



**A STUDY ON THE CONFLICT MANAGEMENT SKILLS AND  
EXPERIENCES OF EMPLOYEES WITHIN THE RETAIL  
SECTOR IN LONDON**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS  
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY  
2023**



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This Independent Study has been Approved as a Partial Fulfillment of the Requirement  
of an International Master of Business Administration in International  
Business Management

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## Declaration

*I, LIN WEIHAO, hereby certify that the work embodied in this independent study entitled “A STUDY ON THE CONFLICT MANAGEMENT SKILLS AND EXPERIENCES OF EMPLOYEES WITHIN THE RETAIL SECTOR IN LONDON” is result of original research and has not been submitted for a higher degree to any other university or institution.*


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(LIN WEIHAO)

JUNE 10, 2023



**Title:** A Study On The Conflict Management Skills And Experiences Of Employees Within The Retail Sector In London  
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**Major:** International Business Management

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..... 8 / ..... 8 / ..... 2023 .....

## ABSTRACT

In the dynamic 21st century workplace, conflict is on the rise and becomes a very important issue in the business environment. Conflict is everywhere within an organization, and retail is no exception. A survey by the Center for Creative Leadership and Eckerd College in St. Petersburg, Florida found that managers spend 20 to 40 percent of their work time dealing with and responding to conflict. This means that spending one to two days a week working to resolve workplace issues and the relationship between manager productivity and organizational profitability when managing workplace conflicts can be prohibitively expensive. Thus, the conflict process affects employee behavior and organizational financial resources. The objectives of this study were 1). To investigate the causes of conflict among London retail staff. 2). To identify appropriate conflict management skills for the London retail industry. 3). To identify the role of conflict management in the London retail industry. 4). To suggestions for overcoming conflict in retail industry.

This study aimed to investigate the conflict management skills and experiences of London retail workers based on conflict management theory. The research employed a secondary research design whereby data was collected from reputable websites, industry reports, and peer-reviewed journals, among others. The research employed a qualitative research method, and as such, the data analysis process was content analysis. The findings of the research indicated that causes of conflict in the organization include poor communication, divergent interests and poor recruitment and selection process. Crucial conflict management skills include effective communication and being open-minded and accommodative of others' views. The research also sought to establish that conflicts are important in an organization because they bring to light issues affecting the organization's performance which, when addressed, improve the overall performance. The research recommendations include being open to conflicts in the organization, adopting an open-minded approach towards conflict resolution and using effective communication in resolving conflicts.

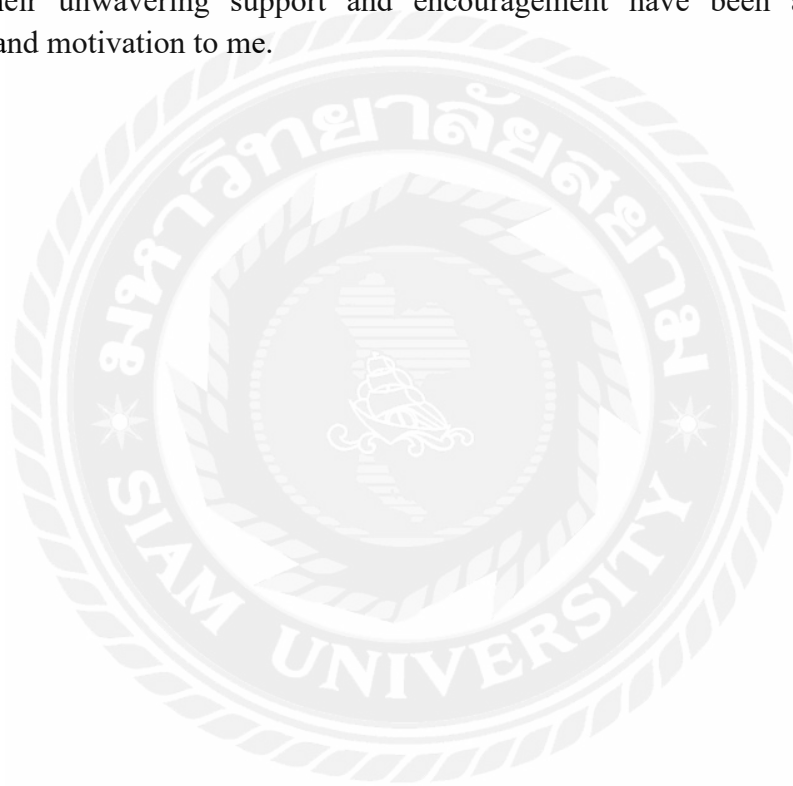
**Keywords:** retail, conflict, conflict management, communication

## ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



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# **1. Introduction**

## **1.1 Research Background**

In the dynamic 21st century workplace, conflict is on the rise and becomes a very important issue in the business environment. Conflict is everywhere within an organization, and retail is no exception. A survey by the Center for Creative Leadership and Eckerd College in St. Petersburg, Florida found that managers spend 20 to 40 percent of their work time dealing with and responding to conflict (Cistrunk-Parmelee, 2021). This means that spending one to two days a week working to resolve workplace issues and the relationship between manager productivity and organizational profitability when managing workplace conflicts can be prohibitively expensive. Thus, the conflict process affects employee behavior and organizational financial resources.

