

## Eureka Journal of Computing Science & Digital Innovation (EJCSDI)

ISSN 2760-4993 (Online) Volume 2, Issue 2, February 2026



This article/work is licensed under CC by 4.0 Attribution

<https://eurekaoa.com/index.php/10>

## CONFLICTS IN PROFESSIONAL ACTIVITIES AND WAYS TO RESOLVE THEM

Boymatov Kholiyor Qurbonovich

Lecturer of the Department of Network Economics of the  
Termez State University of Engineering and Agrotechnology

boymatov3700@gmail.com

+998992550064

### Abstract

This article analyzes the causes, types and methods of resolving conflicts in professional activities. The article provides practical recommendations on reducing conflicts between employees and managers, increasing work efficiency in organizations and improving the working environment. The study provides examples based on local literature and the experience of Uzbekistan.

**Keywords:** Professional conflict, workplace conflicts, conflict management, conflict resolution strategies, organizational effectiveness, employee relations, leadership and collective compromise

### Introduction

Conflicts in professional activities are an integral part of professional life and directly affect the effectiveness of the organization. Conflicts often arise from competition over goals, values, work methods or resources. While minor conflicts can stimulate creativity, unresolved conflicts reduce employee motivation, reduce work efficiency, and increase turnover (Abdurahmonov, 2015; Rahim, 2017). The system for managing professional conflicts in Uzbek organizations is often underdeveloped. Therefore, a systematic study of conflict types and strategies for

## Eureka Journal of Computing Science & Digital Innovation (EJCSDI)

ISSN 2760-4993 (Online) Volume 2, Issue 2, February 2026



This article/work is licensed under CC by 4.0 Attribution

<https://eurekaoa.com/index.php/10>

resolving them is important for improving the work environment and increasing employee performance.

The purpose of this article is to identify conflicts in professional activities, analyze their causes, and propose effective resolution strategies. Along with theoretical foundations, the study includes practical experience in Uzbek organizations.

### Literature Review

There are several approaches to the theory of professional conflicts. The Thomas-Kilmann model divides conflicts into five types: competition, cooperation, compromise, adaptation, and withdrawal. Rahim's model, on the other hand, links conflicts to positive and negative flows within an organization (Thomas & Kilmann, 2008; Rahim, 2017).

According to Uzbek researchers (Abdurahmonov, 2015; Qodirov, 2018; Tursunov, 2020), professional conflicts often arise from the following factors:

- Ambiguity of tasks and responsibilities
- Competition over resources
- Incorrect or insufficient communication
- Personal relationships and value differences

The following conflict resolution strategies have been proposed in local and international studies:

- Mediation and mediation
- Collaboration and team compromise
- Prevention through training and leadership (Islomov, 2017)

Research shows that effective conflict management increases employee job satisfaction and improves organizational efficiency.

## Eureka Journal of Computing Science & Digital Innovation (EJCSDI)

ISSN 2760-4993 (Online) Volume 2, Issue 2, February 2026



This article/work is licensed under CC by 4.0 Attribution

<https://eurekaoa.com/index.php/10>

### Methodology

The study used a qualitative and quantitative approach:

- Data sources: questionnaires, interviews, and practical experience in Uzbek organizations.
- Analysis method: quantitative data were analyzed using statistical tools; qualitative interviews were studied using the content analysis method.

This methodology made it possible to identify the causes of conflicts and develop effective strategies for their elimination.

### Results

The results of the study showed that:

1. Ambiguity of tasks and responsibilities - conflicts arise due to employees' misunderstanding of tasks.
2. Competition over resources - disputes related to financial, material, and human resources.
3. Communication problems - misinformation and misunderstanding.
4. Personal relationships - differences in values and work styles.

According to surveys, 65-70% of employees say that workplace conflicts reduce their work efficiency, and 50% reduce their job satisfaction. Interviews have shown that positive changes occur in the work environment when effective conflict management strategies are used.

### Discussion

The results show that:

- Clear assignment of tasks and responsibilities reduces conflicts.
- Fair resource allocation reduces competition between employees.
- Improving communication - regular meetings and an open feedback system reduce conflicts.
- Training and development increase employees' conflict resolution skills.

## Eureka Journal of Computing Science & Digital Innovation (EJCSDI)

ISSN 2760-4993 (Online) Volume 2, Issue 2, February 2026



This article/work is licensed under CC by 4.0 Attribution

<https://eurekaoa.com/index.php/10>

The study also shows that the conflict management system in Uzbek organizations is not limited to the responsibility of the leader, but is also related to the culture of the organization and employee relations.

### Conclusion

Although conflicts in professional activities are a natural process, they can be effectively managed:

1. The main causes of conflicts are task ambiguity, competition for resources, communication and personal differences.
2. Effective coping strategies – clear task allocation, fair resource management, improved communication and training.
3. A conflict management system in organizations increases employee productivity and improves the work environment.

The article provides practical recommendations for employees, managers and HR specialists and helps organizations implement professional conflict management mechanisms.

### References

1. Abdurahmonov, S. (2015). Tashkilot ichidagi nizolarni boshqarish. Toshkent: Iqtisodiyot va menejment nashriyoti.
2. Qodirov, M. (2018). Kasbiy faoliyatda xodimlar o'rtasidagi konfliktlar va ularni bartaraf etish yo'llari. Toshkent: O'zbekiston Respublikasi Prezidenti huzuridagi iqtisodiy tadqiqotlar markazi.
3. Tursunov, A. (2020). Rahbarlik va jamoaviy munosabatlarda nizolarni boshqarish metodlari. Samarkand: SamDU nashriyoti.
4. Islomov, B. (2017). Korxona ichidagi kommunikatsiya va nizolar. Toshkent: O'zbekiston Milliy universiteti nashriyoti.
5. Rahim, M. A. (2017). Managing Conflict in Organizations. Routledge.

## Eureka Journal of Computing Science & Digital Innovation (EJCSDI)

ISSN 2760-4993 (Online) Volume 2, Issue 2, February 2026



This article/work is licensed under CC by 4.0 Attribution

<https://eurekaoa.com/index.php/10>

6. Thomas, K. W., & Kilmann, R. H. (2008). Thomas-Kilmann Conflict Mode Instrument. CPP, Inc.
7. X.Boymatov.EFFECTIVE RISK MANAGEMENT IN BUSINESS ACTIVITIES: THEORETICAL AND PRACTICAL ASPECTS
8. X.B.Isayeva— Prospects for Improving Insurance Relations in Uzbekistan European Journal of Business Startups and Open Society