*. Leaders are not always to be trusted, and this is highlighted in George Orwell's *Animal Farm* as the message of the story. In *Animal Farm*, leadership is represented

through the actions and personalities of the various characters as a powerful, but easily corruptible force. Propaganda and manipulation play a big part in the novel, stopping the animals from protesting or noticing that their leader was extremely greedy and corrupted. There are excellent

leaders as well as awful ones, making it hard to know who to trust in, who to believe and what to do, after all leaders are hard to go against, but a corrupted leader is never a good thing.

Based on the previous explanation, it is clear that *Animal Farm* is so interesting to learn. It is not only entertaining, but also educating. By analyzing the novella, the writer believes that readers can get valuable lessons about the real condition in some part of the world, especially dealing with the government; about how some leaders become bad leaders although they start off with good intentions but as the story goes on it becomes obvious the leaders have grown power-hungry and have become the 'superior' animals, showing that equality does not exist. This is the reason why the writer chooses to analyze bad leadership in George Orwell's *Animal Farm* as the topic of analysis in this research.

Based on the background of the study above, the researcher intends to find out the characteristics of bad leader are found in George Orwell's *Animal Farm*.

2. Theoretical Frameworks

There are some relevant theories that are used for conducting this research, they are novella, leadership and bad leadership.

a. Novella

The English word "novella" is derived from the Italian word "novella", feminine of "novello" which means new. For the Germans it is "Novelle" ; plural: "Novellen" (<https://en.wikipedia.org/wiki/Novella>). The novella is a common literary genre in several European languages and the idea of the novellas dates back to the 10th century prose narrative, *Arabian Night* but as a literary genre its origin is traced to the early renaissance literary work like Giovanni Boccaccio's *The Decameron*. In the late eighteenth and early nineteenth centuries the novella was fashioned into a literary genre structured by precepts and rules (McKeon 2000:24).

English language novellas include George Orwell's *Animal Farm*, Ernest Hemingway's *The Old Man and The Sea*, Charles Dicken's *A Christmas Carol*, Joseph Conrad's *Heart of Darkness*. However, opinions are divided on the classification of these works as novella instead of novel.

Novella is simply a term used for a miniature or short novel. It shares all the characteristics of the novel and can fall into any of the categories of the novel. However it is not as popular as the novel and sometimes, readers cannot differentiate between a novel and a novella. It is a written

fictional prose narrative longer than a novelette but shorter than a novel. The Science Fiction and Fantasy Writers of America Nebula Awards for science fiction defines the novella as having a word count of between 17,500 and 40,000. Other definitions start as low as 10,000 words and run as high as 70,000 words (<https://en.wikipedia.org/wiki/Novella>)

The novella is regarded as one of the richest and most rewarding of literary forms because “it allows for more extended development of theme and character than does the short story, without making the elaborate structural demands of the full-length” book – the novel. It therefore provides an intense and detailed exploration of its subject by providing to some degree both the concentrated focus of the short story and the broad scope of the novel.

A novella has generally fewer conflicts than novels, yet more complicated ones than short stories. The conflicts also have more time to develop and their endings are usually located at the brink of change. Sometimes, they are not divided into chapters but in such cases, white space is often used to demarcate the sections (Barnet 2016:312). Novellas are often intended to be read at a single sitting, just like the short story since they maintain a single effect.

In most cases, there are no subplots or multiple points of view. Most often it is concerned with personal and emotional development rather than with the larger social sphere. The novella “generally retains something of the unity of impression that is a hallmark of the short story, but it also contains more highly developed characterization and more luxuriant description” (Obstfeld 2002:40). The Germans were the most active writers of the *Novelle* (in their language) and for them it is a fictional narrative of indeterminate length—a few pages to hundreds restricted to a single, suspenseful event, situation, or conflict leading to an unexpected turning point, provoking a logical, but surprising end.

b. Leadership

A leader is one or more people who selects, equips, trains, and influences one or more followers who have diverse gifts, abilities, and skills and focuses the followers to the organization’s mission and objectives causing the followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives. The leader achieves this influence by humbly

conveying a prophetic vision of the future in clear terms that resonates with the followers' beliefs and values in such a way that the followers can understand and interpret the future into present-time action steps.