Conflict in an organization is defined as disagreement between the people who work for the organization to achieve the goals and objectives of the organization. In simple terms, conflict occurs due to different personalities working together when they have different backgrounds, cultures, perspectives, ideas, expectations and purposes. Working in teams, everyone is an individual with different perspectives, ideas, attitudes and backgrounds. Employees often disagree about their opinions and/or actions (Kulbaciauskaite, 2021). Therefore, the study of conflict in organizations is not new and has been studied in detail from different perspectives for decades. As discussed in the literature, conflict can be described as having two main forms, task conflict and relationship conflict. For example, task conflicts are related to assignments and resources, procedures and policies, and interpretation of facts. An example of relationship conflict is conflict related to values, personal taste, and interpersonal style. Furthermore, conflict can have both positive and negative consequences. It leads to seeking and obtaining better ideas, employees can look for different ways to resolve conflict situations, which creates a great approach for a team-based environment, where employees can use them if their interest in creativity increases Ability. On the other hand, a negative outcome of conflict in an organization indicates an unhealthy relationship and may have certain consequences for employee performance. It becomes an important issue in the workplace and can be an important variable in workplace productivity, effectiveness, and overall success. Conflict at work can undermine people's performance and productivity (Pitafi, Liu & Cai, 2018).

The adjustment of organizational structure inevitably requires departments and job responsibilities to follow changes. The realization of business goals often requires the collaboration of multiple different functional departments. However, in actual work, harmful conflicts between employees or teams often occur. These harmful conflicts It hinders the effective collaboration between employees. Therefore, how to optimize and adjust the organizational structure to rationally allocate organizational resources, how to determine the responsibilities of departments, how to optimize and adjust the business flow collaboration process to improve the efficiency of employee

collaboration, and how to effectively manage conflicts is the management's task. One of the key issues to focus on (Pitafi, Khan, Khan & Ren, 2020).

Secondly, employee conflicts are common in enterprises, and employee conflict management does not mean the complete elimination of conflicts. Some conflicts within an organization are beneficial conflicts, and some are harmful conflicts. Beneficial conflicts can expose relevant problems, so that managers can make targeted optimization adjustments and improve corporate performance; harmful conflicts will hinder the smooth development of enterprise work and reduce the overall organization performance. How to establish an effective employee conflict management strategy, reduce the probability of employee conflict, and improve organizational performance is a problem that management is eager to solve. Conflict is inevitable in any organization, as long as they are made up of people from different social and cultural backgrounds, and each group pursues its own interests. Likewise, organizations are made up of employees, managers, and shareholders with different, sometimes conflicting interests. Therefore, workplace conflicts are inevitable, which requires managers to have sufficient conflict management skills. Although conflicts are unavoidable, their presence in an organization can undermine the overall performance of the organization (Kazimoto, 2013). Conflict between staff and management will impair the organization's ability to achieve its goals, as staff may be reluctant to implement management's instructions. Likewise, conflicts that exist among employees will impair the organization's ability to achieve its goals, as employees will not be able to work harmoniously together in pursuit of the organization's goals and objectives. Therefore, management must ensure that conflicts are resolved swiftly and amicably to maintain the right environment for the best performance of the company.

According to Eley and Hammond (2020), retailers in the UK have been facing a myriad of challenges, causing some of them to fail, such as Debenhams and Allders. Some of the reasons for supermarket closures include intense competition from discounters, the emergence of low-price online sales platforms, and rising rental costs (Pantano & Vannucci, 2019). Considering the competition in the retail industry has become more intense over time, companies need to adopt strategies that will ensure their survival. In such a situation, maintaining a positive work atmosphere is critical to a retailer's success. Therefore, managers need to ensure that if any conflict arises within the company, they can quickly resolve the conflict to ensure that the company continues to operate smoothly. The article aims to examine the conflict management skills and experience of retail workers in London, UK.

## **1.2 Research Problems**

Conflicts can arise when interacting with two or more people in the workplace. Whatever disagreements arise: Small or intense conflicts can escalate, leading to dysfunctional professional and personal lives. Therefore, conflicts are not easy to manage or resolve and require a great deal of effort. Most conflict theories and



psychological approaches are aimed at identifying conflict at an early stage and managing conflict among employees in a positive way. In any given organization, the causes of conflict appear to be myriad. Disagreements arise every day between managers and colleagues. As a result, conflicts can arise between individuals because they themselves have different perspectives, values, understandings and beliefs. It can lead to individual or group conflict within the organization. In different conflict situations, five different conflict handling methods can be applied. These conflict strategies and styles are very important in organizations to create a pleasant environment and encourage the development of creative thinking and problem-solving attitudes. Conflict consequences can be very functional and dysfunctional. Substantive conflict should be encouraged in view of positive outcomes and minimal emotional conflict between individuals and groups within the organization. If leaders do not understand the causes of conflict, they cannot resolve or reduce conflict. Diagnosing conflict and managing it effectively is critical and can significantly impact employee performance (Dudin, Burkaltseva, Reznikova, Betskov, Kilyaskhanov, Guk & Zotova, 2018). Therefore, the goal of conflict management (planning measures) is to avoid conflicts as much as possible, and when they do, manage them quickly and efficiently. Conflict affects commitment and employee absences. The most common conflict impact occurs when employees are constantly arguing and cannot collaborate and/or communicate properly. It can lead to misunderstandings, demoralized employee engagement, distrust, missed performance goals and lost sales.

