

Deciphering the Strategic Codes of Organizing: Political Undertones in Orwell's Animal Farm

Örgütlenmenin Stratejik Kodlarını Çözmek: Orwell'in Hayvan Çiftliğindeki Siyasi Tonlar

Yunus Emre Taşgıt¹ , Zülkif Dağlı² 

Abstract

This study aims to understand the strategic foundations of organizing within the context of political behavior. Organizing, whether viewed through a sociological lens or analyzed through the dynamics of power inside an organization, is an unavoidable need that necessitates skilled management. A comprehensive survey of the available literature shows notable publications that provide light on this topic. Notably, "Animal Farm," George Orwell's classic, was meticulously analyzed using qualitative data analysis paradigms. This investigation resulted in creating a conceptual framework outlining the organizational strategic principles. During this investigation, important themes developed that addressed topics such as: What causes an organization to form? What fundamental processes are at work? How is the current order modified? What motivational techniques are used? What shape is the emergent structure taking? What measures assure its long-term viability? How do standard unfreeze-change-refreeze sequences work? What causes the redesigned system to fail? According to these results, the study provides expanded insights useful for academic discourse and entities dealing with organizational complexities. Also, this intersection of literature study with in-depth qualitative analysis promises a more nuanced understanding, essential for scholars and practitioners negotiating the junction of politics and organizational behavior.

Keywords: Organizing, Political Behavior, Strategic Codes, George Orwell, Animal Farm

Öz

Bu çalışma politik davranış bağlamında örgütlenmenin stratejik temellerini anlamayı amaçlamaktadır. İster sosyolojik bir bakış açısıyla bakılsın ister bir organizasyon içindeki güç dinamikleri üzerinden analiz edilsin, örgütlenme, yetenekli yönetim gerektiren kaçınılmaz bir ihtiyaçtır. Mevcut literatür kapsamlı bir şekilde incelendiğinde, konuya ilişkin önemli yayınlara rastlanmıştır. Bu bağlamda George Orwell'in klasiği olan "Hayvan Çiftliği" değerlendirmeye alınmış ve nitel veri analiz paradigmaları kullanılarak titizlikle analiz edilmiştir. Araştırma, örgütsel stratejik ilkelerin ana hatlarını çizen kavramsal bir çerçevenin oluşturulmasıyla sonuçlanmıştır. Araştırma sırasında şu konuları ele alan önemli temalar geliştirilmiştir: Bir örgütlenmenin oluşmasına ne sebep olur? Hangi temel süreçler iş başında yer alır? Mevcut düzen nasıl değiştirilir? Hangi motivasyon teknikleri kullanılıyor? Ortaya çıkan yapı nasıl şekillendiriliyor? Hangi önlemler onun uzun vadeli sürdürülebilirliğini garanti ediyor? Standart çözme-değiştirme-yeniden dondurma dizileri nasıl çalışıyor? Yeniden tasarlanan sistemin başarısız olmasına ne sebep oluyor? Bu sonuçlara göre araştırma, akademik söylem ve örgütsel karmaşıklıklarla uğraşan kuruluşlar için yararlı genişletilmiş bilgiler sunmaktadır. Ayrıca literatür ile niteliksel analizin bu şekilde kesişmesi, politik ve örgütsel davranış kavşağını müzakere eden akademisyenler ve uygulayıcılar için gerekli olan daha incelikli bir anlayış vaat etmektedir.

Anahtar Kelimeler: Örgütlenme, Politik Davranış, Stratejik Kodlar, George Orwell, Hayvan Çiftliği

1 Corresponding Author: Yunus Emre Taşgıt (Assoc. Prof. Dr.), Düzce University, Faculty of Business Administration, Department of Management and Organization, Düzce, Türkiye. E-mail: yunusemretasgit@duzce.edu.tr
ORCID: 0000-0003-2176-1733

2 Zülkif Dağlı (Assoc. Prof. Dr.), Çorum Governorship, Çorum, Türkiye. E-mail: zulkifdagli@hotmail.com
ORCID: 0000-0002-8188-4420

To cite this article: Taşgıt, Y. E., & Dağlı, Z. (2024). Deciphering the strategic codes of organizing: political undertones in orwell's animal farm. *SİYASAL: Journal of Political Sciences*, 33(1), 169–185. <http://doi.org/10.26650/siyasal.2024.33.1379600>

Introduction

Organizational engagement is an intrinsic characteristic of modern human existence. Each individual's interaction with organized structures ranges from founding to joining, influencing, or being influenced. Contemporary discourse posits that such engagements, as mediums of struggle and power accumulation, have assumed heightened importance compared to historical paradigms. Examining societal constructs provides ample illustrations of this intricate dance of power dynamics. Within organizations, individuals gravitate toward core centers of influence, echoing Zaleznik's (1970) assertion about the proximity to the power nucleus. This gravitational pull toward power centers underscores instances where individuals form alliances with entities possessing unique power resources, compensating for individual deficiencies. Corporations strategize and form alliances in their quest for market supremacy, and similarly, political entities, notwithstanding profound ideological divergences, can coalesce for ascendancy. Such insights highlight an organizational strategy's intricate and often hidden aspects, exemplified by combining diverse intentions to achieve tangible collaboration.

