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**SPEECH CULTURE OF NON-VIOLENT
COMMUNICATION AS A COMPULSORY CONSTITUENT OF THE
COMMANDER AND SUBORDINATE'S INTERACTION IN THE ARMY**

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Abstract. *The article presents the results of the study of future officers, cadets' communication during their professional training. The object of the study was the communication of the commander and subordinate without violence.*

Keywords: *violence, non-violence, speech culture, communication, speech, cadets.*

Problem relevance. The necessity of nonviolent communication in the army is explained by the fact that the main reason for the desire to retire from the Ukrainian army is the attitude of the commanders to the subordinates and their relationship, as evidenced by the number of non-military losses competing with the number of military ones and the number of disciplinary violations on the basis of misunderstanding between commanders and subordinates.

Problem statement, its relevance and connection with scientific tasks. Fundamentals of management in modern military affairs are the subject of recent scientific and methodological studies by V. S. Polikashyn, S. Yu. Poliakov, F. F. Mysyk, as well as training technologies aimed at improving communicative skills (V. Zlyvkov, S. Lukomska, R. M. Chory, J. C. Mc Croskey, R. Schwarzer, G. S. Schmitz, G. T. Daytner, but the linguistic and thinking basis of communication between the commander and the subordinate in modern conditions has not been studied so far.

In the course of studying at a higher educational institution, cadets are getting gradually formed strategy of future professional activity, the image of their professional future, the psychological expression of which is the idea of specific details of professional activity, in particular, the model of speech intercommunicative activity with the staff, the presence and degree of violence in communication.

In our study, we follow the opinion of I. Baudouin de Courtenay, who considered linguistics as a psycho-sociological science, O. Leontiev [6], who regarded psycholinguistics as a science studying the relations of a personality with speech activity and language as a presentation factor of the image of the world of man, and S. Vyhotsky, who interprets the organization of the speech process as a sequence of activity phases (motivation – thought – inner word – implementation).

Thus, speech is a canvas of thinking and, in turn, forms the basis of behavior. Non-violent communication (NVC), actualized by the term of the American psychologist M. Rosenberg, is a method of building relationships between people based on honesty, empathy, benevolence, openness, trust [1, 2] and respect, which

allows to take into account and satisfy the feelings and needs of every person. This method shows the path to healing in the work of the police, the relationship of the penitentiary institutions' employees, military staff.

Modern Ukrainian psychology considers harmonious relationships as a subject – subject ones (V. Tatenko) in the military environment (V. Osiodlo [7]), empathy as their constituent (L. Zhuravleva) [3], and the culture of the speech component in communication as a necessary element of non-violent interaction [4, 15].

Recognizing the best world achievements of the psychology of meaning (V. Frankl) [12] and the value of creativity (E. From) [13], domestic psychology advanced to the awareness of the honor and dignity of the individual (V. Rybalko) [9], understanding of the other person [14] taking into consideration their verbal and non-verbal speech [8], without which it is impossible to construct a professional standard and moral ideal of an officer of a modern army – the defender of the country. The question is how these actions are reflected in the minds of cadets and their training as future officers. This became the subject of further research.

An important aspect of this problem is training of cadets as future officers for work with the staff, where the constituent of psychological readiness would be orientation towards communication based on statutory relations and orientation both on performing the tasks according to the purpose and the needs of the subordinate staff.

M. Rosenberg developed an effective means of resolving conflicts at the personal, professional and political levels [10]. M. Rosenberg and his followers continue to teach the method and implementation of the “peace program” in 70 countries. Within the framework of this conception, the main focus is on the prohibition of the use of communications which could be an assessment of the individual, an attempt to cause him feel guilty, frightened, that is, everything that is a characteristic feature of violent communication. At the same time, the requirement remains a sign of the system within the framework of statute relations.

The object of our study was the communication of the commander and subordinate in the army.

The subject was the linguistic and behavioral presentation of violent and non-violent styles of communication of the commander and the subordinate's personalities in their interaction.