According to DeChurch and Marks (2001), corporate conflict within the retail sector is avoidable. Such conflicts have the potential to damage a company's performance and its overall survival. However, in order for management to adequately address such conflicts, management needs to have adequate conflict management and resolution skills. Unfortunately, many managers in the retail industry do not have adequate conflict management skills, which impairs their ability to maintain a harmonious work environment by resolving conflicts quickly and satisfactorily to ensure that the company maintains peak performance. Insufficient conflict management skills among managers in the retail sector are a factor in the poor performance of retail companies (Pekka & Kalle, 2019). Therefore, the article aims to examine the conflict management skills and experience of London retailer managers. Specifically, the article examines conflict among employees in the retail sector to identify appropriate conflict management skills required by managers and to determine the role of conflict management in the retail sector. The overall goal of the article is to understand how conflicts in the retail industry occur and the practical skills appropriate to resolve such conflicts to ensure strong company performance.

### **1.3 Objective of the study**

Managers of large companies encounter conflicts on a daily basis, and it can happen in any organization. There are many reasons for conflict in the workplace, and even a seemingly small problem can become very serious if it is not detected early. Workplace conflict within an organization affects employee productivity by increasing absenteeism, but it also affects organizational competitiveness, affecting both parties. Possibly functional and dysfunctional. It can have negative outcomes when it comes to personal issues and personality incompatibility, and can have positive outcomes in the case of duty-related task conflicts. Conflict within an organization occurs when employees disagree on tasks, ideas, and actions related to job responsibilities, and another occurs when people don't get along well. Smaller organizations have fewer employees and interactions, and therefore fewer conflicts, which are easier and faster to resolve than larger companies (Sahoo & Sahoo, 2019). The purpose of this article is to examine the conflict management skills and experiences of retail workers in London, which can provide advice on conflict management for retail workers and improve organizational efficiency.

Resolving conflict in the workplace is important because the consequences include saving the company money, improving customer relationships, and maintaining a pleasant work environment for employees. To find the conflict management skills and experience of London retail workers, the article sets out the following four objectives:

1. To investigate the causes of conflict among London retail staff.
2. To identify appropriate conflict management skills for the London retail industry.
3. To identify the role of conflict management in the London retail industry.
4. To suggestions for overcoming conflict in retail industry.

### **1.4 Scope of the study**

The research includes three main areas related to conflict management in the retail industry. One aspect of this is assessing the causes of conflict among employees in the retail sector. The second aspect involves identifying appropriate conflict management skills that managers can apply in the retail sector. The third aspect relates to determining the role of conflict management in the retail sector. The scope of the study is to help the retail industry to alleviate employee conflicts, and to provide management experience for retailers in the retail industry with the London retail industry as the research scope.

### **1.5 Research Significance**

As an extremely common social phenomenon, conflict is prevalent in all enterprises. The diversity and complexity of forms of internal conflicts in enterprises

are reflected in: conflicts caused by communication problems in enterprises; conflicts in cooperation caused by different positions of various departments; multi-level, multi-type conflicts between employees. Kenneth Thomas. and Warren. Schmidt found through a survey of nearly 300 business managers that managers need to spend more than 20% of their time on conflict management. The effect of conflict management directly affects the work attitude of employees, and then affects the achievement of corporate performance and corporate goals. How to carry out organizational management in a variety of conflict environments, to avoid the negativity of conflicts and to strengthen the positivity of conflicts, has become one of the main issues for managers to consider. Secondly, the goal of the enterprise is to pursue the maximization of utility or benefit, and the effectiveness of conflict management is directly related to the benefit of the enterprise. From a certain point of view, enterprise management is a process of coordination, or a process of countless conflict management. Conflict management is as important as a company's market plans, incentive policies, and strategic decisions. However, conflict is not entirely negative and can be divided into destructive and constructive conflicts. Retail employees are generally responsible for the realization of the economic interests of the business, therefore, it is crucial to carry out the management of the sales team to control the degree and number of organizational conflicts to an appropriate level (Burkaltseva, Reznikova, Betskov, Kilyashkanov, Ostriuk , Yakushev & Plaksa, 2020).

The main influencing factors of managers are managers' personal characteristics, abusive management, supervisor's support and other factors. The existing literature on the conflict management style of leaders mainly focuses on the exploration of the antecedent variables that affect the conflict management style, as well as the impact of conflict management on organizational performance, organizational innovation, organizational justice and individual employees. The role of managers in employee behavior cannot be ignored, so there is a certain theoretical research space in this regard. The article helps to promote managers' awareness that their conflict management style can have positive or negative consequences for retail employees, and based on this, appropriate measures can be taken to reduce knowledge worker absenteeism, distraction, sabotage and other behaviors, Improve employee productivity. At the same time, through the study of the mediating role of self-efficacy, managers can take targeted conflict management methods for the special group of retail employees, reduce resignation and other behaviors, and help to stimulate employees' work effort and work. Motivation, give full play to the role of employees as the main force of value creation in intensive organizations, and then improve organizational innovation and performance.

Finally, this research is valuable because it contributes to the literature on workplace conflict and how it is resolved. The phenomenon of conflict management has been studied, but little has been done on conflict management in the retail industry. The researchers therefore conducted this study to address the above

knowledge gaps by examining the conflict management skills and experience of London retail workers. The research is also valuable from a practical standpoint. Specifically, the article aims to examine the causes of workplace conflict, conflict management skills needed in the retail sector, and the role of conflict management. Therefore, the findings are valuable for managers in the retail sector who can apply effective conflict management strategies to ensure a smooth working environment.

