



## **CHARACTERIZATION OF THE MODERATOR IN CONFLICT RESOLUTION**

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### **Abstract**

Conflicts are conflict situations that arise in human relationships. Conflicts are a natural phenomenon. What does a moderator do? A moderator is a person who manages the opinions of the participants and ensures balance in the process of resolving these conflicts. The main task of the moderator is to conduct the conversation in a sincere and constructive manner, to unite the opinions of the participants and find positive solutions to the problems.

**Keywords:** Conflict, conflict situation, moderator, what a moderator does, mediation, moderator characterology, empathy, patience and determination, authority and trust, mediation strategy and tactics.

### **Introduction**

Conflicts are situations of tension that arise in human relationships. They can occur in the workplace, between family members, between countries, or in many other contexts. A moderator (or mediator) plays an important role in resolving conflicts. The moderator's job is to bring the parties together, listen to their opinions, and help them resolve disputes effectively. The moderator's characterology is a key factor in determining how they perform their tasks, how they communicate, how they build trust, and how they resolve conflict.

A person enters into various social relationships with other people from childhood. Human life is a process consisting of a continuity of various relationships with others. These relationships do not always continue smoothly, smoothly and peacefully. The smooth continuation of life is disrupted by various disputes and contradictions. We call them conflicts.



Conflict is a specific process related to the life of every person, and no person can say with complete confidence that he is protected from conflict situations. Conflicts are an integral part of human life, because every person encounters conflicts throughout his life. Conflicts are a natural phenomenon, and establishing the right attitude to conflict is one of the necessary requirements of human upbringing and formation. In recent times, the excessive increase in various scientific, technical, spiritual, and economic influences on humans in modern societies, and the increasing complexity of the way of life in modern societies, have also increased the number of conflict situations that people may encounter.

In childhood, we often observe children fighting over toys, being jealous of others, or fighting between boys. Such conflicts can later arise in the family, between husband and wife, in-laws, brothers and sisters, relatives, friends, social groups, various companies, and also in work.

In the system of national values of Uzbeks, quarrelsomeness, internal strife, disturbing the peace of other people, domestic violence, and violence against children are condemned. When a conflict arises, it is justified to look for ways to resolve it. However, in life, we see that people's behavior and actions have developed not on the basis of ancient values, but on the basis of characteristics that contradict them. Among relatives who have lived and grown up in the same family, there are often close relatives who have quarreled over inheritance, had money and debt disputes, asked for a share of land, and could not fairly divide their yards, and for this reason have become invisible. From this point of view, the question of whether the conflict can be resolved at all, whether there is a conclusion that satisfies everyone, is of interest.

The literature suggests that the following are the appropriate bases for conflict resolution, namely: the causes of the conflict; diagnostics of the conflict, including the motives of the parties' behavior; conducting a situational and positional analysis (clarifying the situation and the parties' points of view); predicting the course and consequences of conflicts (including determining the benefits or harms for each party if the conflict ends in one way or another). It is useful to carry out all these actions not only by a third party (mediator), but also by the subjects themselves, in which case the parties will come closer to understanding the need to develop common decisions after the analysis. Determining the essence of the conflict situation, its objective understanding, and adequate perception by the conflict



participants serve as the basis for developing agreements, and in some cases, if the situation is perceived by the parties in a distorted way, it is possible to completely end the conflict. The more clearly and firmly the subject of disagreement is defined, the more opportunities there are for the effectiveness of conflict resolution. Using the principles of conflict resolution leads to mechanisms for resolving it: a) resolution of the conflict by the participants themselves; b) intervention of a third party.

The main part. What Does a Moderator Do? A moderator facilitates, reviews, and guides a discussion or debate and related interactions to ensure all shared content is appropriate and follows community rules. You can find moderators in a variety of industries and contexts online or at events. Social media moderators, community moderators, discussion/debate moderators, and health care moderators all handle the responsibilities to create a space for positive and safe interaction. As a moderator, your duties involve providing discussion topics, encouraging participants to share, removing unrelated or inappropriate content, answering questions, defining group boundaries and rules, and updating the platform. You also have the authority to decide what information is approved or removed.