The aim was to investigate the speech activity of the commander and subordinate as subjects of communication.

According to the aim, the following **tasks** were set:

1. To analyze theoretical and methodological bases of the research.
2. To study the psycholinguistic aspects of the commander and the subordinate's communication.
3. To reveal the main characteristics of the use of language as an inalienable system of violent and non-violent communication.

The philosophical and methodological basis of the study was the position of H. Skovoroda about the related activity [11], in technical scientific terms – the use of the basic methods of observation (in certain situations) in the subordination of the auxiliary (testing, survey, psychomechanics, etc.) methods to them.

Methods of research: empirical – Thomas’s test for determining the leading characteristic type of overcoming contradictions in the conflict, a psychodrawing according to the plot: a person with violent communication and non-violent communication for projecting the characteristic features of non-violent communication, content analysis of works – to define the concepts of violent and non-violent communication, define the style of communication (authoritarian, democratic, liberal); for the study of empathy the method of Balanced Emotional Empathy Scale – BEES was used. This questionnaire was developed by Albert Mehrabian and modified by Epstein; the questionnaire of the empathetic personality tendencies by A. Mehrabian and the test by J. Celley for diagnosing individual’s value orientations, determining the characteristics of a person with a non-violent and opposite type of communication, content analysis of the typical statements of the commander in the process of managing subordinates and assessing the commander’s management by the subordinates, the psychodrawing for figurative association and symbolic representation of individuals with the types of communication being investigated; a description of a graduate after a year of service on an officer position (content analysis), which is written by a direct commander.

Mathematical calculations were performed using the SPSS 13.0 software for Windows.

Main Body. The respondents were asked the question: “Could you assess the extent to which the following characteristics of a person interfere with your communication with them? Perform the assessment according to the following scheme: “disturb very much” – 5, “strongly disturb” – 4, “moderately disturb” – 3, “disturb a bit” – 2, “do not disturb” – 1, “do not know if they disturb” – 0 points”.

Then, the obtained values were transferred to a 20-point scale. The results are presented graphically (see Fig. 1).

Among the difficulties in communication and its speech constituent most points (13.44) gained the group under the name: organization of interaction with the management objects. The most disturbing characteristics of this group which interfere with the communication with subordinates, according to sergeants and cadets, are: inability to informally justify their comments and suggestions (4.80 points), desire to impose their point of view (4.16 points), a habit of interrupting conversation (4.08 points), inability to quit communication, stop it in time (3.72 points), concentration of attention on one’s feelings and thoughts (3.52 points), inability to diversify verbal forms of addressing others (3.48 points), the desire to take the position of leader in communication (3.40 points), inability to listen (3.40 points), inability to express their attitude by facial expressions, intonations (3.08 points).