## **2. Literatures Review**

### **2.1 Retail Industry**

The more mainstream retail industry definitions are divided into two types: one is the definition from a marketing perspective: the retail industry is any individual or company engaged in product marketing activities from producers to consumers. Or buy goods from manufacturers and sell them directly to consumers. This definition is very common in the marketing literature for nearly three decades. The other is the U.S. Department of Commerce's definition: The retail trade industry includes all entities that sell goods in smaller quantities to the general public. They do not change the form of goods, and the resulting services are limited to the sale of goods. The retail trade segment includes not only store retailers but also non-store retailers. The retail industry also refers to the commodity sales industry that directly sells the products produced by industrial and agricultural producers to residents for daily consumption or to social groups for public consumption through buying and selling. It can be seen that the retail industry, as the last link of the modern commercial circulation chain, is an industry that serves the final consumers by providing the products they need. As a branch of the service industry, the retail industry has different characteristics from other service industries:

(1) The lower entry threshold leads to more intense competition and lower profit margins in the retail industry, which forces enterprises to adopt effective competitive strategies to continuously strengthen themselves to cope with the brutal market competition.

(2) Most of the retail enterprises have low technical content, and the competitive strategies adopted by them are more likely to be imitated, which also determines the important position of tacit knowledge and ability in retail enterprises.

(3) With the development of retail enterprises, the power of retail enterprises in bargaining with suppliers (manufacturing enterprises) is becoming more and more powerful. How to coordinate the "competitive" relationship with suppliers has become a priority now. The conundrum facing many retailers.

(4) The emergence of "buyer's market" makes buyers more and more powerful, which forces retail enterprises to adopt more and more competitive strategies of "low price, low cost and high service quality".

(5) At present, the competition in the retail industry has developed into three-dimensional competition with various forms of ownership, various types of organizations, and across regions and business scopes.

Retail format refers to the different business forms formed by retail enterprises to meet different consumer needs. Its classification is mainly based on the structural characteristics of retail stores, according to its business mode, commodity structure, service function, and location, business district, scale, etc. According to the new national standards, the retail industry is divided into department stores, grocery stores, convenience stores, discount stores, supermarkets, large supermarkets, warehouse club stores, professional stores, Specialty stores, home building materials stores, shopping centers, factory outlet centers, TV shopping, mail order, online stores, automatic kiosks, telephone shopping 17 kinds of formats. With the development of the economy and the intensification of competition, the evolution of the retail format is mainly carried out in the following aspects:

(1) Professional operation, such as professional stores, home building materials stores, and specialty stores, are all based on specialization;

(2) Winning by cost, such as discount stores and warehouse club stores are essentially competing for the market with affordable prices and seeking development;

(3) Special operations, such as convenience stores and automatic vending kiosks, are unique in business hours, while online stores, mail order, TV shopping, and telephone shopping mainly rely on modern information and communication methods to achieve transactions, saving consumers time, provide convenience;

(4) Organized operation. Most of the above formats take the form of chain operation and expand in a larger space market.

## **2.2 Conflict management**

In the daily operation of an organization, the occurrence of conflict is unavoidable, and the conflict itself will have a positive or negative impact on the individual and the organization. Therefore, it is necessary to control and guide the conflict through scientific and reasonable management tools, so the management concept of conflict management is born. Using certain management methods to guide conflicts can promote individuals in the organization to ask questions about the status quo, and then trigger people to conduct organizational learning, which is beneficial for the organization to break through the existing state. Conflict management and conflict management can improve employees' recognition of organizational justice by reducing the negative impact of conflict by leaders in the process of conflict resolution. Reasonable use of conflict management methods can not only improve organizational fairness, but also train employees to identify and evaluate incidents that may lead to conflicts, and then make reasonable preparations and prevention of conflict problems that may arise. The experience gained during this process can in turn enhance the leaders' experience in conflict management (Min, Iqbal, Khan, Akhtar, Anwar &

Qalati, 2020). In modern organizations, it is a challenge to build a system that aligns the goals and ideas of all parties to resolve possible conflicts. The establishment of a conflict management system can improve the work efficiency of the organization and other aspects, but at the same time, the internal environment of the organization needs to be stable and suitable for employees to work normally. Organizations can benefit in a variety of ways by adopting a proper conflict management approach. A certain level of conflict can facilitate communication between organizations, increase innovation and enhance team cohesion. Blindly eliminating all conflicts in the organization is not the goal of conflict management, but adopting various means to positively influence individuals and organizations in the process of conflict is the purpose of conflict management. Summarizing the existing research on conflict management, most of the division methods of conflict management are based on the development and extension of the management grid theory proposed by Blake in 1964. Management Grid Theory takes "care for people" and "care for production" as the horizontal and vertical coordinates, respectively. It proposes to divide conflict management methods into five types: coercion, integration, compromise, escape, and accommodation. Subsequent researchers have developed on this basis. Researchers such as Rahim (1983) and Thorns (1992) divided conflict management into competition, cooperation, avoidance, compromise, and compromise with the two dimensions of "concerning one's own interests" and "concerning the interests of others" as the horizontal and vertical axes respectively. five. Among them, the competitive conflict management style emphasizes one's own interests at the expense of others' interests; the cooperative conflict management style pays attention to the interests of oneself and others at the same time, and both sides of the conflict take measures to maximize the mutual interests of both parties; the avoidant conflict management style They do not pay attention to the interests of themselves and others, and do not take any measures to deal with the conflict itself; the eclectic conflict management method seeks a balance point that is acceptable to both of them; the compromise conflict management method only emphasizes the interests of others at the expense of one's own interests. Tjosvold (1998) and Wu et al. (2018) believe that the eclectic and compromising management styles overlap with the other three management styles to a certain extent, so they divide conflict management into three types: cooperation, avoidance, and competition. The method is also a more commonly used division method in the research on conflict management at home and abroad. While Du et al. (2017) divided conflict management into two categories, namely cooperation and competition.