A meticulous analysis of organizational processes, whether formal or informal, unveils a bifurcation: overt and shared elements juxtaposed against those that are covert and withheld. The former is discernible, inviting more lucid articulations, while the latter, by virtue of various imperatives, necessitates strategic obfuscation. Strategic behaviors of this nature necessitate meticulous consideration of factors such as modality, time, and appropriate partners for dissemination. Elucidating this dichotomy, the conceptual bifurcation in the 'sharing of objectives' becomes salient. "Real goals" serve as nomenclature for the covert, unarticulated objectives, while "stated goals" epitomize the overt, articulated ones. Entities with a preponderance of overt elements are taxonomically characterized as transparent, whereas their counterparts, dominated by covert elements, are designated as enigmatic. The strategic imperative of these covert dimensions, considering their potential ramifications – whether gains or debacles – for the entity or individual, elevates their significance in organizational discourse. Consequently, although outcomes vary across stakeholders, the strategic concealment of such facets can be rationalized within certain boundaries of organizational pragmatism (Robbins et al., 2010).

In contemporary discourse surrounding power dynamics, individuals frequently articulate a quest for power grounded in multifaceted motivations. These motivations span from pursuing enhanced conditions and self-preservation to the aspiration for invulnerability. Notably, the mechanisms and instruments employed in attaining power are contingent upon individualistic paradigms shaped by values, convictions, and presuppositions. Consequently, no universal *modus operandi* or tool deemed universally suitable exists. Moreover, while the essence of power — fundamentally characterized by its capability to influence (Hicks & Gullet, 1979) — is ubiquitously acknowledged, there is a burgeoning debate concerning the quantitatively 'optimal' extent of power one should wield. Overaccumulation of power can engender detrimental ramifications both at the micro (individual) and macro (organizational) echelons, manifesting behaviors symptomatic of 'power intoxication'. Organizationally, the legitimacy of power is evaluated by its alignment with and representation of the majority's vested interests. Any deviation from this normative benchmark categorizes power as illegitimate. On an

individual scale, power is perceived as legitimate when it champions individual rights but transgresses into the realm of illegitimacy when it infringes upon others' prerogatives (Pansardi, 2012).

This study seeks to delineate the strategic facets of organizational behavior within political contexts. The act of organizing, irrespective of its sociological interpretation or perception within intra-organizational power dynamics, remains inevitable. An astute comprehension of this phenomenon necessitates a profound grasp of its strategic underpinnings. Hence, crucial questions revolve around what triggers the formation of an organization, the complex processes involved, interventions in the existing system, the motivational tools employed, the design of the new structure, strategies for ensuring its sustainability, and factors leading to the dissolution of an emerging system.

When delving into the vast academic literature, numerous noteworthy publications have been identified that offer detailed insights into the subject matter. One such work that this research gravitates toward is the magnum opus "Animal Farm" (1945) by George Orwell, a luminary who adopted this pseudonym. This literary masterpiece not only offers a mirror to its epoch but also exhibits a timeless resonance (Turna, 2020). Within its narrative, the novel unfurls a farm ensnared in administrative quandaries, anthropomorphic animals embodying disparate attributes delineating leadership and subservient roles, and a compendium of events emphasizing collective agendas, transitions of power, obliteration and reconstruction of orders, power architectures, uncharted adversities, power tugs-of-war, and the intricate dance of crisis management and systemic disintegration. Therefore, Animal Farm offers remarkable arguments in terms of its causes and consequences in the context of both socio-psychological and socio-political behaviors in order to understand the strategic foundations of organization. Scholarly debate delves into many aspects of the story, hypothesizing that the metaphorical farm may be analogous to real-world organizational dynamics and that its characters may represent specific psychosocial archetypes (Bozkurt et al., 2018; Fidan, 2018; Altparmak & Durakolu, 2021). While the studies on this work (e.g., Carter, 1974; Ingle, 1993; Carr, 2010; Fajrina, 2016; Albloly and Nour, 2019; Xie, 2020) are descriptive of the research subject, they also attract attention with their diversity of perspective and factual descriptiveness.

We carefully designed the research approach, integrating elements of qualitative data analysis, such as content and descriptive analysis. The study began with thoroughly examining the literature on organizational constructs and political behaviors. Subsequent stages involved data extraction and analysis methods, such as block text extraction, identifying and reviewing key excerpts, and thematic development. The study's outcome was synthesized into a conceptual framework and cross-referenced with relevant literature, allowing for a comprehensive discussion and summary of the findings.

Review of Literature: Organization and Political Behavior

Within the expansive realm of organizational theory, multiple frameworks decipher the intricacies of organizational life. System theory, for instance, understands organizations as arenas defined by salient actors, boundaries, and inter-relations. Conversely, the contingency theory posits that organizational behaviors are contingent upon specific external conditions. Viewed through the resource dependence approach, organizations

are entities interdependent in a mutual quest for resource acquisition. The agency theory defines this structure as a stratified entity with delegated responsibilities and rights, while the transaction cost theory emphasizes the economic implications of inter-organizational relations. Organizational ecology theory envisages a Darwinian battlefield where resilience determines survival and institutionalization theory underscores the indispensability of legitimacy in organizational longevity. Lastly, the organizational network theory postulates organizations as matrices wherein social connections equate to accrued power.