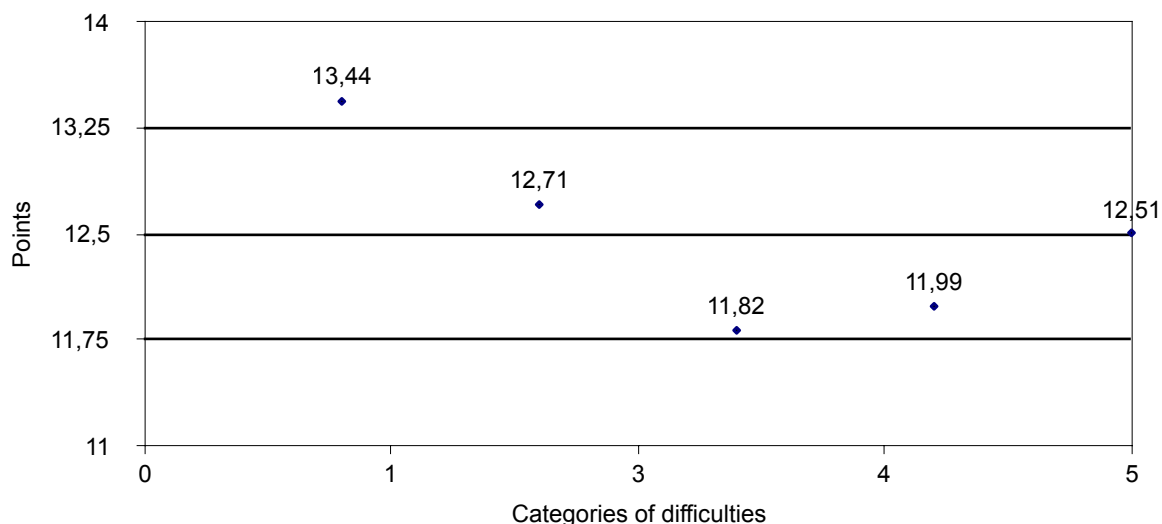


Fig. 1. Social and psychological difficulties in managing subordinate graduates of Military Academy.

The second place (12.71 points) was occupied by the group of social-perceptual features of communication. Various characteristics in this category have contributed to the formation of the total weight. Thus, the most disturbing in communication with the subordinates, according to the respondents, are: lack of understanding on their part (4.48 points), errors in assessing the feelings and mood of interlocutor (4.36 points) and the desire to make a conclusion about personality on the basis of their appearance (4.36 points), inability to “read” other person’s feelings and intentions (4.32 points), inability to correlate people’s actions and behaviour with their personality traits (4.08 points), inability to step in other person’s shoes (3.96 points), inability to demonstrate understanding of other person’s features (3.76 points), the habit to see people as belonging to a particular type (3.68 points), the desire to evaluate people based on perceptions prevailing in their environment (3.48 points).

Other characteristics of this group of problems in communication with subordinates do not cause serious problems. Facilitating factors for interaction between the commander and the subordinates are the ability to “read” the person’s feelings and intentions (1.52 points), to accurately assess the person’s feelings and moods (1.56 points), to see in other person his individual features, character traits (1.68 points), to step into other person’s shoes (1.76 points), the insight of the commander, his ability to see partners in communication “to the core” (1.96 points) and to understand other person’s peculiarities (2.12 points).

An unexpectedly high score (12.51 points) was gained by the group that combines factors of expressive language characteristics. Among the characteristics of this group, the greatest difficulties for future officers are the lack of ability to focus on the listener (4.24 points), the lack of “commanding” language (fast pace of speech, inadequate pauses in the language and quiet language (4.04 points), unwillingness to

maintain eye contact. (3.92 points), lack of proper cleanliness (3.88 points), frozen posture and face (3.72 points).

Certain problems are connected with the future officer's well-being, his mood, his willingness to communicate (3.20 points).

In addition, other characteristics of sergeants and officers, according to respondents, facilitate communication with subordinates. These include, first of all, their ability to listen, to engage in dialogue, to talk (1.32 points), to explain informally their suggestions and comments (1.68 points), to diversify linguistic forms of appeal to others (1.80 points), to build situation of communication in view of the situation and condition of others (1.88 points), to be able to listen (2.16 points), to understand others (2.24 points).

According to the cadets of Military Academy, the maximum difficulties in communicating with their subordinates are caused by such characteristics as unfriendly (hostile) attitude towards other people (4.48 points), arrogance towards others (4.68 points), indifferent and formally powerful attitude towards other people (4.16 points), the desire to control them in an authoritarian way (3.80 points), suspicion towards people (3.60 points), fear of being funny in their eyes (3.52 points). Certain problems are related to the desire to have a "looking down" position in communication (2.84 points) and to unfair treatment of subordinates (2.68 points).

Other characteristics of communication with subordinates, according to the respondents, facilitate it. These include respectful (1.76 points), friendly (1.76 points) amiable attitude towards other people (1.92 points), desire to make a pleasant impression on the interlocutor (1.92 points), trust in other people (2.00 points), interested attitude to their problems (2.04 points), ability to express their attitude by gestures, facial expressions, intonations (2.28 points).