In terms of the research on the antecedent variables that affect conflict management styles, the current domestic and foreign research literature mainly focuses on individual, organizational and leader factors. Different individuals in an organization have different conflict management methods when faced with conflicts due to their different ages, genders, educational backgrounds, professional experiences, value orientations and personality traits. Emotional intelligence can affect cooperative

and compromising conflict management styles, and cooperative conflict management styles can directly affect organizational performance. In addition, cooperative conflict management style can also serve as a mediating variable for the impact of emotional intelligence on performance. An individual's role preference in a team affects how they manage conflict, while organizational learning and time pressure moderate this process. The research of Ruan (2020) pointed out that the communication between individuals can influence whether to adopt a cooperative or competitive conflict management method by judging whether it is correct to link the goals of both parties to the conflict (that is, whether the win-win effect can be achieved). Meng's (2017) study confirmed that gender differences between men and women also affect the way they manage conflict. Women usually use an avoidant approach when intervening in the conflict process as a third party, while men often act as agents to manage conflict. , In terms of the influence of leader factors on conflict management styles, the existing literature mainly studies the leadership style of leaders. Huang's research combined Fiedler's contingency model to analyze the impact of leader style on conflict management. Research suggests that task-oriented leaders use more competitive conflict management styles, while relationship-oriented leaders focus on avoidant conflict management styles. In addition, younger leaders are typically task-oriented, while older leaders are more relationship-oriented and avoidant conflict management styles. Gender differences in leaders also affect how they manage conflict: male leaders are more often avoidant and female leaders are more competitive (Winardi, Prentice & Weaven, 2022).

From the organizational level, the influencing factors of conflict management methods are mainly the cultural background of the organization, the organizational level, and the sense of organizational justice. Ting (1991) conducted research on conflict management based on the framework of high and low context theory, and pointed out that in the low context (that is, the information can be accurately expressed through language in the process of dissemination instead of relying on the environment for speculation), both parties in the conflict show more opposition and conflict. Competitive approach, while conflicting parties in high context (as opposed to low context information dissemination) prefer to use non-adversarial conflict resolution approaches. The research of Komarrajuetal (2008) pointed out that among individuals in conflict, individualists who pay more attention to individual needs tend to adopt a competitive approach, while collectivists who pay more attention to the overall interests of the organization tend to adopt an integrated approach. Through the research on the organizational level, it is pointed out that the higher the organizational level, the stronger the tendency to adopt the competitive and cooperative conflict management style, and the lower the possibility of adopting the avoidant style. Compromise management is less at the highest and lowest levels and more at the middle. According to Tatum (2008), leaders who are more concerned about organizational fairness are more inclined to adopt cooperative management methods, while leaders who are not

concerned about this are more likely to adopt competitive methods to pursue procedures. There are few studies on the outcome variables of conflict management styles, mainly focusing on their effects on team performance, organizational innovation, organizational justice, and individual employee emotions. In terms of team performance, Sun et al. (2021) pointed out in their research on entrepreneurial teams that in the Chinese context, cooperative conflict management methods can positively affect team introspection and improve organizational performance, while avoidant conflict management methods can negatively affect team performance. affect this process. Yu et al. (2015) believes that excessive competitive conflict management will make organizational members reduce information communication and organizational learning behavior, resulting in a decline in the level of organizational innovation. The cooperative approach is conducive to promoting the exchange of information between employees, promoting common progress, and producing synergistic effects. The research of Chen et al. (2015) shows that under the complete mediation effect of interpersonal trust, conflict management subtly changes the mutual trust among team members, and then predicts the member exchange within the team, that is, cooperative conflict management has a positive effect on member exchange. Predictive role, while competitive conflict management is the opposite. Zhang (2018) showed that cooperative conflict management can promote organizational vitality, deepen team cohesion, and improve the sense of organizational justice, while coercive and avoidant management methods can reduce organizational vitality and team cohesion.

### **2.3 Communication**

Communication is the process by which two or more team members use oral language, written language, body language, use context, and use personal expressions to transmit information, share thoughts, and emotions (American scholars Sandra Hebls, Richard DeWaller, "Effective Communication"). The subject of communication is two or more team members; the object of communication is information; the medium of communication includes language, context, and any other form that can give meaning to information. It is believed that the purpose of communication is to stimulate and influence the behavior of the information subject, and communication is the behavior of information exchange between two or more people. They believe that the basic building blocks of communication are spoken or non-verbal information; communication arises from the process of sharing and exchanging. It can be seen from this that communication is the process of transmitting and feeding back thoughts and feelings between people and between people and groups, and it is the behavior of information transmission and reception. The sender of the information transmits the information to the receiver by means of certain channels, and seeks feedback to achieve mutual understanding. The so-called effective communication, on the one hand refers to effective communication, on the other hand refers to efficient communication. Effective communication emphasizes



clarity of purpose in communication. Through communication, both parties can achieve a common understanding on a certain issue. Effective communication emphasizes the time concept of communication, that is, the time of communication should be short, the frequency should be increased, and the goal of communication should be completed in the shortest possible time. Sandra Hebels and Richard Wiewall regard the successful delivery of information as effective communication, and the successful delivery of information means that the information transmitter should deliver the available information to the information receiver within the effective time (Khamidovna, 2021).