How to become a moderator. There are no formal educational requirements to become a moderator. Instead, you may gain experience volunteering for online groups, chat rooms, and message boards, and then reach out to companies that offer paid positions. To be a successful moderator, you must research the topics beforehand, prepare appropriate questions, and stay neutral. Additional qualifications include the ability to pay close attention to all interactions, sound judgment, and excellent written language skills. Some moderator jobs are remote positions and require you to have reliable internet and access to updated computer equipment.

A mediator's role is to act as an impartial third party who facilitates a meeting between two or more people in dispute, to help them reach an agreement. Although the mediator oversees the process, any agreement comes from those in dispute.

Mediatorning vazifasi ikki yoki undan ortiq nizoli shaxslar o'rtasidagi uchrashuvga yordam beruvchi xolis uchinchi shaxs sifatida harakat qilish, ularga kelishuvga erishishda yordam berishdan iborat. Mediator jarayonni nazorat qilsa-da, har qanday kelishuv bahsli tomonlardan keladi.



Conflicts can be both constructive and destructive and need to be effectively managed rather than completely resolved, suggesting that communities should keep conflicts at a certain level to minimize negative effects and enhance positive effects, such as satisfying the needs and expectations of stakeholders. There are five styles of handling interpersonal conflicts with two dimensions in the organizational context: (a) integrating (high concern for self and the other); (b) dominating (high concern for self and low concern for the other); (c) obliging (low concern for self and high concern for the other); (d) avoiding (low concern for both dimensions); and (e) compromising (middle in both dimensions). Additionally, strategies showing concerns for self are assertive; strategies showing concerns for the other are cooperative.

Conflict management research recognizes that conflicts in organizations are inevitable and can take a constructive or destructive course (Tjosvold et al., 2014). Conflict management therefore is a core part of organizational practices, and particularly leaders and managers spend a large amount of time on the prevention of and intervention in conflicts of all kinds. The way conflicts are managed reflects key elements of the organizational culture or socially shared norms and are referred to as the organizational conflict culture (Gelfand et al., 2012). Gelfand et al. (2012) found that conflict cultures can take the form of: a) “collaborative” conflict cultures, wherein there is a collective constructive dialogue, negotiation, and joint problem solving; b) “dominating” conflict cultures, wherein organizational members collectively seek a competition and victory and try to outwit others; or c) “avoidant” conflict cultures, wherein organizational members collectively suppress and withdraw from conflict. Their study shows that collaborative conflict cultures contribute to healthier, more productive, and more innovative organizations. In such cultures, conflicts are recognized as inevitable and potentially constructive and integrative problem solving is encouraged.

The creative potential of these conflicts is optimally used, while the destructive effects of conflict are prevented (Katz & Flynn, 2013). Such cultures also offer fertile soil for third-party support in conflict, including mediation. Mediation is used in different types of conflicts: within the organization, in both lateral and hierarchical relations, but also in conflicts with suppliers, clients, governments, and other stakeholders. Mediators can act in highly escalated collective confrontations



between management and workers, but also in daily conflicts between two employees

Since conflicts often have destructive effects on both the organization and the people involved (De Dreu, 2008; Giebels & Janssen, 2005), the main challenge is to manage these conflicts in a constructive way (De Dreu & Van de Vliert, 1997), as the consequences of an escalated conflict could be extremely negative for the organization and for the people involved. A recent analysis in UK estimates the damage of conflict to the economy at 28.5 billion pounds, which is equivalent to 1,000 pounds per year for each employee (Saundry & Urwin, 2021). Similarly, considering personal consequences, conflict has a deep negative impact on employees. More than half of the workers (56%) felt stress, anxiety, and/or depression, 40% reported less motivation, and about 5% of the employees who experienced conflict left the organization (Saundry & Urwin, 2021).

Mediation has proven to be contingent on the intensity of the conflict or the level of escalation of the conflict (Coleman et al., 2016; Euwema et al., 2019). Escalation is the process of intensification of a conflict using harder tactics by parties, increasing issues and parties, and modifying the motivations of the parties from realizing their own interest to hurting the other in his well-known conflict escalation model, proposes that mediation is functional when used at a medium level of conflict escalation. Euwema et al.'s (2019) research on mediation in collective conflicts proposes a model of conflict development in five phases: 1) latent content, 2) early stage, 3) confrontation, 4) hot conflict, and 5) rebuilding relationships. Evidence suggests that mediation is used mainly in stages 3 and 4 in organizational conflicts Research by Euwema et al. (2019) offers information on the positive use of preventing mediation to improve the effectiveness of conflict in an early stage of the conflict (facilitating the negotiation process, for example). At the same time, after a conflict episode, the use of mediation to reconcile parties is a great challenge because the aftermath of the conflict will fuel the next cycle of conflict. How to reconcile the parties after the conflict episode and how to generate a positive organizational environment is crucial, especially in cases of high conflict intensity where relations between the parties have deteriorated.