The conducted analysis makes it possible to distinguish the main features that make the future officer a subject of difficulties for communicating with his subordinates. This is, first of all, inadequate treatment of other people (4.80 points), arrogance towards others (4.68 points), lack of discernment in the cognition of this person (4.48 points), inability to justify his comments (4.48 points), errors in assessing the feelings and moods of others (4.36 points) and the desire to make a conclusion about a person based on appearance (4.36 points), inability to "read" person's feelings and intentions (4.32 points), mismatch of face expression and words (4.28 points), indifference to others (4.16 points) and the desire to impose one's point of view (4.16 points), inability to correlate the actions and behavior of people with their personal qualities (4.08 points) and the absence of a "commanding" voice (4.04 points).

Certain problems are connected with the inability to feel oneself in other person's shoes (3.96 points), unclear language (3.96 points), inability to understand

other person's peculiarities (3.76 points), inability to quit communication, to stop it in time (3.72 points), focusing on one's own feelings and thoughts (3.52 points).

At the same time, we received a portrait of an officer who is competent in management. According to the cadets, he has, first and foremost, the ability to organize own activity and activity of the unit (1.32 points), the ability to "read" person's feelings and intentions (1.52 points), the ability to accurately assess the feelings and moods of others (1.56 points), explain, justify their suggestions and observations (1.68 points) and see in other person their individual peculiarities, character traits (1.68 points), put yourself into other person's shoes (1.76 points), respectful (1.76 points) and friendly attitude (1.76 points), ability to leave communication in time, stop it, given the situation and the condition of the other person (1.88 points), friendly attitude to the interlocutor (1.92 points), the desire to make a pleasant impression on them (1.92 points), the ability not only to look, but also to see communication partners (1.96 points).

Thus, the relations of subordination characteristic of the military system are not violent, as in the case of suppression of subordinate's essential power, when he feels guilty, frightened, and the leader dislikes a partner in communication. All this undoubtedly affects the performance of service and military training.

Violent/non-violent communication is considered, on the one hand, in the three-component content of its structure – emotional and volitional, intellectual and cognitive components of the personal structure and interpersonal interaction, as a system of relations of personality to self, others, profession, environment and as its character and accepted value orientations environment implemented in habitual forms of behavior.

It is logical that the change of the humiliating violence is conditioned both by the refusal of violence by the subject of violence (aggravated by the fear of loss of power and authority of power and official preferences, which is usually exercised in the guise of a common cause) and by the refusal to promote violence by the silent consent of the subordinates and their refusal of subjectness (which is aggravated by the fear of loss of official, financial and intangible preferences by the object of violence).

Exit into the space of harmonious interaction is possible, on the one hand, due to a clear legal field and sanctions concerning the use of official position to humiliate others, on the other hand, and, first of all, by enhancing the psychological and legal culture, the habit of personal growth of subordinates. The consequence of such a work with the staff should be the research on the behavior algorithms which cause the ease of transition from conflict situations to a tactful and effective solution.

Methodologically important for changing the situation for the better is the dissertation research by L. Yerastova, who showed that the constructivization of destructive relations of unequal by the status partners depends not only on the change

of the strong one, but on the change of tactics and strategy of communication by the senior.

It is also important for the subordinates to understand that when they act out of fear, guilt, or shame, it is ultimately not satisfying to anyone and does not solve a problem.

In interaction with the senior in communication it is an open form of questions which could be useful. On the other hand, the subordinate can turn closed requests into open ones: “Can you sign now? If you can not, tell me what stops you, what depends personally on me.” Sometimes it helps to make decisions that you didn’t think about at first.

In the conception of non-violent communication, anger is seen as a state when a person wants something very much and does not receive it; – tells himself that someone has to give it to him; – is ready to speak or act in a way so that he certainly will not get what he needs. And even if someone gives him what he needs, then it will “cost an arm and a leg” for everyone – one communication partner will be angry and another will feel frightened, guilty or ashamed [2].

“Anger and criticism are a suicidal expression of unmet need. And it is tragic, because we further remove our need from its satisfaction,” M. Rosenberg said.