In this process, the leader presents the prophetic vision in contrast to the present status of the organization and through the use of critical thinking skills, insight, intuition, and the use of both persuasive rhetoric and interpersonal communication including both active listening and positive discourse, facilitates and draws forth the opinions and beliefs of the followers such that the followers move through ambiguity toward clarity of understanding and shared insight that results in influencing the followers to see and accept the future state of the organization as a desirable condition worth committing personal and corporate resources toward its achievement.

The leader achieves this using ethical means and seeks the greater good of the followers in the process of action steps such that the followers is/are better off (including the personal development of the follower as well as emotional and physical healing of the follower) as a result of the interaction with the leader. The leader achieves this same state for his/her own self as a leader, as he/she seeks personal growth, renewal,

regeneration, and increased stamina—mental, physical, emotional, and spiritual—through the leader-follower interactions.

The great man theory presents the case that leaders are individuals endowed with great characteristics and heroic abilities. In addition, trait theory describes individual leaders as people who have specific characteristics that help or enable the person to be a good leader. While the great man theory implies that people are somehow endowed with some “essence” of leadership, trait theory provides a base for measurable and testable characteristics such as virtues, race, gender, height, appearance, psychological factors, efficacy factors, cognitive factors, and emotional factors to name a few categories.

According to Bass and Stogdill (1990) the focus of both the great man theory and trait theory is on the individual. However, leadership may be provided by a collection of persons (Hambrick, 1987). For example, top management teams represent a group of people who complete all the tasks and processes of leadership but do so as a collective rather than an individual. Traits still apply to leadership teams according to Richard and Shelor (2002), but the literature seems to be silent on the idea of “great” theories in its application to leadership

teams. Since a collective of leaders increases the complexity of the leadership process compared to a single leader, the role of traits, as evidenced in research by Carpenter (2002), becomes more important with teams than with individuals.

c. **Bad Leadership**

Leadership has been analyzed, categorized, and defined by many people over the years. Some feel it is an art, one must be born a leader, and some feel it is a science, leadership can be taught. According to Kellerman (2004), recent trends are to treat leadership as a science and she points out that there is a flood of books on the market that propose that the ideas and techniques contained therein will teach the reader or enable the organization to teach their managers and supervisors to be leaders. However, Kellerman's focus is not only on defining leadership as an art but also in highlighting that the leadership industry's current focus on teaching leadership is biased towards teachings that only define leadership and leaders as "good" and widely disregard examination of "bad" leaders and bad leadership.

Kellerman (2004) says that bad leadership is still leadership and bad leaders are still leaders. She relates this to the reader, presumed to be a member of the "leadership industry", by examining the current scholarly and industry focus on defining bad leaders with other terms such as "power wielders" and bad leadership as being ignored and undefined by current trending.

In its most simple form Kellerman's thesis is an examination of the semantics of the word leadership and the trend in schools and industry to define leadership in a positive light by relating that leaders, those deserving of the coveted literal title of "leader", are only good natured people with only the best interests of their followers at heart. Kellerman's overarching purpose is to convince the reader that focusing on "good" leadership while refusing to study bad leadership will result in us, leadership industry, not truly being subject matter experts on leadership because we have ignored to study leadership in all of its whole. Her proposition is, as she puts it, akin to a medical school teaching only *health* (good leadership) but ignoring *disease* (bad leadership).

Leadership should not be defined in a limited manner as is mostly done in today's leadership industry. Bad leaders are leaders too and that in order to truly learn and teach leadership, we must resolve ourselves to this expanded definition of leaders and leadership and come to grips with the fact that leadership can be good and bad.

It is argued that leaders behave the way they do because they possess certain traits and, more importantly, that people follow these bad leaders because we need someone to lead. You cannot have a bad leader without bad followers, followers who either collude with the leader or refuse to acknowledge their bad leadership or do anything about it.