At a macroscopic level, organizations manifest as structured entities, formal or informal, marshaling resources toward predefined objectives. As Barnard (1938) opined, they are intricate systems of coordinated endeavors. This concept of coordination, as elaborated by luminaries such as Schein (1977) and Etzioni (1964), stems from individual deficiencies, propelling individuals to team up with peers with.

Within these structured confines, the phenomenon of political behavior surfaces. Robbins (1989) define this as attempts by individuals to modify the behaviors of their peers to correlate with self-driven interests. Such politicking is not a mere sideline activity but a core component, significantly influencing organizational trajectories (Cook et al., 1999). Ryan (1984) contextualizes political behavior within the scope of power, asserting it as the mechanism through which power translates into tangible actions. Essentially, these maneuvers bear the potential to dictate, or be dictated by, the broader organizational objectives (Farrell et al., 1982). Emergent in environments characterized by resource paucity, ambiguity in regulations, and pronounced rivalry (Mintzberg, 1983; 1985), such behaviors often employ a spectrum of tactics, from alliance forging to strategic power plays over pivotal resources (Schein, 1977). However, it is paramount to acknowledge the dual-edged nature of political behaviors. Depending on one's vantage, they can be perceived as constructive or detrimental (Parker et al., 1995).

Methodology

This study explores the strategic features of organizational structuring, following the fundamental principles of qualitative research methodology. Recognizing that qualitative research is intrinsically oriented toward unveiling profound interpretations beyond superficial occurrences (Strauss & Corbin, 1990), the corpus under scrutiny in this investigation has been subject to a rigorous interpretive analysis. This approach ensures congruence with its theoretical framework while adopting an integrative and holistic lens. Figure 1 presents a schematic illustration that provides a comprehensive understanding of the intricacies of the data-gathering procedure, which is crucial for obtaining the research conclusions.

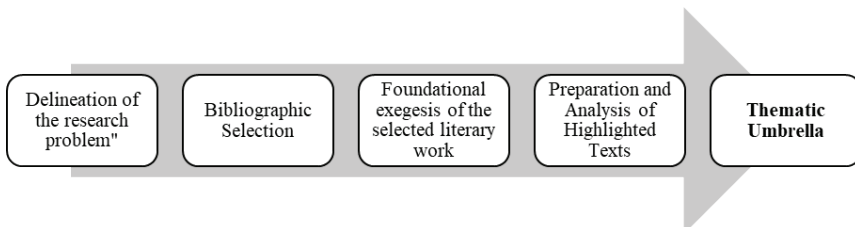


Figure 1. Methodology for Data and Findings Acquisition in Research

Upon careful examination of Figure 1, one discerns that the initiation of the data acquisition process is anchored in the “delineation of the research problem.” The primary problem domain of this research is to identify strategically significant dimensions relevant to non-manifested or concealed aspects of organizational structures, specifically Orwell’s Animal Farm, by following the basic principles of qualitative research methodology that allows content analysis. Existing literature indicates that specific issues are hidden from various stakeholders during the organization’s lifecycle stages—inauguration, maturation, and dissolution. Such concealed facets invariably illuminate the inherent objective of organizational structures. As a result, identifying the proclivities shown at various junctures is critical for its key interlocutors: leaders and followers.

A thorough “bibliographic selection” was conducted during the subsequent phase to resolve the previously indicated research dilemma. Through an exhaustive literature review, specific seminal works were identified that might bear direct or tangential relevance to the research paradigm. In evaluating these works, salient inquiries were rigorously pursued, such as the underlying impetuses for organizational inception, principal processes executed, modus operandi of interventions in the prevailing paradigm, etc. Post this assiduous content analysis, George Orwell’s magnum opus, “Animal Farm,” emerged as the quintessential text aligning with the research’s objectives.

In the tertiary phase, a fundamental explanation of the chosen literary work was carried out, following which “textual segments” possibly bearing multifaceted importance to the research paradigm were delimited. A thoroughly edited compendium encompassing these pieces and spanning approximately 20 pages was compiled. In order to facilitate more rigorous analysis, text segments with similar thematic elements were grouped into corresponding categories. From this refined corpus, salient sentences, quintessentially capturing the crux, were extrapolated. According to the recognized scholarly paradigms outlined by Strauss and Corbin (1990), three distinct modes of conceptual distillation are proposed. The modality based on extractions derived from raw data was carefully utilized within the scope of this investigation. The fundamental principles expressed in the selected sentences were further explained using content analysis.

In the penultimate phase, the textual segments were subjected to rigorous analytical scrutiny, after which “highlighted sentences” evoked semantic congruities and divergences were identified. Given the length of these highlighted sentences, it was deemed impractical to include them in their entirety within the research framework. Hence, representative “coded expressions” were identified and allocated. An initial perusal of the text yielded 477 such highlighted sentences and 65 coded expressions pertinent to organizational theory and political comportment. Subsequent evaluations, however, refined this repository to an aggregate of 36 coded expressions.