#### **2.4 Employee conflict in the retail industry**

According to Adu et al. (2015), conflict management is an essential skill in the workplace. Practical conflict management skills ensure that management is able to resolve any form of misunderstanding within the organization, thereby increasing performance levels. Furthermore, by applying effective conflict management strategies, the management of an organization can maintain an optimal working environment, thereby improving the organization's ability to achieve its goals. Conflict management is also valuable to organizations because it enables management to identify issues that may lead to poor organizational performance, thereby improving organizational performance.

Conflict is not a simple consequence of working on the shop floor. Instead, it's dealing with day-to-day tasks like selling and providing great customer service, dealing with internal conflicts with other colleagues or team members, and impacting shop floor efficiency. Therefore, dealing with conflict in the workplace is always very complex and challenging. Demanding customers, differences in employee opinions, work ethic, and a desire to be involved and more involved in decision-making can create tension in the workplace. Research has concluded that a manager or team leader spends half of their time reaching agreements and collaborating with colleagues up and down the company. Conflicts can arise not only between two employees within an organization, but also between employees and customers in retail, when employees spend most of their time on the shop floor. Employees are on duty to provide customer service and are constantly interacting with people; therefore, unpleasant interactions can occur. Retail managers need to be aware of any conflict in the workplace and understand the cause and reduce tension at the same time. It is important to provide a pleasant experience to customers and maintain a good reputation for any organization. Most problems stem from territorial issues. This means that employees and customers have two different areas, and once the agreed areas are different, conflicts arise. This can be very serious and can damage the employer's reputation or cause more serious problems. Additionally, dysfunctional customers can affect employees emotionally, psychologically, and behaviorally, which can negatively impact employee performance.

## **2.5 Theoretical basis**

### **2.5.1 Western early conflict management theory**

In the early management and sociological circles, conflict theory was only a well understood concept. Therefore, to a large extent, there was no direct research on conflict issues, but there was a considerable degree of dabbling in the content related to it, and it had a great impact on the later research on organizational conflict and conflict management. After the British Industrial Revolution broke out in the 18th century, the western countries also broke out large-scale industrial revolutions, which made capitalism firmly dominate the entire western society. The rapid rise of the factory system and the multiplication of productivity have brought opportunities to emerging capitalism, but at the same time, they have also faced serious problems, such as management problems, production problems, labor problems, etc., so people have turned their attention to the enterprise organizations that can best reflect these problems. Among them, labor disputes, interest distribution and other issues are the focus of attention. The solution to these issues has formed an opportunity for early research on enterprise organizational conflict. Among them, the representative figures and their views are Charles Babbage's "fixed wage plus profit sharing system". As a pioneer of scientific management, Charles Babbage successively proposed the idea of specifying the general principles of enterprise management, operation management, and the relationship between division of labor and efficiency. On this basis, he proposed the idea of using the "fixed wage plus profit sharing system" to solve labor disputes. The "fixed wage plus profit sharing system" includes three aspects: first, the fixed wage is determined according to the nature of the work; second, the profit is shared according to the contribution made to productivity; third, the suggestions made by workers to improve productivity will receive the suggestion award. He believed that in the wage system of fixed wages plus profit sharing, the interests of workers and employers were consistent, so they could eliminate their conflicts and achieve common prosperity. Although this system had a certain role in alleviating the labor disputes at that time, it was far from forming a more systematic conflict theory. Max Weber's ideal "administrative organization management system". Max Weber is the epitome of the theory of administrative organization, known as the father of organizational theory. His ideal administrative organization is to manage by position and position, and control by it. Leaders should be competent for their work in terms of ability, and lead by facts. Every official in the administrative organization except the top leader should be appointed and exercise functions according to certain criteria. He believed that such an organization could regulate the terms of reference of each member and the form of cooperation, which would enable members to exercise their powers correctly, reduce conflicts and improve the efficiency of the organization. Although his theory has considerable progressiveness in the organization of administrative management, the social, cultural and historical conditions at that time have not yet formed a demand for the administrative organization theory. Therefore,

his theory has not received enough attention, and the budding conflict theory is far from being systematic.

In the early western management theory, there are still many sporadic studies on conflict, such as Frederick Taylor's "psychological revolution", which attempts to focus the attention of both labor and capital on the increase of surplus through the "psychological revolution", to improve labor productivity, and fundamentally remove the labor conflict. Mayo put forward the hypothesis of "social man" in the theory of interpersonal relations, breaking the traditional model of analyzing and solving labor conflict with a single economic cause, It also points out that many scholars, such as non-economic interpersonal factors, have studied organizational conflict from different angles and aspects, but their common feature is to eliminate conflict.

