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**ANALYSIS OF PROFESSIONAL COMMUNICATION AND CONFLICT MANAGEMENT  
IN PRACTICAL ASPECT**<sup>1,2</sup>Gunel Karimli, <sup>1,3</sup>Svetlana Balakishiyeva<sup>1</sup>Mingachevir State University<sup>2</sup>[gunel.karimli@mdu.edu.az](mailto:gunel.karimli@mdu.edu.az)<sup>3</sup>[svetlana.nasibli@mdu.edu.az](mailto:svetlana.nasibli@mdu.edu.az)

**Abstract:** *In modern times, communication problems involve holders of different professions and specialties. Since professional communication is the field that creates the most professional connections within society, conflicts often arise in this area. Professional communication is a broad concept and reflects its hierarchical structure within itself. Every leader or employee of a company engaged in professional activities must take necessary steps to prevent conflicts when organizing official negotiations, meetings, consultations, or press conferences. To achieve this, parties can utilize several different conflict management strategies outlined in the article, which are considered purposeful practical methods to address communication problems that may arise in their professional activities.*

**Keywords:** *professional communication, conflict, management, communication, problem*

**Introduction**

The word of “communication” [latin. “communicare” – “to share, or to make common.”] is used in many ways. A more widely spread form of communication with a broader meaning is “information exchange, discussion of information.” Communication has several constituent parts: academic, professional, semantic, etc. Let's focus on professional communication within these. Although in scholarly literature, professional communication and communication terminologies are often used synonymously, each carries distinct conceptual nuances. Professional communication is specialized communication used among members of mass and social communities. In the modern era, conflicts can arise in any professional environment. Conflict, or disagreement, is not an uncommon occurrence in professional communication. However, to resolve such conflicts, fundamental strategies and professional methods should be chosen.

The subject of the article is covered in the form of research consisting of two subsections:

I. Concept of professional communication, its subject, and functions.

II. Concept of conflict management in professional communication and its aspect of analysis.

Now, let's look at these sections separately.

**I. Concept of professional communication, its subject, and functions**

While in scholarly literature, professional communication and communication terminologies are often treated as synonyms, each embodies distinct conceptual nuances. Professional communication is a specialized form of communication used among members of mass and social communities. In any sphere of society - economic, legal, cultural, political, diplomatic, commercial, there is an absolute need for the use of business communication, and it is impossible to do without it.

The primary objective of professional communication is to facilitate parties' engagement and foster the development of mutual relationships. This process can be likened to the collaborative activity of dialogue. It's no accident that individuals are the 'subject of speech' in dialogue. Dialogue not only articulates the ideas of participants but also encompasses a broader essence. Within this

essence, diverse perspectives, understandings, explanations, and information find their expression. Its subject matter, however, underscores the importance of establishing proper and professional communication in various domains of society - including political, social, economic, academic, and public realms. Irrespective of specialization, profession, or status, adhering to communication norms is a fundamental factor, a requisite, for all.

As professional communication is a multifaceted and complex process, it is classified into professional and non-professional types based on its meaning and purpose. Non-professional communication is related to personal and non-verbal communication and internal psychological issues. Discussing events in society, expressing opinions, participating in others' ideas, etc., serve to facilitate specific reciprocal influence in information exchange. Among these, professional communication is the most effective method for professional relationships as it relies on verbal expression in various forms and content of information. Drawing a strict line between speech and communication is not feasible. There are both similarities and differences between the two concepts. Professor Nadir Mammadli notes in his book that if mutual understanding exists among communication partners, it is possible to accept these terms as synonymous in the complete sense [4]. Speech communication is unique, reflecting specific characteristics, ethics, aesthetics, and communicative norms. In professional communication, the importance of tone, intonation, adherence to literary standards, and emphasis on the content of speech culture are highlighted and maintained.

People employ diverse forms of communication within the communication process. Each speech activity involves the information through natural (verbal) and artificial (non-verbal) means. Verbal communication has historically served as a pivotal medium in societal development. Initially, verbal communication was predominantly oral but subsequently transitioned to written forms of expression. Oral professional communication manifests in structured and unstructured formats, each distinguished by its content. In professional contexts, meetings, official gatherings, and consultations necessitate adherence to predetermined speech protocols. However, impromptu speech often includes undesired pauses and the use of "parasitic expressions" such as "um," "uh," and "hm," which contravene the principles of professional communication ethics. For instance, the utilization of such parasitic expressions by a manager or employee during formal meetings may undermine the reception of their opinions. Therefore, speakers, in their capacity as communicators, must possess a thorough understanding of language and speech norms, endeavoring to minimize oral speech errors during discourse. Notably, there exist several disparities between oral and written discourse: oral communication tends to comprise succinct, spontaneous, and independent sentences, whereas written communication involves lengthier, intricate sentences replete with specialized terminology. While oral communication may be perceived as more immediate depending on the context, written communication is extensively employed in professional communication for the preparation and dissemination of official documents, emails, etc.