In the last stage, considering the manifest and hidden meanings embedded within the highlighted sentences, coded terms were integrated under relevant “thematic umbrellas.” The exploration of these topics was based on the significant questions that the research aimed to clarify. Ensuring internal coherence necessitated the presence of robust linkages amongst aggregated sentence clusters, while external coherence mandated the preservation of thematic sanctity and semantic contiguity. Each highlighted sentence was

put through an analytical crucible, examining its basic message, relational dynamics (with other segments and the overarching theme), and vectors of uniformity and divergence. A quintet of thematic pillars was then used to explain the research structure.

Table 1 presents a concise summary encompassing the highlighted sentences, coded expressions, and emergent themes extracted by researchers from Orwell’s *Animal Farm* (1945). Given the enormous amount of highlighted sentences, providing an entire list in this context is impossible. As a result, a few phrases representative of the researchers’ analytical rigor and inference have been included in the table. Comprehensive analyses of the highlighted sentences are incorporated in the part that explains the conceptual framework.

Table 1
Extracted Noteworthy Sentences, Code Expressions, and Central Themes from the Novel “Animal Farm”

Sample Emphatic Sentences	Code Phrases	Themes
<i>...The meadows are overgrown with wild vegetation, the structures lack roofing, the fences are in disrepair, and there is an inadequate provision of sustenance...(p.14)</i>	Inadequate Sense of Responsibility	Factors Leading to Organizational Structuring
<i>...Jones devoted his entire day to drinking... He was so inebriated that he couldn't even recall closing the doors...(p.7-14)</i>	Managerial Negligence	
<i>...such as animal life, misery, and slavery... Almost all of our labor is being stolen by humans...(p.8-9)</i>	Injustice Perception	
<i>...Never forget that your duty entails hostility toward humans and all their actions...(p.10)</i>	Sense of Revenge	

Sample Emphatic Sentences	Code Phrases	Themes
<p>...Over the span of three months, numerous clandestine activities unfolded... secret nocturnal gatherings were convened to formulate the tenets of Animalism... (p.13)</p>	<p>Planning</p>	<p>Intervention in the Current System-Managed Core Processes</p>
<p>...Anything that walks on four legs or has wings is considered our ally...Ribbons are deemed as attire, and attire symbolizes humanity... (p.10-15)</p>	<p>Stakeholder Identification</p>	
<p>...The responsibility for informing and organizing other animals was assigned to the pigs regarded as intelligent... Snowball was responsible for defense... (p.13-25)</p>	<p>Task Distribution</p>	
<p>...After their diligent work, they managed to condense the principles of Animalism into seven commandments... "Four legs good, two legs evil"... (p.17-22)</p>	<p>Doctrine Formulation</p>	
<p>Napoleon, by sending pigeons to neighboring farms every day, was narrating the story of the revolution... The song 'Beasts of England' started becoming widely known everywhere... (p.24-25)</p>	<p>Disseminating Doctrine</p>	
<p>...While engaging in the struggle against humanity, it is imperative to refrain from emulating them... None among them addressed one another as "Sir"... (p.10-64)</p>	<p>Formulating the Core Principles</p>	
<p>...Any creature walking on two legs is deemed our adversary... Are you aware of who, in the dead of night, was responsible for toppling our windmill? Snowball!... (p.10-38)</p>	<p>Locating the Adversary</p>	
<p>Napoleon refrained from creating any specific plans; instead, he consistently asserted that Snowball's plans would lead to nothing... (p.29)</p>	<p>Strategic Direction</p>	
<p>The plans he drafted were actually stolen from Napoleon's working papers... It turns out Snowball had been in cahoots with Jones right from the start!... (p.33-43)</p>	<p>Disinformation</p>	
<p>The animals didn't voice any grievances about their efforts or sacrifices; for they were cognizant of the benefits it brought to themselves and generations to come... (p.34)</p>	<p>Benefit Orientation</p>	<p>Employed Motivational Strategies</p>
<p>...Emotions have no place here! War is just war. The only good human is a deceased one... If we take one wrong step, the enemy will be upon us... (p.26-32)</p>	<p>Idealization</p>	
<p>Do you understand the consequences of our failure in our mission?... I believe none of you wishes for Jones to come back, am I correct?... (p.23)</p>	<p>Harm Tension</p>	