### **2.5.2 Western Modern Conflict Management Theory**

From the sociological point of view, the study of conflict in western modern society rose in the late s of the th century. Because of the social turmoil and volatility, prominent inequality, and sharp social class antagonism at that time, western scholars began to explore a new theory - conflict theory, and made remarkable achievements in the research of education. Although the research in this period has been systematic to some extent, it is still not a unified and harmonious academic camp. There are still many factions and different views within it, among which two main basic branches have been formed, namely, the conflict theory of New Marxism and the conflict theory of New Weber. New Marxist conflict theory. The conflict theory of New Marxism can be summarized into "social reproduction theory", "cultural reproduction theory" and "resistance theory". The view of social reproduction theory is reflected in the book *School Education in Capitalist America*, which was jointly written by American educational sociologists Powers and Jintis, the important representatives of "New Marxism" in. The basic view is that education is a part of society and is bound by the basic economic and political system of society, It is one of the social systems that maintain or strengthen the existing social and economic order... Their entire theory can be organized into three parts: what education does, how to produce again and again, how to carry out reproduction in accordance with the principle, and how to realize the power of educational reproduction. The main representative of the theory of social economic structure and cultural reproduction is the French sociologist Pierre Bourdieu. The difference between his argument and the above-mentioned theorists is that it emphasizes the importance of "culture" in maintaining the existing social and economic structure. Because many of his related arguments are too one-sided, many scholars have argued and criticized. Therefore, this paper will not repeat the relevant arguments of this theory that the theory of resistance came into being in the late s. The main representative of this theory is american abble. The theory of revolt severely criticized the theory of reproduction. The conflict theory of new weber doctrine. The main representative of New Weber's conflict theory is American Collins. He was influenced by the view put forward by German sociologist Weber that there are

different identity groups in society and that school education is determined by the interests of social dominant groups. He believes that the main role of the school is to teach the identity culture of social domination groups, and the impetus for the development of school education comes from the conflict between different identity groups. His view shows that the school is a place for the interest struggle between different identity groups, and the development of school education depends on the development of conflicts between different identity groups.

Based on the conflict theory of western sociologists, we can conclude that their common point is that they are inseparable from the three central concepts of "conflict", "change" and "coercion", that is, conflict is a natural the inevitable phenomenon is that the continuous conflict and struggle between social groups lead to the continuous change of society. Groups that have gained dominance and control in social struggle always take coercive measures to force other groups to cooperate with them to maintain the stability of social order.

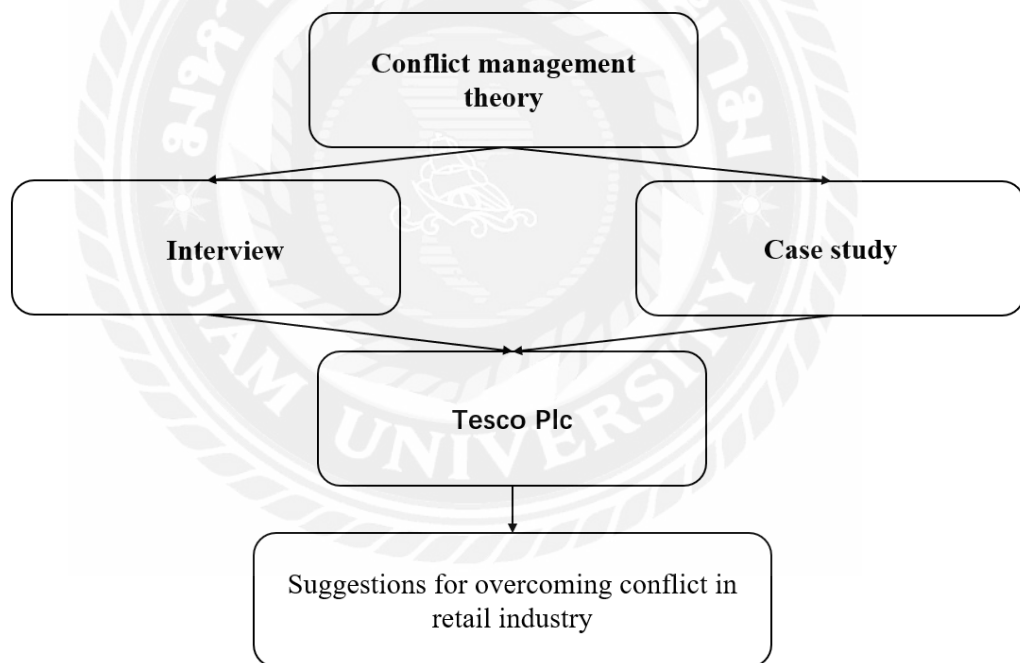


Figure 1 Research Framework

### 3. Research Methodology

The authors conducted this study based on the qualitative research method. Articles collect secondary sources, including peer-reviewed journal articles, well-known websites, and industry reports. These benefits inform the use of secondary research, the verifiability of data collected using secondary sources (Manu and Akotia, 2021). In addition, with secondary research, the data is readily available,

so the data collection process is quick, leaving enough time for the more complex data analysis process. Data analysis required content analysis to find out the causes of conflict within London retail, the appropriate skills needed to manage conflict and the role of conflict management in London retail.