Kellerman (2004) provides the reader her definition of bad leadership. To this end, she provides two vantage points to consider in building the definition of bad leadership or a bad leader. One is that bad leaders are ineffective. The ineffective leader, according to Kellerman, is simply one who does not produce the changes desired by the followers. Two is that bad leaders are unethical. Kellerman defines the unethical leader as one who "...fails to distinguish between right and wrong" (Kellerman, 2004:34). To enable a closer analysis of her

definition, Kellerman categorizes or types each leader as:

1. Ineffective:
 - Incompetent—leaders and some followers unable to make or create positive change.
 - Rigid—leaders and some followers are unwilling to adapt innovation, information, or ignore changes around them.
 - Intemperate—leaders are out of control and followers do nothing to stop it.
2. Unethical:
 - Callous—leaders and at least some followers are mean and the needs of most followers are discarded.
 - Corrupt—the corrupt leader and his or her followers are liars, cheaters, or thieves. They are destructively selfish in regards to the interests of their followers.
 - Insular—the leader and at least some followers refuse or fail to acknowledge the destruction, genocide, or undoing of those outside their group.
 - Evil—the leader and at least some followers use evil means to cause atrocious physical or mental harm to their followers or others.

Each leader Kellerman examines and their followers are given a thorough analysis balanced against these groups that she alleges each of her examined leaders and their followers can be grouped in.

3. RESEARCH DESIGN

In completing her research, the writer needs method to guide her. The method of study guides the writer to obtain the result of the research. There are two kinds of research in writing the thesis, namely Field Research and Library Research. Field Research is a research in which the data are taken from some informants, while Library Research is a research in which the data are taken from written source. Since the main data of this analysis are derived from the novella itself, the writer will apply Library Research in her analysis. Some other books are used to support her analysis.

There are two kinds of methods in processing data, namely qualitative and quantitative method. In analyzing bad leadership in George Orwell's *Animal Farm*, the qualitative descriptive method is used to find the suitable data from the novella itself which can be analyzed based on the topic itself. Qualitative descriptive is the method of choosing the close data when straight description of phenomena was desired. This

analysis can be done by collecting the quotations and writing all quotations in the note book based on each explanation of bad leadership in the novella.

The object of the study in this research is a novella, written by George Orwell, which is entitled, *Animal Farm*. The story of the novella was analyzed to find out the characteristics of bad leader in the novella.

4. DISCUSSION

The data for this research study were taken from George Orwell's *Animal Farm* which was published in 1990. The data collected were limited on the analysis of the characteristics of bad leader and impacts of bad leadership found in the novella. The data were taken from all sentences that could answer the problems of the study.

In this story, more than any other character, Napoleon embodies the idea that power corrupts. He is a bad leader because he is selfish, manipulative, and power-hungry. Once he gained a leadership position, however, the pig clearly enjoyed its benefits.

The analysis shows that the characteristics of bad leader in the novella are:

A. Callousness

Callous leader is a mean leader. Some of his followers are mean too. A leader who has this characteristic does not care if the needs of most followers are discarded. This characteristic is shown by Napoleon in George Orwell's *Animal Farm*.

Napoleon shows this characteristic when he makes decisions that only give advantages for him, the other pigs and the dogs which follow him all the time. Usually there is Sunday Meeting for the animals to assemble and communicate their working in the farm for the following week, but Napoleon says it is not needed anymore because it is a waste of time. He does not care if other animals need the Sunday Meeting as an opportunity for them to tell their opinions about what happen in the farm.

The quotation clearly tells that Napoleon makes a decision without caring about other animals' need to express their opinion about what happen in the farm. Napoleon says that the meeting is useless and a waste of time. He does not care if Sunday Meeting is a place for the animals to have debates about their working in the farm. He even decides that things concerning with the working of the farm will be decided by a special committee of pigs.

This obviously shows that Napoleon fails to fulfill the other animals' needs. He only cares about his species, the pig. This proves that he is a callous leader.

Napoleon continues to show his quality as a callous leader. He keeps making decision that is profitable for him and the other pigs. Though it is in The Seven Commandments no. 4 that No animal shall sleep in a bed, Napoleon decides something that is in opposition with The Commandments.

It can be seen in the quotation that Napoleon is such a bad leader who takes advantage of the other animals' obedience. It is he who sets the rules, who arranges The Seven Commandments, but it is he who disobeys the Commandments. He boasts about equality, but he fools other animals. He and the pigs sleep on bed while other animals sleep at the barn on straw. He and the other animals have the leisure life and do not have to work, but the other animals have to work hard every day. Napoleon is really a callous leader who only cares about himself and his fellow pigs.

Napoleon, his fellow pigs and the dogs are the ones who do not need to work hard, but it is they who have good life.

