



DETERMINANTS OF COMMUNICATION AMONG COMMANDERS AND LEADERS

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Abstract: *This paper analyzes the determinants that define the quality and effectiveness of communication among commanders and leaders within military contexts. Drawing on research from Uzbekistan, Russia, and several European countries, the study identifies the key psychological, social, and organizational factors that shape leadership communication. The findings emphasize that empathy, emotional intelligence, and communicative competence significantly influence leadership effectiveness and moral-psychological stability within military units.*

Keywords: *communication, commander, leader, determinants, psychology, leadership, military management.*

INTRODUCTION

In modern military psychology, communication is regarded as a core element of leadership efficiency. A commander's ability to interact constructively with subordinates determines not only operational success but also the moral and psychological climate of the entire unit [Abdullayev, 2021:45]. The determinants of this process include a complex interaction of personality traits, emotional resilience, social experience, and situational awareness. Effective military communication requires not only clear verbal expression but also non-verbal sensitivity, motivational engagement, and the ability to adapt one's tone and message to diverse contexts [Petrov & Kuznetsov, 2019:112].

Theoretical Perspectives. Research conducted in Uzbekistan emphasizes that the determinants of effective communication among commanders are closely linked to professional ethics, cognitive flexibility, and emotional stability [Rustamov, 2020:57]. Uzbek scholars also note that communication in a hierarchical structure is shaped by cultural and moral traditions, which influence respect, obedience, and collective responsibility [Karimova, 2022:33]. In Russian military psychology, the concept of "communicative readiness" plays a central role. It refers to a leader's ability to engage effectively in dialogue under stress, to manage conflicts constructively, and to maintain control of emotional reactions [Sidorov, 2018:21]. According to Russian studies, a commander's communicative style reflects both personality determinants and professional socialization mechanisms [Lebedeva, 2021:84]. European research, particularly in Germany and the Netherlands, highlights emotional intelligence and intercultural competence as key determinants of leadership communication [Hoffmann, 2020:101]. These studies reveal that democratic



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leadership styles, empathy, and feedback mechanisms enhance trust and reduce communication barriers [Schneider & Vogel, 2021:64].

Comparative Analysis. A comparison of Uzbek, Russian, and European perspectives reveals both convergence and divergence. While European approaches emphasize psychological openness and participatory dialogue, Uzbek and Russian frameworks give priority to discipline, hierarchy, and clarity of command [Tursunov, 2023:49]. However, all three traditions agree that emotional regulation, stress tolerance, and communicative intelligence are vital for leadership success [Smirnova, 2022:70]. Moreover, modern military reforms in Uzbekistan aim to integrate European communicative models into command training programs. This integration seeks to strengthen moral-psychological resilience and promote effective team cohesion [Umarov, 2024:88].

The incorporation of situational communication strategies—especially during crisis decision-making—has become an essential component of contemporary leadership development programs.

Conclusion. In conclusion, communication determinants among commanders and leaders are defined by psychological stability, emotional intelligence, ethical integrity, and social competence. The synthesis of national and international research demonstrates that leadership communication must be studied not only as a behavioral skill but also as a psychological and moral construct.

The future development of military leadership training should focus on developing emotional regulation, conflict resolution strategies, and intercultural sensitivity. As the global security environment evolves, the ability of commanders to establish trustful, adaptive, and ethically sound communication will remain the cornerstone of military efficiency and psychological resilience.

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