“At the same time, when we listen carefully to the needs, they reveal an unmet need, which being evaluated allows us to establish a connection with the “critic” – it does not matter whether he is inside ourselves or he is represented by other person” (I. Kauskhat).

They argue that when a person demands something, it usually means that he or she is very attached to something, that he or she is unable to engage in dialogue, and/or that there is already a preconceived opinion about the person whom he or she wants to ask something. Communication of the subordinate with the senior should also be arranged from the point of view of building the personality of the leader not provocatively, but on the principles of mutual respect.

Masters of non-violent communication recommend in this case (by situation) to take a time out, and this time can be used for empathy to understand what the real needs and what the options for action are if the request is not satisfied.

Empathy is not sympathy or consent, it is one of the main processes of the method, which depends on skillful internal dialogue and on the one who is really able to listen empathically, without judgment. M. Rosenberg points out that a person can only hear the other side when he is open to hearing with heart and mind, if he has received as much empathy as was necessary to express pain. Then you can set up a real emotional connection.

It is better to say, “When you did... I felt... because I needed... rather than “You make me worry... ”. Such words place the responsibility for one’s own feelings on other person, miss the identification of the needs that are the cause of his feelings.

The initial form of developing nobility is contained in the external forms of politeness towards others with basic self-love and the development of the self-conception of a worthy person, regardless of circumstances. Nobility is the first step towards preventing violence.

Among the greatest correlations of the construct of non-violence in communication are the locus of control, values, the organization of personal space and activity, independence.

Violence against individual's dignity in communication correlates most with various forms of subordinates' dependence – servitude, alcoholism and other forms of dependence. Dependence is an expression of consent to the violent management of mechanisms of guilt (“I am intoxicated, so the forced behavior of the chief is justified, fear of losing a large part of the financial support from the subject of control of the subject, etc.).

Units with significant forms of dependency in the subordinate staff are characterized by the presence of authoritarian and humiliating for people's dignity forms, both in the interaction of the commander with the staff and within the unit.

The psychological atmosphere of non-violence in the unit consists of a well-constructed structure of personal sympathies, the common opinion of members of the unit (like-minded people regarding key moments of interaction), positive emotions as a consequence of meeting the needs of the actual situation, the traditions of the unit as a manifestation of moral content of accepted forms of behavior (not stereotypes as manifestation of habitual that has no moral content). At the same time, of great importance is symbolism, which is focused on the actualization of the state's meanings in the space of personal meaning of being, own gifts and vocation, and consequently, promoting the wisdom of life choices and actions in personal and official life.

Thus, violence in the force structure is limited by the order of official content. The authoritarian and democratic personal style is a characteristic of the holistic nature of commanding staff. In internal communicative interaction, these are two poles of a unified nature of management. However, an authoritarian style does not mean that there is a humiliation in influencing a subordinate. Humiliation is not a characteristic of the system. As our research has shown, humiliation is a consequence of the inheritance of destructive patterns of family behavior, personal insecurity, unfulfilled vocation; inconsistency of the individual's potential in the position, lack of gradualism, walkthrough in career ascendancy, which results in lack of professionalism.

Internal self-discipline, high level of self-regulation, non-resonance in response to provocation of humiliation, internal activity on developing individual's potential (Basic PH), mastering of the method of “Analysis of the performed actions” for the

team and “Examination of conscience” for the inner personal work help to resist violent communication.

Enhancing one’s own authority as a manifestation of growing power makes various forms of violence unnecessary.

For the formation of the non-violent position of the officer as a “leader”, it is important to master the concept of “zone of immediate development” (L. Vyhotskyi) as a need for personal growth, characterized by a sense of the accessible hardship of overcoming difficulties in intra-communicative work and the transition of trusted staff to a new phase of engagement in the unit as like-minded men in the military fraternity.

