

# The Mediatory Function Of Pr In Conflict Situations: Restoring Dialogue Between The State And The Public

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**Abstract:** This article analyzes the mediation function of the public relations system in managing and resolving conflict situations between government agencies and the public. The strategic importance of PR activities as not only a means of conveying information, but also in establishing a dialogue based on compromise is revealed. The study analyzes the causes of communication crises between the state and the public, considers ways to mitigate them through PR tools and restore trust. Also, foreign and national experience is studied, and suggestions and recommendations are made.

**Keywords:** Mediation, PR, social conflict, government agencies, public, dialogue, information policy.

**Introduction:** In modern socio-political society, transparency, accountability and constant communication of public administration with the public are of great importance. However, it is natural that various conflicts, misunderstandings and contradictions arise in the relations between the state and citizens. It is in such situations that the sphere of public relations activates the mediation mechanism.

PR, as a means of communication on behalf of government agencies with the public, becomes an important subject of mediation through information in resolving conflicts. The political management of the state shows high efficiency only when, first of all, feedback with citizens is properly established. For this, it is necessary to provide the population with prompt, objective and complete information about the goals, tasks and results of the reforms being implemented, and to ensure the transparency of government agencies. To implement these tasks, it is extremely important that the interaction of government agencies with the public and the activities of information services are properly established.

At the same time, any information policy can lead to conflict situations, misunderstandings and social conflicts, which requires the introduction of mechanisms for mediation, that is, resolving conflicts through dialogue. The President of the Republic of

Uzbekistan, in his Address to the Oliy Majlis dated December 29, 2020, drew attention to this issue and said, in part: "Over the past four years, we have been gradually learning to live and work in an atmosphere of transparency and openness, freedom of speech in our society. Critical statements by impartial and fair journalists and bloggers point out the shortcomings in the activities of leaders who work in the old-fashioned way, forcing them to change their working methods and increase their responsibility. From now on, it is necessary and obligatory for every government agencies to establish close dialogue and cooperation with the media in its daily activities."

The Resolution of the President of the Republic of Uzbekistan PR-4366 dated June 27, 2019 "On additional measures to ensure the independence of the mass media and develop the activities of information services of government agencies and organizations" demonstrates the consistency of the ongoing reforms in this regard.

Today, the rational use of mediation tools in the process of managing the flow of information and forming public opinion not only ensures reconciliation, but also serves to strengthen the atmosphere of trust between government agencies, civil society institutions and the general public. In particular, the integration of PR activities and mediation is of great importance in

preventing social conflicts, increasing the legal literacy of the population and ensuring social stability.

The word "mediation" is derived from the Latin word "mediare" and means to intervene for the purpose of mediation, reconciliation. Therefore, in legal literature, the concepts of mediation and conciliation are considered synonymous. The Law of the Republic of Uzbekistan "On Mediation" (No. 482 of July 3, 2018), which regulates the regulation of situations related to mediation, the rights and obligations of mediators and the parties conducting mediation, as well as the prevention of possible disputes, was adopted. This Law consists of 4 chapters and 34 articles.

Mediation involves the intervention of a third party, or mediator, in the dispute. As a neutral third party, the mediator can objectively examine the dispute and help the parties present alternatives that they may not have considered. In addition, mediation is an effective and cost-effective way to achieve this result, and its task is to preserve and even strengthen the relationship between the parties.

The uniqueness of mediation is that it is based on the equality and voluntariness of the parties. Coercion is not allowed in mediation. Mediation is based on equality. That is, each party is given equal opportunities to express their opinion, ask questions, be heard, and propose solutions to the problem.

#### LITERATURE REVIEW

The rise of public relations to the level of state policy in recent years has improved the legislation in this area.

The research study studied the legislative documents regulating this area, including the Constitution of the Republic of Uzbekistan, the legislation regulating this area, the legislation in the field of information dissemination, and analyzed the studies of prominent scholars who conducted research in the field of public relations.

In the Republic of Uzbekistan, the scientific research of researchers Abduazimov O. U., Islambekov U. I., Mamatov G. S., Yazdonov U. T., Eshbekov T. U. studied some aspects of public relations in public administration. In particular, Abduazimov O. U. studied the sociological problems of mass communications in ensuring public opinion monitoring in an information society, while Islambekov U. I. studied the possibilities of using public relations technologies in politics, revealing the importance of information policy and the use of information and communication technologies in this direction.