In the communication process, we encounter two main types of oral speech: monologue and dialogue. Monologues can be stimulating, persuasive, or informative, depending on their purpose and content. Monologues commonly used in professional contexts include impassioned speeches, congratulatory addresses, appeals, etc. Both dialogue and monologue originate from Greek terms. Dialogue is a universal speech process that involves communication through a question-answer format. In professional settings, interview dialogues, professional dialogues, press conferences involving dialogue, etc., are commonly employed in contemporary times.

Non-verbal communication is divided into 5 main components:

1. Gesture (expression of hand movements);
2. Facial expressions (meaningful movement of facial muscles);
3. Upright body posture;
4. Tactic communication (handshake, caress, touch on the arm, etc.);
5. Proxemics (expectation of distance depending on age, gender, position, status).

In verbal professional communication, we can identify the five components we listed earlier. These elements serve to increase the impact of oral speech. For example, it is considered appropriate to use gestures, facial expressions, and other proxemic elements during the meeting-so that the manager's speech does not become dry and dull. If there are no non-verbal elements in the speech of the other participants, including the boss, then those persons are considered to have performed lifeless, boring, dull like a statue. In this case, the speaker's speech becomes irrelevant and low-quality content for the listeners. We should also note that the speaker should not use non-verbal means between each word or sentence because this situation can lead to tiring and ineffective business communication. In short, gestures and other elements directly serve business communication, as well as create expressiveness (emotion, emotion) during speech.

Professor Nadir Mammadli mentioned 4 main functions of professional communication:

1. Instrumental, i.e. joint practical activity (collective work);
2. Syndicate - a union of those who join in communication;
3. Self-expression - mutual understanding and communication;
4. Broadcasting - spreading activity opportunities, evaluation (sharing on the Internet) [4].

In the realm of professional communication, the primary functions predominantly include informativeness (the transmission of information) and interactivity (mutual engagement). Within this context, the dissemination of both genuine and false information, persuasion, manipulation, alteration of emotional states, and mechanisms influencing behavior serve as significant tools that steer the course of professional communication. For example, through the lens of the modern era, we can consider the communication between a manager and an employee. If an employee provides false information to their manager, thereby undermining trust, naturally, the manager's confidence in the employee's behavior and communication will be shaken. Depending on the circumstances, the emotional state and influence mechanism between the manager and the employee will be affected, ultimately rendering it difficult to establish "healthy" professional communication in such an environment.

Professional communication is a specialized form of communication applied in professional activities. It occurs among individuals with specific statuses, such as partners, leaders, subordinates, colleagues, etc., who either participate or wish to participate in collaborative endeavors. Professional communication is based on rational principles, aiming to deliver conscious, purposeful, and relevant information to communication partners who can act as individuals or groups. The participants or subjects of professional interaction may be individuals engaging in both individual and collective activities or preparing to engage in them. The quality and effectiveness of professional communication depend on how they understand each other and collaborate in joint projects, whether they will participate in collective projects, and, if they do, how they will interact with each other.

The subject of any professional communication is characterized by its content and purpose. This form of communication envisages a mutual interaction and communication of participants in any joint activity. The subject of professional communication determines its content, which involves an exchange of information, knowledge, and experience necessary to solve a specific problem, as well as establishing mutual relations. Professional communication is directed towards achieving various goals set by its participants, which may vary in nature: efficient exchange of information, scientific and practical collaboration, establishing professional and scientific relationships, entering into contracts, engaging in joint activities in a specific field, creating professional communication networks, and so forth.

Unlike communication in other areas of life, professional communication possesses several distinct characteristics, the most prominent being its business nature. While this may seem tautological, it accurately reflects the nature of the matter. Communication can be meaningless (when discussing trivial matters), but professional communication cannot be. This is because it involves a purposeful exchange of ideas centered around specific goals and content. Professional communication serves not only as simple communication for communication's sake but also as a crucial means of organizing and optimizing certain types of activities such as production, scientific endeavors, commerce, etc. In professional communication, the subject of communication is not personal issues, political situations, family problems, news, etc., but rather a common business activity. Here, communication partners act as individuals crucial to its successful implementation.