We revealed correlation relationships between method statements and the Kettel multi-factor questionnaire scales, and factored the data. A significant direct correlation was found with the N scale of “straightness and efficiency” and the inverse with the Q1 scale of “conservatism – radicalism”.

Characteristics of internal communicative work are: non-violent communication (hereinafter NVC) on the side of subordinates is characterized by gratitude, expression of their own opinion (including informal analysis of actions), expectations, views, experiences between servicemen of all positions and ranks, domination of understanding management as conscious motivated interaction on both sides, the ability to use a non-aggressive persuasive word. In non-violent communication, the force of law reigns, such interaction creates an atmosphere of trust and gratitude, creates a circle of like-minded people, sympathy and friendship. The commander uses an individual approach, manages without the use of force methods, “does not wash dirty linen in public” in case of negative things. Non-violent communication encourages the expression of one’s opinion without ignoring each other, people’s expectations, views, experiences between servicemen of all positions and ranks. Non-violent communication demonstrates the dominance of management as a conscious motivated interaction. Such commanders are able to use a non-aggressive persuasive word. The rule of law prevails here, an atmosphere of trust and gratitude is created, which creates a circle of like-minded people, sympathy and friendship. Emotions in relationships do not inflame each other, in fact, it is a state of calm that is characteristic of the relationship. Non-violent communication ensures the equality of the commander and the subordinate as individuals, the choice is limited to conscience, easy and open communication takes place “on a positive note” without ambiguous phrases. The commander is interested in the thoughts of his subordinates, whenever possible uses an intellectual conversation. Control is done without the use of force methods.

In violent communication, there is humiliation and abuse (including profanity) for no reason, shout, mockery of everyone with lower rank, the subordinate does not have the right to choose, the interlocutor’s commander makes him “match the

frames”, provoking tension, demonstrative, personally closed communication. Emotional background of communication is negative or indifferent (“I do not care”), imposes his opinion, “suppresses” other thoughts.

It is important that the insincerity, the closed position of the leader, the defensive position, reveal the weakness of his personality. The linguistic constructs of a leader with a violent style of communication reflect formalism in leadership style and situational familiarity.

A commander with a violent type of communication enjoys his position, rank and status for the use of force, puts himself above others, humiliates his subordinates morally or physically, his leadership violates official rules and duties, or he requires the fulfillment of duties that are not included in the interests of the subordinate, there is an imposition of his point of view, ignoring the point of view of subordinates, manipulation.

From the point of view of speech culture, or more precisely, non-culture, he uses aggressive words, including cursing, threats, dignity humiliation, and physical influence (physical abuse). The commander uses “power of position”, “authority of power” because there is no power of authority. He uses humiliation and “beats aimingly”, creates an atmosphere of tension, satisfies his needs at the expense of others, does not take an individual approach (typical statement of the chief is “all of you are the same”). Accordingly, among the subordinates, the process of such leadership is estimated by the characteristic expression – irony: “punishment of the innocent, encouragement of the uninitiated.”

For a commander with a violent type of communication, it is typical to demonstrate manipulation, criticality, and accusation that produces personal weaknesses and pathologies.

Non-violent communication is turned to the moral ideal and professional standard, the commander shows supportive behavior and causes psychological security in the group psychological climate.

Conclusions and perspectives of further research. The analysis of the problems of speech content of violent and nonviolent communication in the army resulted in understanding of the feasibility of applying the theories of Marshall Rosenberg, Victor Frankl and Erich Fromm, and regarding the problems of internal communicative work for constructing a person and relationships with others; empirical research has shown that a non-confident person (psychologically weak) sees an aggressive commander as confident, whereas self-realized, confident (psychologically strong) people perceive demonstration of strength as personal weakness.

A psychological mechanism for preventing the inheritance of violent forms by future officers is misunderstanding of violence in communication as a characteristic of personal strength. In fact, the manifestation of violence reveals man’s personality

weakness. Intellectual understanding of this truth leads to eliminating the attractiveness of such style for the future officer.

Further research is seen by the authors in contributing to the formation of constructive communication of the commander and the subordinate.

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