

### **ABSTRACT**

The aim of this research is to analyze and relate the leadership behaviors and communication styles required of infantry junior officers in their daily command tasks, in order to influence their subordinates to achieve extraordinary performances, effectiveness and satisfaction.

To guide the study were formulated the following research issues: Which leadership behaviors practiced by junior officers during his command action? What are the styles of communication practised by junior officers during his command action? Which leadership behaviors and communication styles associated with extraordinary effort, satisfaction and effectiveness?

For this study, a survey was implemented comprising three questionnaires: one on leadership behaviors (orientation to the mission through the example and ethics, decision making and planning, vision, cohesion and team work, conflict management, participative leadership and commitment), one on with three criterion factors (extraordinary effort, effectiveness and satisfaction), and one on communication styles (assertive communication, aggressive communication by criticizes, aggressive communication by dominance, and passive communication). The survey was administered to a sample of 804 soldiers (30 Junior Officers, 81 Sergeants and 693 privates and corporals).

The analysis of the data revealed that subordinates perceive that their commanders (Junior Officers) practice task oriented leadership behaviors, particularly on “orientation to the mission through the example, ethics and determination” and “decision making and planning”. The behaviors exhibited by the officers strongly and positively relate with the “assertive” communication style. Moreover, all leadership behaviors practiced by the officers are strongly associated to the criterion factors, with the exception of the leadership dimension “vision and external and internal environment”, which presents weaker correlations. The leadership dimensions that Junior Officers can conduct to promote satisfaction is “conflict management” and “participative leadership and commitment”.

Based on the results, we may conclude that, of the communication styles, officers have an assertive communication, which comprises a direct communication, promoting freedom of opinion without interfering with the others. Officers must use an assertive

communication in order to influence their subordinates to obtain superior performance and satisfaction.

**Key Words:** Leadership, Communication, Criterion Factors; Military context; Infantry.