Sample Emphatic Sentences	Code Phrases	Themes
<i>Napoleon acted with celerity and mercilessness... All the knives used by Jones were discarded into the well, harnesses, reins, and horse blinders were consigned to the flames... The animals had eradicated any traces reminiscent of Jones...(p.41-15-16)</i>	Erasure of the Old Regime's Traces (Dissolution)	Shaping the New Order
<i>...trade with neighboring farms is permissible... Sleeping in a bed with sheets is prohibited... No animal shall unjustly kill another animal... Excessive consumption of alcohol is strictly prohibited... (p.35-37-47-54)</i>	Definition of New Rules (Formation)	
<i>...Meetings concluded with the rendition of "Beasts of England"... Entry into the barn was preceded by paying reverence to the skulls of the animals...(p.21-33)</i>	Organizational Symbols/ Rituals	
<i>...They were in imminent danger of starving to death. It was of paramount importance to keep this fact hidden from the external world...(p.40)</i>	Concealment of Weakness	
<i>...He recited figures from paper, asserting a five hundred percent increase in all forms of production..., he described it using numerous visuals and the animals began to recall...(p.47-43)</i>	Production of Reasonable Justification	
<i>...We are the intellectual laborers... The more intelligent pigs should be authorized to make all decisions concerning farm policies...(p.23-29)</i>	Imposing Inherent Inequality	
<i>...Despite their lack of trust in Pilkington as a human, they favored him over Frederick, whom they both feared and loathed...(p.49)</i>	Compulsion	
<i>...The narrative of confession and execution persisted until a pile of corpses had formed at Napoleon's feet...(p.45)</i>	Elimination of Threats	
<i>Napoleon casually wandering the farmhouse garden with a pipe in his mouth... the pigs obtaining radios and arranging telephone connections didn't appear unusual...(p.65)</i>	Normalization	
<i>...If they experienced hunger, it was not due to the oppressor humans feeding them... If they toiled diligently, they were doing it at least for their own benefit...(p.64)</i>	Solidification	
<i>...Regardless of circumstances, they would remain loyal, work tirelessly, obey orders, and acknowledge Napoleon's leadership...(p.46)</i>	Fostering Commitment	

Sample Emphatic Sentences	Code Phrases	Themes
<i>...Through a specific directive, the prohibition of the song 'Beasts of England' was formally announced... While all animals are considered equal, it is noted that some animals are, in fact, more equal than others... (p.46-65)</i>	Dissolution of Values/Purposes	Factors Leading to the Collapse of New Regime
<i>...They had arrived at a time when no one dared to express their thoughts, and ferocious, growling dogs ruled the land... this was not the system that all animals had aspired to and labored for... (p.46)</i>	Disappointment	
<i>...As a standard protocol, if a pig encountered another animal on the path, it was universally accepted that the other animals should step aside and wait... (p.56)</i>	Growing Disparity Between Classes	
<i>... Given that the animals and humans had come together on equal terms for the first time, what activities could they be engaged in indoors?... (p.65)</i>	Actions Raising Doubt	
<i>...The uprising had diminished into a vague recollection, merely whispered from one mouth to another... and some who had never even heard of the rebellion had been compromised... (p.62)</i>	Deletion of Pedagogical Components	
<i>...word got around that the pigs somehow came up with the funds to purchase an additional crate of whiskey for themselves... (p.61)</i>	Proliferation of Negative Narratives	
<i>...they were shivering from the cold, and hunger pangs were a frequent companion... the luxuries that were once dreamt of were no longer being discussed... (p.40-63)</i>	Unfulfilled Promises	
<i>...the animals voiced numerous grievances when the pigs and dogs were not in close proximity... a question arose as to whether they should be more afraid of the pigs or the humans... (p.57-65)</i>	Rising Complaints	
<i>...herd of pigs exited the farmhouse; all of them were walking on their hind legs... Napoleon stepped outside, wielding a whip in his hoof... (p.64)</i>	Return to Repressive Methods	

Evaluation and Conceptual Framework

In the concluding phase, we sought to derive a conceptual framework from the findings about the study's central problem. The evaluative approach hinged on descriptive analysis, a method emphasizing data organization, classification by predefined themes, and interpretation rooted in causality, occasionally drawing comparisons to other phenomena when deemed relevant (Elliott & Timulak, 2005). From this vantage point, 477 sentences highlighting organization and political behavior, alongside 36 codified statements and 5 thematic elements from the research dataset, were meticulously linked, characterized, and analyzed, ensuring alignment with the study's objectives and narrative consistency.

The first step of conceptual framework development involved analyzing coded terms concerning relevant literature. This was followed by connecting these expressions to the contextual meanings and themes in George Orwell's "Animal Farm" through a hermeneutic lens. The conclusions derived from these studies are outlined below.

Organizational Catalysts in Orwell's "Animal Farm"

Orwell's "Animal Farm" offers four distinct causative factors, interlinked in a cause-effect paradigm, that spur organizational tendencies: a) Inadequate Sense of Responsibility b) Managerial Negligence c) Perception of Injustice, and d) Vindictive Sentiments.

Orwell suggests that the foundational crack in an extant organizational structure initiates with the leadership's diminished responsibility cognizance. The consciousness of responsibility, as defined in academic discourse, refers to an individual's understanding of the circumstances within their domain of influence and their recognition of the ethical and legal ramifications that arise from their behavior (Glover, 1970). A leadership void, characterized either by ambiguous jurisdictional boundaries or an explicit boundary coupled with a leader's ignorance of the same, is deemed a critical vulnerability. Such shortcomings can inadvertently nurture informal structural formations.

This flaw often expands from a mere oversight to an encompassing managerial lapse. From a managerial perspective, such behaviors are untenable as they challenge the leadership's authoritative stature, both in essence and operationality. In such a milieu, matters of rights and equity are usually subtle when favorable power dynamics can be overtly exacerbated by vested interests using perceptual management tools. This trajectory can swiftly devolve into a tumultuous state, inundated with incisive criticisms and, at its least harmful, cultivating an environment rife with unjust perceptions. Scholarly literature defines this perceived injustice as an innate conviction of receiving unfair, disrespectful treatment and incurring undue hardships due to external actions (Iverson et al., 2018:1156).