Professional communication ethics is inherently more complex in content. It encompasses service communication, which refers to the mutual activities carried out by individuals within an organization during working hours. Communication among coworkers in the same field differs from general communication in that specific tasks with defined purposes are assigned in this communication process. In professional communication, it is impossible to sever mutual relationships with the counterpart [3].

Professional communication carries a hierarchical nature. This kind of idea exchange reflects the necessity of maintaining subordination between management and employees. Subordination is essential in government service and law enforcement agencies and holds a serious character. In other fields of activity, it may not be as conspicuous. In many joint institutions, the Western communication style is predominantly adopted among employees, where they address each other by name and use the "you" form regardless of their position. In Russian culture, unlike Western culture, individuals of higher status or older individuals are addressed by their first name and patronymic.

For successful communication in professional activities, it is essential to familiarize oneself with the areas of rhetoric and incorporate the appropriate types into communication. Bayramov A., Meherramov Z. and Isgenderzade M. Classified the fields of rhetoric into groups in their resources, outlining the following types: [2]

1. Socio-political oratory

- a) Inaugural speech of the presidents;
- b) Lectures on political topics;
- c) A report at the meeting or speech at the discussion;
- d) A speech on a political topic (a speech by another president in any country);
- e) Summary speech - final word;
- f) Reassemble speeches;
- g) Speech of political propagandists. Slogans, legislative projects. Parliamentary debates.

2. Diplomatic oratory

- a) Speech of foreign ministers - press conference;
- b) Speeches of heads of state at the UN;
- c) Diplomatic debates.

3. Academic oratory

- a) Delivering lectures at colleges or universities;
- b) Lectures at the scientific meeting (conference);
- c) Public lectures on scientific topics ;
- d) Providing scientific information (scientific report);
- e) Scientific debates;
- f) Scientific review. Dissertation defense speech.

4. Judicial oratory

- a) Prosecutors' indictment speech;
- b) Speeches by a lawyer or defender;
- c) Defendant's own statement regarding the crime;

- d) Defendant's self-defense speech;
- e) Interrogation (speech) of witnesses;
- f) Judge's speech - verdict of indictment.
- 5. Household oratory
  - a) Congratulatory speech at the table;
  - b) Speeches (mournings) at a funeral gathering;
  - c) Cultural-household etiquettes;
  - d) Domestic debate..
- 6. Literary evenings oratory
  - a) Lecture or speech about a poet or writer;
  - b) Speeches of a poet or writer.
- 7. Stage oratory
  - a) Comedians' speeches;
  - b) Speeches of a tragic actor.
- 8. Religious oratory
  - a) Sermons;
  - b) Speeches of clerics in mosques and churches;
  - c) Reciting Surahs, reciting the Qur'an, supplications and almsgiving prayers;
  - d) Authoritative speeches of akhunds and mullahs about the calamity of imams, lamentation.
- 9. Military oratory
  - a) Speeches to inspire soldiers and recruits;
  - b) Hərbi and;
  - c) Interpretations of military regulations;
  - d) Speeches of commanders and commanders in various situations [2].

Additionally, it should be noted that business communication is regulated, meaning it is subject to established rules and limitations. The behavior of participants in business communication is governed by workplace etiquette. Ethical guidelines officially regulate the communication process, establishing behavior standards for all participants based on respect for each other's personalities. Business etiquette also imposes certain requirements on participants' appearance, attire, and speaking style. Business communication carries a functional character. Communication participants assume their roles, and necessary norms and behavior standards (meeting leader - meeting participants, manager-employee, seller-buyer, teacher-student, teacher-pupil, teacher-parent, etc.) are defined in official statuses. In business communication, the behavior should correspond to the role played. Each role is tailored to meet the specific expectations of other communication participants. It is essential to consider this and act in accordance with the requirements of the accepted role in any given situation.

## **II. Concept of conflict management in professional communication and its aspect of analysis**

In the modern era, conflicts can arise in any business environment. Conflict, or disagreement, is not a desired nuance in business communication. Therefore, conflicts can occur unexpectedly between employees, managers, customers, directors, teachers, students, apprentices, and so on regarding any issue. Of course, it would be preferable to avoid such situations, but one of the realities of today's events is the disputes we encounter during business communication.