Mamatov G. S. revealed the issues of public control and the harmony of state information policy in an information society through the prism of the

experience of developed countries and existing scientific and methodological views. Yazdonov U. T. studied the issues of improving the methodology for organizing, managing and controlling the activities of institutions responsible for determining the strategic tasks of public opinion formation and forecasting its prospects (differential approach to national mental, individual-corporate characteristics).

Researcher Eshbekov T.U. studied the specific aspects of the parliament's public relations and work with the media.

In addition, taking into account that it would take a lot of time to study the activities of all government administration agencies in this area, only the activities of the Ministry of Justice in this area were studied, statistical data and expert opinions were studied.

In addition, Shamlikashvili S. A., an expert in alternative dispute resolution, founder and head of the Scientific and Methodological Center for Mediation and Law, defines mediation as an alternative method of resolving a dispute with the participation of a third neutral, impartial party - a mediator who voluntarily participates in the mediation procedure in order to assist the parties involved in the dispute and develop mutually acceptable relations, and says that it is a solution to resolve a dispute based on mutual respect and acceptance of the right of each party to protect their interests.

Richard Cohen, a British publisher and author of the book "Annotated Mediation," defined mediation as follows: "In mediation, a third party enters the process, the purpose of which is to help the first two parties reach an agreement."

American sociologist, director of the Joan B. Kroc Institute for International and Peace Studies, and author of the book "From Conflict to Reconciliation," John Paul Lederach interprets mediation as "conflict transformation" and evaluates it as a means of achieving social reconciliation. American psychologist, professor emeritus at Columbia University, Morton Deutsch, divides conflict into constructive and destructive forms, and includes mediation among the constructive approaches.

Also, the book "Mediation: A Comprehensive Guide to Resolving Conflicts Without Litigation (1984)" written by one of the leading experts in the field of mediation, American lawyer, mediator and professor Jay Folberg, Dean of the University of San Francisco School of Law, and American social worker, mediator, founder and director of Workplace Solutions, Alison Taylor, is an important source in the field of mediation. This work presents mediation as an alternative method of resolving disputes, in which the parties reach an

agreement that meets their needs and interests with the help of a neutral mediator.

It can be seen that mediation is a neutral intermediary, that is, a process that helps the parties in conflict find a mutually acceptable solution.

## METHODOLOGY

This research work analyzes the importance of using mediation in public relations activities and its role in its development. At the same time, the role of mediation in the public relations system as a means of ensuring the reliability of information and resolving conflicts through communication is considered from a scientific and theoretical point of view. The main purpose of this study is to scientifically analyze the mediatory functions of PR activities in resolving communicative conflicts between government agencies and the public and to identify effective communication strategies.

The problem of the topic is that relatively little time has passed since the establishment of relations with the public in government agencies that carry out political management. In some crisis situations, it is precisely the failure to properly establish public relations, the lack of qualifications of specialists working in this area, which requires a rapid increase in the scope of work in this area and the importance of the legal status and material base of public relations departments in government agencies of the state. The problematic situation should be reflected in the study of how to solve this problem.

**The scientific problem** is determined by understanding the importance of the role and place of proper communication with the public in government agencies that carry out political governance, finding practical solutions to the problems in it, as well as understanding the practical importance of finding solutions.

**The object** of research is the system of socio-communicative relations between government agencies and the public.

**The subject** of research is the role and methods of public relations in performing a mediatory function in mitigating and resolving social conflicts that arise between government agencies and the public. This includes an analysis of the role of PR in communicative strategies, information policy, restoring social trust, forming a culture of compromise, and effective conflict management. The scientific novelty of the research is the mutual integration of information communication and mediation in the public relations system, the role of PR in performing the mediation function is considered from a theoretical and practical point of view.

## Research objectives:

1. Study the communicative characteristics of conflicts arising between government agencies and the public;
2. Theoretical and practical analysis of the mediatory functions of PR in conflict management;
3. Identification of information and communication tools and methods used in PR activities;
4. Determination of the role of public relations in the formation of reliable and strong dialogue;
5. Development of recommendations for determining communication strategies aimed at resolving conflicts in PR.