The quotation clearly says that the farm had become richer, but not the animals who work hard in it. On the other hand, the pigs and the dogs who do not work have good life. This happens because Napoleon is a callous leader who cares only for his fellow pigs and the dogs. He does not treat all the animals equally. As a callous leader Napoleon fails to fulfill the needs of all his followers.

B. Corruptness

A corrupt leader and his or her followers are liars, cheaters, or thieves. They are destructively selfish in regards to the interests of their followers. They take advantage on other people only to keep themselves satisfied.

The characteristic of corrupt leader is shown by Napoleon in George Orwell's *Animal Farm*. He does things that will make his fellow pigs and himself live a leisure life.

When the animals finally succeeded in taking over the farm from Mr. Jones, the pigs milked the cow and they got five buckets of frothing creamy milk at which many of the animals looked with considerable interest. At first, the animals are curious about the milk whether the milk will be shared among them. It turns out that the milk is mixed in the pigs' mash every

day. It also happens to the ripened apples. The apples are taken by the pigs. The other animals actually feel that it is not fair, but they cannot say anything. This shows that as a leader, Napoleon has deceived other animals. He takes things that should be shared with all the animals in the farm. This is clearly the act of corruption.

In the effort to convince other animals that he is just trying to do the best for the interest of all the animals in the farm, Napoleon sends Squealer to give the necessary explanation.

It is clear that all the things Squealer says are all lies. He says all just to justify the wrong things done by the pigs. He says that the pigs actually hate milk and apples. They have to drink and eat the apples for the goodness of the other animals in the farm, because they have to work hard using their brains to manage the farm. What a big lie! The pigs drink the milk and eat the apples for their own sake. They do not care about other animals' well-being. This clearly shows that Napoleon, as the leader of the farm, is a corrupt leader. He cheats other animals and misuses their trust to him.

When Squealer convinces other animals about the milk and apples, he tells them that if the pigs do not get good food for

their well-being, they will fail to do their duty to manage the farm and it will give Mr. Jones to take the farm back.

It is certain that the animals do not want Mr. Jones to take back the farm from them. So, when Squealer says that Napoleon and the pigs take the milk and the apples to work very hard to prevent Mr. Jones from taking back their farm, they believe him and say nothing more. The truth is the pigs take the milk and apples only for their own good. They are just greedy. They cheat other animals. This is what Napoleon decides for them and this shows that Napoleon is a corrupt leader.

Napoleon keeps making decision that makes the other animals do not feel good. It is clearly said in *The Seven Commandments* that *Whatever goes upon two legs is an enemy*. In other words, it is decided that human being is their enemy, but Napoleon decides to trade with neighbouring farms that are managed by human. Is not this action a violation of *The Seven Commandments*?

Napoleon is really a corrupt leader. He is the one who sets the rules, but then he is the one who breaks them. It is clear that they have decided to avoid getting involved with human being, but Napoleon decides that they will trade with neighbouring farms

managed by human. The other animals do not feel good about this. Their past experience with Mr. Jones is really a bad experience and makes them think it is better for them to stay away from human.

Since the other animals have no courage to say anything about all Napoleon's decisions, it gives him more opportunity to abuse his power and shows that he is a corrupt leader. He keeps doing thing that benefits the other pigs and himself.

Last time, Napoleon and the pigs took the milk and apples for themselves. This time, Napoleon decides that the pigs have to move into the farmhouse to be their residence. Once again, this action is the violation of *The Seven Commandments*. And once again, Napoleon sends Squealer to convince the other animals by saying a lie that the pigs need a quiet place to work in. It is not because the pigs need a quiet place to work in, but it is because they become greedier and greedier and want to have a very comfortable life. The pigs take the meal in the kitchen, have their own recreation room and they even sleep in the beds. Napoleon is indeed a corrupt leader who cheats the other animals for his own benefit.

C. Evil

An evil is a leader who uses evil means to cause atrocious physical or mental harm to their followers or others.

Napoleon shows this character when he expels Snowball from the farm. Even though Snowball is also a pig, but Napoleon has no mercy on him because he considers Snowball as a rival who is always on opposition to him.

Napoleon's action to Snowball is really cruel. He orders his nine dogs to chase Snowball. The nine dogs chase him and it looks like they want to tear him apart with their jaws. Fortunately, Snowball succeeds to escape the cruelty of the nine dogs. The other animals who watch this frightening event are also affected by this. They are mentally harmed because they are so afraid that thing like this might happen to them.