Mediation Strategies and Tactics. Related to the contingency approach of mediation, it is important to consider strategies, styles, and behaviors of the mediator. In this sense, Kessell's typology (developed by Lim & Carnevale 1990)



distinguishes between reflexive (i.e. promoting trust), contextual (i.e. managing the process), and substantive strategies (i.e. pushing parties actively to an agreement). Contextual strategies try to facilitate the process of conflict resolution by modifying the circumstances in which mediation occurs. The mediator does not seek to directly address the issues of the conflict, but facilitates the process to make the parties themselves reach their own solution. Examples of this type of intervention are to simplify the agenda, prioritize the issues, etc.

Substantive strategies refer to interventions that directly cover the topics of conflict in the search for an agreement. Some examples of this type of intervention are trying to change the positions of any of the parties, making a suggestion of agreement, etc.

Finally, reflexive strategies try to steer the third party toward the conflict, to win acceptance by the parties, establishing trust in the third party and the mediation process, and create a basis for the development of the future activities. Some examples of this type of intervention are developing trust with the parties and use humor to relax the atmosphere.

The mediation process is also used contingently by mediators. Mediators may choose to keep the parties in the same room for the entire process or separate them into separate rooms (caucus). Joint sessions are useful for the parties to feel listened to in a safe environment, allow mediators to gain an understanding of the situation, and demonstrate their impartiality and control of the process. Private sessions are useful to understand the real interests of the parties, to test settlement options that would have emerged in joint sessions, or to test the parties' position against their own reality. Deciding when to use private or joint sessions is a necessary competence for mediators, which could improve the likelihood of resolving disputes if they use these meetings to increase procedural justice in hierarchical conflicts, manage negative emotions, and build trust with the mediator.

Another possibility is to meet the parties separately prior to the mediation itself, called a precaucus. When relations are very damaged, it helps to hold a meeting with each party beforehand; these meetings can be useful for mediators in getting to know the parties' readiness for mediation, their initial positions, or their BATNA. However, these precaucus meetings are more effective if they focus on emotional aspects, such as encouraging the parties to mediation or managing their negative emotions, than if they are used for substantive discussions about the nature of the



conflic. However, empirical evidence on the use of precaucus in complex conflicts is scarce and is a line of research that deserves to be explored in the future.

Analysis of the moderator's characterology and his role. The moderator's character and personal qualities are of great importance in conflict resolution. The moderator's authority, patience, empathy and emotional intelligence, social skills, demeanor and fairness in decision-making - all this contributes to his effective work.

**Empathy** - In order to establish trust between the conflicting parties, the moderator must have a high level of empathy. He can effectively help by understanding the feelings of the parties and responding to them. Empathy allows the moderator to correctly understand the party and maintain balance in working with them.

**Patience and determination** - Conflicts often develop at a certain temperature, and the moderator must know how to work patiently in this situation. He must be patient in listening to the opinions of each party equally and directing them in the right direction.

**Reputation and trust** - The moderator's personal authority and moral values are also important. If the moderator is trustworthy and reputable, it will be easier for the parties to reach an agreement. The reputation of the moderator helps him maintain neutrality and express fair and unbiased opinions.

**Social skills and communication** - Effective communication is the basis for the success of the moderator. Their social skills and communication skills are important in listening to the parties and expressing their opinions correctly and clearly. The social skills of the moderator determine the approach they choose to take in resolving the conflict, which methods they use.

## **Conclusion**

The moderator's character is of great importance in conflict resolution. He must effectively use his empathy, patience, authority, and social skills to maintain balance, establish trust between the parties, and direct constructive dialogue. These qualities of a moderator serve as a key factor in successful conflict resolution. With a combination of personal qualities and behavior, a moderator helps to resolve



conflicts quickly and effectively, ensuring friendly and productive communication between the parties.

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