The theoretical significance of the research is evident when, after 2016, more attention began to be paid to the issue of properly organizing public relations in Uzbekistan. Because there are many tasks that need to be implemented in this area.

The practical significance of the study is seen in the development of proposals aimed at fully satisfying the information needs of society through the timely provision of comprehensive information about the activities of government agencies, increasing the efficiency of work in the field of information dissemination, and bringing the activities of information services of government agencies and organizations to a new level in terms of quality through the use of modern PR technologies.

## TAHLIL VA NATIJALAR (ANALYSIS AND RESULTS)

The history of the institution of mediation, which is used today, goes back a long way. Historical sources mention that mediation was first used in Babylon, Ancient Greece, and Rome. In Roman law, starting with the Justinian Code (6th century BC), mediation was used to resolve disputes. Mediation technology was used mainly in trade. The Romans referred to specialists who resolved disputes as “mediums” - “mediators”. They treated mediators with special respect. They were put on a par with geniuses and priests. Mediation in its modern sense began to develop in the second half of the 20th century in the United States, Australia, and Great Britain. For the first time in Europe, mediators were involved in resolving family disputes. Later, it began to be widely used in social management, education, healthcare, and political spheres.

In public relations, mediation is an effective tool for resolving disputes and establishing mutually beneficial relationships between stakeholders. Through mediation, organizations can use it to mitigate conflicts with the public, media, partners or government agencies and maintain their reputation.

There are main types of mediation, such as facilitative, facilitative, evaluative, transformative, narrative or

narrative mediation. The mediator helps the parties to formulate the situation in a way that encourages them to resolve it.

Mediation is used in the field of public relations in the following situations:

- In disputes with citizens and the public. For example, in communication with citizens who are dissatisfied with the services of the organization, they are given a correct explanation and their objections are resolved through the use of mediation;
- In crisis situations, when there is a public perception that an organization's production is causing environmental damage, mediation can help to establish a constructive dialogue between stakeholders;
- In the event of conflicts within the organization, as disputes between employees or departments can negatively affect the overall reputation of the organization, mediation can help resolve such situations and restore a healthy environment.

Internationally, the United Nations and other international organizations use online mediation methods to resolve conflicts that arise on social media. These methods allow for quick and effective conflict resolution. In France, there is a practice of resolving conflicts that arise on the Internet through online mediation services. Through these services, users have the opportunity to resolve their disputes before going to court.

The causes of conflict situations in public relations were analyzed. The analysis showed that the problems observed in the public relations system are mainly related to the following factors:

- Insufficient consideration of the opinions and suggestions of the population by state organizations;
- One-sidedness of communication between state agencies and citizens;
- Failure to adhere to the principles of transparency and reliability in the dissemination of information;
- Factors such as lack of participation of citizens in the decision-making process lead to conflict and distrust in public relations.

## CONCLUSION

The public relations system has become an integral part of modern public management. In order to increase the efficiency of this system, the accuracy, timeliness and reliability of information communication play an important role. However, it is becoming necessary today to organize social dialogue, introduce methods of resolving conflicts through mediation, not limited to information delivery. The mediation tool is also

important in bringing public relations to a qualitatively new level. Currently, in the modern communication environment, there is a need to ensure reliable communication between the community, government agencies and representatives of civil society. In this regard, mediation serves as an effective platform for a compromise approach, listening to the parties and a free exchange of views. In particular, organizations should consider mediation principles (openness, trust, impartiality) as a key element in their communication policies and integrate them into their work programs.

Modern digital tools (social networks, online surveys, interactive platforms) allow for the establishment of mediation dialogue, the formation of a diversity of opinions and the prevention of negative trends. In order to prevent social conflicts at the local level, communicate directly with citizens and respond quickly to social issues, specialized centers combining PR and mediation should be established, as well as new disciplines should be introduced at the intersection of PR and mediation in higher educational institutions, training and advanced training programs should be developed that provide practical skills, and norms should be included in the Law "On Mediation" that clearly define the mechanisms for its use in public relations. In conclusion, mediation in public relations is a highly effective tool that saves both time and money for the parties. Its widespread use as an effective tool for establishing mutually beneficial relationships will lead to the full realization of the interests of both parties, helping organizations mitigate disagreements with the public, media, partners, or government agencies, maintain their reputation, and prevent unnecessary conflicts.

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