Napoleon continues to show other animals his cruelty. He does this so that no animals have the courage to argue about his decisions on his ways of managing the farm. This time, Napoleon decides that there will be no Sunday Meeting anymore. This makes other animals disappointed.

The animals are disappointed as Napoleon decides that there will be no Sunday Meetings anymore. Only in the

meeting the animals have the chance to say their opinion about the work on the farm. Now that Napoleon has dismissed the Sunday Meetings, they feel so disappointed. They try to show their disagreement. Four young pigs are the most expressive. They shrill squeals and speak at once to show their disapproval. Seeing this, Napoleon uses an evil way to silence them. He lets his nine dogs to make the other animals afraid. Only by letting out their frightening growls, the dogs make all the animals silent.

Napoleon's evil deed keeps going on. Now is the turn of the hens to get evil treatment. Napoleon has decided that the hens must give their eggs to be sold to Whymper. They have to lay four hundred eggs a week. Knowing that they have to surrender their eggs, the hens protest.

Napoleon's decision to sell the eggs to Whymper makes the hens angry. They have already been warned that they might have to the sacrifice of giving up their eggs, but they do not believe if it will really happen. They agree to protest and do something resembling a rebellion. They fly up to the rafters and lay their eggs there which cause the eggs to fall and smash into pieces on the floor. The hens' action makes Napoleon really angry. He orders the hens' rations to

be stopped. It means that the hens stop being fed. Napoleon wants to starve the hens. He also threatens other animals who give a single grain of corn to the hens with death. Napoleon makes sure that the hens get the punishment for disobeying him. As the result, nine hens died.

Napoleon really hates when the other animals disobey him. He uses cruel ways to make other animals fear him. He wants to make sure that they fear him. What he does to the other animals shows that he is an evil leader.

This quotation describes that Napoleon is an evil leader who punishes his followers cruelly when they refuse to follow his orders. The four pigs who protested when he abolished the Sunday Meetings are punished by Napoleon. He orders his dogs to take the four pigs before him by seizing them by their ears and dragging them. This makes the pigs' ears bleeding. This is a very cruel way to treat his own kind. He does not care if they are also. What he cares is they have disobeyed him and they have to be punished.

Napoleon has evil ways to make all the animals in the farm believe that he is a leader who does everything for the goodness of the farm. After expelling Snowball, he

wants to convince other animals that Snowball is really a traitor, so he shows that he will punish anyone who is involved with Snowball.

The four pigs who protested the abolishment of the Sunday Meeting are brought to the other animals. Napoleon tells them to confess that they have secretly been in touch with Snowball. They even say that Snowball has admitted to them that he is Mr. Jones's spy for years. Actually this confession is made by Napoleon to convince the other animals that Snowball is really a traitor and whoever gets in touch with him will have to suffer harsh punishment. After the four pigs finish their confession, the dogs instantly tear their throats out. This proves that Napoleon is an evil leader. He does not have any hesitation at all to kill anyone even his own kind.

After what he has done to the four pigs, Napoleon brings out other animals that disobey his orders. It is their turn to face the punishment for having disobeyed him.

First, Napoleon brings out the three hens who attempted rebellion because they did not want their eggs to be sold. Same as the four pigs, they confess that Snowball has come to their dreams and incite them to disobey Napoleon. This is such an illogical thing. How can someone get incited to do

things through dream? Next, there are a goose and some sheep. They all confess to have done some illogical things. No matter how illogical the confessions are, the other animals have to believe it because they are afraid that Napoleon will kill them, just like what he does to the pigs, goose, and sheep. Napoleon clearly shows his evil with the corpse lying before his feet and the heavy smell of blood because of what he has done to the animals he has punished.

Based on the analysis of the characteristics of bad leader, Napoleon as the leader in this story shows himself as a callous, corrupt and evil leader. Having all the characteristics, Napoleon is categorized as an unethical leader.

4. CONCLUSIONS

The characteristics of bad leader shown by Napoleon in George Orwell's *Animal Farm* are callous, corrupt and evil. Napoleon is a callous leader because he fails to fulfill the other animals' needs. He is a corrupt leader because lies and makes use of other animals' trust to him. He is also an evil leader because he punishes the animals, who disobey him, by killing them cruelly.

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