The equity theory posits that when individuals perceive their endeavors as undervalued and their rewards as inequitable, they undergo profound emotional strain and strive for redress (Adams, 1965). Such perceptions often culminate in a retaliatory impulse (Jones, 2008), sometimes manifesting as vindictive acts like sabotage (Skarlicki et al., 2008; Durrah, 2020). From an academic viewpoint, revenge is conceptualized as a calculated adverse reaction toward perceived grievances, simultaneously exemplifying a specific aggressive state and a protective, justice-driven response (Strelan et al., 2014). Consequently, this fertile revenge-incubating setting will invariably streamline new informal organizational endeavors, rendering them both expected and endorsed.

Intervening in the Established System: Key Operational Processes

Orwell's work highlights nine key processes regarding interventions in an established system within an organizational context. These processes are Planning, Formation of Core Principles, Stakeholder Identification, Task Distribution, Doctrine Formulation, Doctrine Dissemination, Identification of Adversaries, Strategic Direction, and Disinformation.

Every organization, whether birthed from a new initiative or embedded within an existing structure, either formal or informal, is a product of meticulous planning. The

initial step of any intervention commences with planning. An effective plan is essential for a triumphant intervention. Planning involves unified future-oriented decisions within a political framework, often sidelining overt competition. During this phase, the primary and secondary objectives of the organization are outlined, setting its course. Decisions are made on the purposes to achieve within a stipulated timeframe. Deliberations on foundational principles occur, seeking a commitment to these principles and setting expectations accordingly.

The establishment of these core principles serves as robust behavioral guidelines that resonate with the organization's foundational elements. In general, these principles delineate the organization's trajectory and establish a non-negotiable benchmark for all. However, they're often designed with adaptability in mind, ensuring relevance amidst evolving conditions. While every plan inherently affects various stakeholders, the extent and nature of this impact might differ. Typically, these stakeholders fall into two categories: Proponents and Opponents. Thus, during the planning stage, it's crucial to assess these entities' potential sensitivities and reactions thoroughly. Moreover, discretion is exercised regarding information dissemination, making it a critical juncture in the process.

Following stakeholder identification, task allocation emerges as a pivotal step, especially concerning the plan's execution. The effectiveness of this distribution is instrumental to the success of the intervention, with selections often prioritizing loyalty and affiliation over competence and merit, especially in political contexts. Post-task allocation doctrines, which encapsulate the essence and purpose of the organization, are developed. While these doctrines might be explicit for the foundational elements, endorsement is required for broader acceptance. Subsequently, these doctrines are shared judiciously among all relevant stakeholders.

The process of identifying adversaries is paramount for stimulating cognitive and active engagement toward achieving organizational goals. Politically, the mere insinuation or creation of an adversary can catalyze action. Strategic direction, another predominant process, typically emphasizes the drawbacks of the competitors rather than the organization's own undertakings. Finally, disinformation seeks to obfuscate by casting aspersions on the competitor's commendable actions, often propagating that these actions are derivative or purloined, undermining their authenticity and value.

Motivational Methods Used

In Orwell's work, the motivational methods used within the context of organization can be broadly discussed as Idealization, Benefit Orientation, and Harm Tension.

Idealization refers to motivation where an emotional bond is established and reflected toward achieving what is idealized without relying on any benefit or harm. In such a motivational atmosphere, actions are driven by ideological reasons, not tied to rewards or punishments. There's an underlying perspective: "It doesn't matter if I lose as long as the ideology I believe in wins." This is the organizational process's most desired, anticipated, and pursued state. However, such a perspective seldom dominates vast masses. It is predominantly present among founders and those closer to them. Acting for the sake of acting is not the agenda under this form of motivation.

Benefit Orientation is a form of guidance that leverages material or intangible rewards or promises if a particular goal is achieved. All tools in this process target human nature (physiological, psychological, social) and are inherently encouraging. It is need-based. It has the potential to trigger emotions and feelings, bringing effort and sacrifice to the forefront while substantially reducing complaints. It is emphasized both directly and indirectly.

Harm Tension is a method where potential punishments and losses are highlighted in case the desired results are not achieved or in instances of failure. The tools used predominantly have an intimidating aspect. Sometimes, this is felt directly, while at other times, it is implied. While it primarily suppresses feelings and emotions, there is a forceful behavioral choice among alternative negative scenarios. There's a progression toward the objective through subjugation. It exhibits a trend of avoiding more negative outcomes. Although considered problematic as a long-term guidance method, it is an effective short-term solution.

Shaping the New Order

In the context of establishing a new order, examining Orwell's work provides us with several fundamental principles: Erasure of the Old Regime's Traces (Dissolution), Definition of New Rules (Formation), Organizational Symbols/Rituals, Concealment of Weaknesses, Production of Reasonable Justifications, Imposition of Inherent Inequality, Compulsion, Elimination of Threats, Normalization, Solidification, and Fostering Commitment.

Organizational structures and systems inherently mirror their designers' and founders' ideologies, values, beliefs, and assumptions. Infusing these attributes into all visible and invisible processes and procedures is a challenge in ensuring their permanence. Establishing a new order begins primarily by erasing traces of these attributes in the existing system. This dissolution is perceived as a critical transition point for leaders. An effective dissolution is essential, or the maturation of the new order becomes arduous. Strategically, it might be better not to erase all traces but to retain those that demonstrate the necessity of the new system while removing elements that might induce nostalgia for the old regime.