A question may arise: what is a conflict? How can it be resolved? Conflict (from the Latin word "conflictus") means "confrontation or struggle." Conflictology is the scientific field that deals with research related to conflicts.

There is a famous saying: "If you remain under the influence of events, you won't be able to influence events." The same holds true for conflicts; if we succumb to their influence, finding a way out or finding a solution becomes increasingly difficult. Experience shows that in the professional environment, during conflicts, we are more likely to encounter the following two types of individuals:



1. A proactive individual (who anticipates the words they will say during a debate, expects to finish the other person's thoughts, and draws conclusions.). We find such information about this in the Turkish article: Individuals with a proactive personality trait excel in understanding the key points of a task, perceiving opportunities, taking responsibility by questioning, seeking starting points, and taking action. Additionally, they are more open to learning and become more knowledgeable by following feedback. They are also more successful in creating a network of social relationships within organizational cultures, interacting with people around them, and adapting to the organization compared to other individuals. Thus, they build their own "social capital." As a result of effective social relationships within work groups, they enjoy their work more and perform it better, leading to an increase in quality [5].

2. A reactive individual (who responds quickly during an argument, does not wait to finish the other person's idea, leads the situation to a level where it cannot be resolved properly).

As it is evident from the explanation of the types, these are individuals we encounter in our professional communication. Additionally, in scientific literature, they form antonyms to each other.

To avoid creating conflict or to find a way out of it, individuals should first assess themselves and then, if faced with negative attitudes from conflict-prone types, they should be able to manage the situation.

In the communication process, people are classified into three main types: Type X, Type Y, and mixed type individuals. For a better understanding of conflict management, let's review the different types of individuals grouped as follows:

Type X individuals possess the following behavioral characteristics in communication:

- races with time, in a hurry;
- quick to anger, prone to hostility;
- constantly tense, impatient, and restless;
- engaged in competition, striving to win;
- desires to control others and events in their surroundings.

Type Y individuals possess the following behavioral characteristics in communication:

- flexible individuals who avoid strict rules;
- relaxed and patient individuals who do not dwell on time as a problem;
- slow to anger and generally calm;
- capable of enjoying their work;
- calm and organized workers;
- less affected by competition in the work environment.

Mixed-type individuals, on the other hand, can exhibit characteristics of both X and Y types in a mixed manner. Mixed-type individuals can display the behaviors mentioned above depending on the situation. In practice, communicating with these individuals is often more challenging because their behavior can change unpredictably, making it difficult for the other party to determine how to respond at any given moment.

It should also be noted that individuals can transform from negative to positive types after getting to know themselves by praying, doing yoga, meditation, or spending time in nature, which is a kind of inner journey. The concept of human beings is always undergoing an evolutionary process. In this regard, the characteristics mentioned above can transition from one type to another over time through their efforts and willpower.

Who can be the parties of a conflict? It would be correct to respond to the question as follows: conflict within the individual, interpersonal conflict, intergroup conflict, and interorganizational conflict. Let's analyze them separately:

Conflict within the individual - this type of conflict is related to the individual's inability to evaluate their own personal activities properly. The person may encounter this situation when faced with choices that are not aligned with their own goals or when they desire to play a different role. For example, person X wants to become a manager but lacks the necessary plan, strategy, or

leadership skills to achieve this goal. Therefore, after reaching a certain point, they begin to have an internal conflict about this desire, which ultimately leads them to react aggressively toward others.

Interpersonal - conflict arises between two or more individuals in mutual communication due to differences in opinions, feelings, and worldviews. This conflict stems from differences in how individuals perceive events, their diverse interests, and differences in status. Interpersonal conflict manifests in various forms such as active, passive, latent, denial, excessive involvement, partial understanding, coercion through work, and so on. Conflict in interpersonal communication does not arise on its own; there are several factors that can contribute to it. These factors include individuals' perception style (dominance of the subject), attitude (positive, negative), emotions, needs, communication skills, personal issues, roles (status issue), social and physical environment, and the nature of the message delivered to the other party [1].

Inter-group - in scientific literature, inter-group communication is divided into three types: formal, informal, and family groups. Depending on these groups, their different conflict metrics are formed. Formal groups occur more often among groups prone to continuous competition.

Inter-organizational - this conflict can occur more often among competitive companies and business partners. For example, companies C and F may have a dispute due to their conflicting ideas on representing a project.