Concurrently, goals and mission-driven principles are introduced to shape the new order. Fundamentally, this phase demands a profound mental and behavioral transformation. Members are asked to abandon familiar behaviors and adopt new ones. Resistance is expected and countered through socioeconomic and socio-psychological motivation mechanisms, which are critical in embedding desired behaviors and solidifying new ones.

Simultaneously, emphasis is placed on visibility endeavors. Symbols and rituals that can represent the new order are created. The aim is for every aspect of the organization to echo the new system's messages, facilitating mental acceptance. However, the establishment of a new order is not without its vulnerabilities. Proactively addressing these weaknesses is of the utmost importance. If it is not possible to preempt them, they must be concealed or managed. The revelation of these vulnerabilities can undermine the morale of supporters while bolstering the confidence of those who oppose.

During this transformation, unforeseen challenges are inevitable. Crafting cogent justifications for these challenges becomes strategically vital. While appeasing everyone might be impractical, generating arguments that convince allies while weakening opposition is crucial for organizational longevity and stability. Initially, organizational life during the formation of a new order often downplays power dynamics. However, as the order stabilizes, inherent inequalities based on power emerge. These power dynamics become more palpable, and the notion of equality is challenged. Confronting this situation requires a firmer, more authoritative approach. Resisters are given a stark choice: revert to the old ways or accept their new roles.

If resistance persists, threats are swiftly neutralized. Opponents are portrayed as self-centered individuals, detrimental to the collective good. Actions against them are presented with a veneer of victory. Post-elimination, the new state becomes normalized. Behaviors once deemed objectionable now pass without comment. The new norms are internalized, transformed into core values, and solidified within the organizational fabric. These established norms infiltrate all organizational processes. Individual and organizational goals align, fostering a heightened sense of commitment. Members are prepared to make sacrifices for the betterment of the organization. Loyalty becomes paramount.

Factors Leading to the Collapse of the New Order

In Orwell's work, when discussing the establishment of a new order, the factors leading to its demise are Dissolution of Values/Purpose, Unfulfilled Promises, Disappointment, Growing Disparity between Classes, Erosion of Doctrinal Elements, Actions Raising Doubt, Proliferation of Negative Narratives, Rising Complaints, and a Return to Repressive Methods.

Like any system, the existence and sustainability of an organizational order hinge on the enduring significance of its founding purposes and values. Any behavior or practice that diverges from these objectives damages the ties that bind the organization, even if invisible. Within the realm of political behavior, the most pernicious and precarious actions include subtle and ongoing departures from the established objectives, gradually undermining the organization's integrity. While adapting to changing conditions by revising one's goals is a natural inclination, convincingly communicating these changes to stakeholders is crucial. Otherwise, members who perceive the loss of unity in purpose will find it challenging to remain committed, precipitating the inevitable decline of the new order.

In organizational life, promises often activate and sustain motivational processes. Expectations and aspirations are built upon them. Members keenly and eagerly monitor their realization. Deviations or neglect of these promises elicits urgent responses, given their propensity to amplify vulnerabilities, acting like a domino effect. Therefore, fulfilling promises and their potential realization is a pivotal factor in the continuity of the new order. Non-realization disappoints its proponents while bolstering the opposition, exposing the organization to external and internal pressures that can hasten the order's decline.

Every new system is built on dreams and expectations, often related to past adversities like undeserved treatment, unwanted attitudes, or not being valued. All sacrifices made to

establish the new order aim to avoid reliving these past problems. Witnessing recurrences of these issues, especially in an order they helped create, significantly heightens tension and disappointment, making this negative psychological state one of the most potent drivers toward the collapse of the new order.

As the new order persists, it may gradually evolve to a point where departures from its value-centric foundation become evident. The increasing disparity between classes is one such manifestation. Over time, the emphasis shifts from purpose-centric to position/class-centric perspectives. This increase in privilege and entitlement intensifies, eroding all forms of member commitment, indicating the new order is nearing a breaking point.

Another alarming trend is the gradual disregard for foundational teachings and principles, leading to internal contradictions. What were once guiding principles become trivialized, indicating that the new order has lost its functionality.

Consequently, attention is directed toward overt actions undertaken by individuals in positions of authority, giving rise to skepticism. Although these activities are currently evident, they can be rationalized based on ostensibly logical justifications. The environment exhibits a limited degree of receptivity. Hence, the most prudent course of action may be adopting a strategy of waiting patiently.

As dissatisfaction grows, negative narratives start at a grassroots level through gossip and murmurs but snowball into more exaggerated tales of grievances. Soon, almost everyone, whether supporter or critic, has something to grumble about. Complaints increase in number and intensity, making containment challenging.

By this point, the opportunity for constructive solutions has long passed. A shift to repressive measures is seen as the inevitable solution. The new order reverts to the very issues criticized in the old one. The only difference is in the implementers. We have come full circle. The cycle is ripe for the emergence of yet another “new order.”

Findings

Upon scrutinizing George Orwell’s “Animal Farm” through the lens of qualitative data analysis methodologies, this study has discerned pivotal codes pertinent to the strategic facets of organizational behavior within a political milieu. These derived codes augment the scholarly corpus with an explorative nuance in specific dimensions. Concurrently, they render enriching elucidations that bolster a profound comprehension of the underpinnings of strategic organization. When juxtaposed with extant academic outputs, the study’s outcomes notably resonate with seminal works such as Mintzberg’s (1985) “Organizations as Political Arenas”; Strelan et al.’s (2013) “Power and Revenge”; Pansardi’s (2012) “Necessary Power and Excessive Power: Two Distinct Paradigms?”; Aronson and Cope’s (1968) “The Enemy of My Enemy is My Friend”; Hussain et al.’s (2018) “A Critical Examination of Kurt Lewin’s Change Model: Probing the Role of Leadership and Employee Engagement in Organizational Transformation”; Werther’s (1987) “Loyalty: A Comparative Analysis Across Institutional Structures”; Fischer and Ravizza’s (1991) “Responsibility and Its Inevitable Facets.”

The empirical insights suggest that one key impetus behind organizational dynamics, particularly those about informal intra-organizational alternative structuring, is attributable

to cavities in the praxis of managerial responsibility. Such oversights, whether accidental or deliberate, pave the way for adversarial factions within the organization to identify and exploit vulnerable stratagems. Furthermore, perceptions of marginalization or perceived inequities in managerial paradigms, irrespective of their integrity, catalyze sentiments of retribution, thus ensnaring entities in endeavors of subversive reorganization. In light of these findings, there emerges an imperative for vigilance against any manifestation of managerial dereliction and to assiduously eschew strategies that inadvertently foment sentiments of retributive justice among diverse stakeholder groups.

If unchecked, alternative organizational approaches can lead to various interventions in the established order by concerned parties. These interventions often run in tandem, creating a multi-layered approach to change. Initially, a strategy for an alternative organization is formed, prioritizing unity in thought and action over competition. Decisions are formulated considering future outcomes, while goals are established to guide actions and aspirations. The potential repercussions of these activities are analyzed through a systematic examination, focusing on identifying the parties that may be affected and taking appropriate safeguards to mitigate any adverse effects.

Moreover, to effectively implement this plan, roles and responsibilities are delegated. Fundamental principles (or red lines) are discussed, and agreements are formed around them. On the one hand, doctrines that rationalize and emotionally convey the intent of the new organization are created. At the same time, on the other, there's an intensified focus on identifying adversaries to sustain cognitive and action-driven momentum. Furthermore, any positive actions from opposing parties are undermined through disinformation, further accelerating the destruction of the old and the construction of the new.

In solidifying the new order, various motivational tools are employed. The process often starts with "idealization" - forging an emotional connection to a vision, transforming individual desires and expectations into sacrifices for a more significant cause. Gradually, this approach shifts to either a benefit-driven method, where rewards (tangible or intangible) are promised upon achieving set goals, or a harm-aversion method, where potential punishments or losses are highlighted to instill fear and drive action.

Once the new order takes shape, attention turns to ensuring its longevity and robustness. Efforts are first directed toward erasing remnants of the old system that could invoke nostalgia. The ideals and beliefs of the new system's architects infiltrate all visible and behind-the-scenes processes. Visibility activities, such as creating organizational symbols and establishing rituals, strengthen the newly established order. In the interim, promptly mitigating vulnerabilities that arise is prioritized. As the system matures, inherent power imbalances become evident, leading to escalating interventions to maintain order. Perceived threats are eliminated if necessary, creating a new status quo that becomes normalized over time. This new normal then evolves into organizational values and gets institutionalized.

However, there are various reasons why such a new order might fail. Chief among them is the erosion of the original purpose and values that bound the organization together. A significant breach of trust can occur when promised rewards are not delivered. Often, teachings and foundational beliefs emphasized during formation are disregarded, leading

to internal contradictions. Previously concealed actions have become openly visible and are justified as fundamental entitlements. Over time, most individuals develop a sense of discontentment against the emerging structure.

Open criticisms rise, and with them, the spread of misinformation. When the situation reaches this point, corrective actions might be too late. Returning to oppressive methods becomes an inevitable solution, resetting the cycle toward forming a new order.

In conclusion, in an organizational setting fraught with managerial challenges, actions driven by those in governing positions' relational and behavioral attributes are inevitable. While there might initially be a strong desire for unity around mutual interests, conflicts become more apparent over time. While initially motivating, taking control by like-minded individuals can eventually introduce destructive challenges. Regardless of the circumstances, there will always be those ready to navigate the collapse and envision new beginnings.

Peer-review: Externally peer-reviewed.

Conflict of Interest: The authors have no conflict of interest to declare.

Grant Support: The authors declared that this study has received no financial support.

Author Contributions: Conception/Design of study: Y.E.T.; Data Acquisition: Y.E.T.; Data Analysis/Interpretation: Y.E.T., Z.D.; Drafting Manuscript: Y.E.T.; Critical Revision of Manuscript: S.Y.E.T., Z.D.; Final Approval and Accountability: Y.E.T., Z.D.

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