Any professional relationship can face conflict. When discussing conflict management strategies, considering the following can be helpful in creating a productive relationship:

- Problem resolution;
- Increasing resources;
- Setting high goals;
- Utilizing authority;
- Changing behavior;
- Making structural changes;
- Ignoring in some cases (not care);
- Adopting a conciliatory approach;
- Reaching agreement (mutually agreeing to compromise).

To develop effective communication skills in a modern businessman, it is important to have several communicative principles. Let's list those principles according to the following rules:

- Acquiring theoretical knowledge in the fields of business communication theory, psychology, social psychology, speech culture, etc.;
- Attempting to understand the opposite person in a conflict situation, trying to put oneself in their place;
- Adapting to business communication in a meaningful and secure manner;
- Avoiding being irritable and tense in business communication;
- Independently establishing and improving effective business relationships;
- Achieving high results in business mutual relations;
- Creating a professional and conducive atmosphere in the team, effectively managing business communication issues;
- Organizing mutual relations with partners in an effective manner.

For more successful business communication and achieving positive results, taking into account the signs mentioned is crucial. Business communication is the most important component of professional competence for specialists. It is necessary to combine professional activity with effective methods to conduct business conversations, negotiations, and discussions and prepare meetings and consultations. Properly selected behavior management in conflict situations and adherence to the rules of organizing any business events (consultations, briefings, negotiations, presentations, etc.) will contribute to the creation of a reliable communication atmosphere. The success of business negotiations heavily relies on proper strategic planning and tactical execution. First, it is important to determine the communication goal. Then, by using both verbal and nonverbal methods, successful business relationships can be established [1].

## Conclusion

It can be noted that the main purpose of business communication is to facilitate the involvement of parties in communication and to establish mutual relationships. Its subject ensures the formation of proper and professional communication in various fields of society - political, social, economic, academic, public, etc. Conflict can be managed in any business relationship. It is crucial to understand conflict management strategies and implement them effectively as needed. Although there are more than enough of these strategies, the choice of which one to use depends on the person's knowledge, skills, and level of behavior. Depending on the different business conflicts, it is possible to relatively eliminate the dispute or completely resolve the problem by choosing one or more of these strategies.

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## İŞGÜZAR KOMMUNİKASİYA VƏ KONFLİKT MENECMENTİNİN PRAKTİK ASPEKTDƏ TƏHLİLİ

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**Xülasə:** Müasir dövrdə ünsiyyət problemləri fərqli peşə və ixtisas sahiblərini əhatə edir. İşgüzar kommunikasiya cəmiyyətin ən çox peşəkar əlaqələr yaradan sahəsi olduğu üçün bu sahədə tez-tez konflikt yarana bilər. İşgüzar kommunikasiya geniş anlayışdır və iyerarxik strukturu özündə əks etdirir. Rəsmi danışıqları, iclasları, müşavirələri, mətbuat konfranslarını təşkil edərkən peşəkar fəaliyyətdə olan hər bir şirkət rəhbəri və ya işçisi olan şəxslər mütləq şəkildə konflikt yaranmasının qarşısını almalıdırlar. Bunun üçün tərəfdaşlar məqalədə yer alan bir neçə fərqli konflikt menecmenti strategiyasından istifadə edə bilərlər ki, bu da onların peşəkar fəaliyyətində yaranacaq ünsiyyət problemlərinin qarşısını almaqda məqsədyönlü praktik üsul sayılmaqdadır.

**Açar sözlər:** İşgüzar kommunikasiya, konflikt, menecment, ünsiyyət, problem

## АНАЛИЗ ДЕЛОВОГО ОБЩЕНИЯ И КОНФЛИКТНОГО МЕНЕДЖМЕНТА В ПРАКТИЧЕСКОМ АСПЕКТЕ

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**Резюме:** В современное время проблемы общения затрагивают людей разных профессий и специальностей. Поскольку деловое общение является той областью общества, которая создает больше всего профессиональных отношений, в этой сфере



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*часто могут возникать конфликты. Деловое общение представляет собой широкое понятие и отражает иерархическую структуру. При организации официальных переговоров, встреч, консультаций, пресс-конференций каждый профессиональный руководитель или сотрудник компании должен избегать конфликтов. Для этого партнеры могут использовать несколько различных стратегий управления конфликтами, включенных в статью, которые считаются практическими методами предотвращения коммуникативных проблем, возникающих в их профессиональной деятельности.*

***Ключевые слова:** деловое общение, конфликт, управление, общение, проблема*

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