Documentary materials are indirect and second-hand information, which are indispensable in research. In addition to traditional methods such as consulting public publications, archives of relevant organizations or individuals, researchers can also use computers to obtain documents. network to obtain the required information. The research method that uses documentary materials to indirectly examine historical events and social phenomena is called documentary research, also known as indirect research. Including, the investigation of social history and culture, the comparison of social and historical development process, the arrangement and analysis of statistical consulting documents, the interpretation of theoretical documents, and quantitative analysis of the information content in written materials, etc. Literature research is the most used method in history, philosophy, and early social sciences, and it is still an important method and necessary process of humanities and social science research. 2. Source: ① According to the source of the literature, it can be divided into first-hand literature and second-hand literature. ②According to the form of the carrier and the recording technology, it can be divided into printed documents, audio-visual documents, double network documents and so on. ③ According to the different research contents, literature research is divided into historical literature research, statistical literature research and content analysis. During the writing of the article, many literature searches were carried out on the related theories of retail industry, management communication and conflict management, and through the method of combining theory and practice, it conducted in-depth analysis and research on the problem of employee conflict in the retail industry in London, England, to ensure the overall accuracy of the paper. sex and science.

Qualitative analysis is an analysis method that infers the nature and development trend of things according to the subjective judgment and analysis ability of the predictor. This method can give full play to the experience and judgment ability of managers, but the accuracy of prediction results is poor. It generally invites experts who are familiar with the economic business and market situation of the enterprise when the enterprise lacks complete and accurate historical data; Analyze and judge according to their accumulated experience in the past, put forward preliminary opinions, and then revise and supplement the above preliminary opinions by holding an investigation forum, which will serve as the final basis for prediction and analysis. This research method is also a method or angle to study things according to the attributes of social phenomena or things and the changes and internal laws of contradictions in movement. This method is based on universally

accepted axioms and a set of things. Based on the historical facts of qualitative research, starting from the contradiction of things, we should describe and explain the differences in the research disciplines according to certain theories and experience, directly grasp the main aspects of the characteristics of things, and temporarily omit homogeneity. The paper adopts qualitative research design. Qualitative research design allows researchers to make in-depth assessments of complex social phenomena (Williamson and Johanson, 2018). The article aims to determine the conflict management experience and skills of London retail employees. This article is based on the case study of conflict management of Tesco Plc. Tesco Plc was chosen because it is one of the leading retailers in the UK and has been experiencing conflicts between management and employees (Tesco Workers, 2018). Considering that this phenomenon is a complex social phenomenon, it is necessary to use qualitative research design to deeply understand the conflict management phenomenon in the context of London retail industry.

### **Interview method**

Research conversation is a way of collecting objective, unbiased factual materials orally based on the respondents' responses to accurately explain the population that the sample is intended to represent. Especially when studying more complex problems, it is necessary to understand different types of materials from different types of people. Various interview methods. There are formal and informal interviews; there are one-by-one interviews and inquiries, that is, individual interviews, and small symposiums and group interviews can also be held. During the interview process, although the roles of the talker and the hearer are often exchanged, in the final analysis the interviewer is the hearer and the interviewee is the talker. Interviews are mainly person-to-person, but can also be conducted in groups. Avoid relying solely on subjective impressions or aimless, rambling conversations between the interviewer and the respondent. The key is to have a conversation plan ready, including the precise wording of the key questions and a categorization of the responses to the interviewee. That is to say, the following preparations should be made in advance: 1. The way the conversation will be conducted; 2. The wording of the question and its explanation; 3. The backup plan if necessary; The problem that often arises at present is that during the interview, one always wants to skip the step of making the interview plan and enter the specific implementation stage, and the preparation is insufficient in advance, so the expected effect cannot be obtained. A person who is reluctant to think about problems and is not good at asking questions has little hope of success in research work.

### **Case study method**

The case study method is a type of field study. The researcher selects one or several scenes as the object, systematically collects data and information, and conducts in-depth research to explore the situation of a phenomenon in the actual living environment. It is suitable for answering research questions such as "how to change", "why" and "what is the result" when the boundary between the phenomenon and the actual environment is unclear and difficult to distinguish, or when the researcher cannot design accurate, direct and systematically controlled variables. From a research paradigm, a case study is an empirical study. It studies the phenomenon that is going on at that time without departing from the real life environment, and the boundary between the research phenomenon and the situation in which it is located is not very clear. From the perspective of data collection and analysis, case studies should guide the data collection and analysis based on theoretical assumptions, rely on multiple data sources, and obtain consistent conclusions through triangulation. Therefore, as a research method, case study is not only a way of data collection, nor does it play a role in research design, but a comprehensive and complete research method. The article selects real and representative cases of departmental conflicts in Tesco for research. Through the case study, we can more accurately discover the reasons for the departmental conflicts in Tesco, and it is convenient for the author to propose solutions to the departmental conflicts in Tesco. Effectively resolve conflicts and improve the efficiency of work collaboration among employees.

## **4. Finding and Conclusion**

### **4.1 London Retail**

In recent years, the British economy has been growing steadily and continuously, and economic development has brought about an increase in household income, which has become the direct reason for the expansion of retail sales and the growth of retail sales (Taecharungroj, Warnaby & Parker, 2020). At the same time, due to the improvement of social medical care and welfare systems and the continuous updating of consumption concepts, a large amount of funds have been transferred to the consumer market. The development of the retail industry has increasingly become an important growth point for the British national economy (Panganiban, 2021). In view of the status quo of the UK retail industry, its development presents six major characteristics:

#### **1. Diversified business development**

Traditionally, retail in the UK has been dominated by small retail stores. After several circulation revolutions in the 19th and 20th centuries, a multi-level, multi-form and multi-functional diversified retail business format with department stores and chain supermarkets as the main body has basically formed to meet the needs of different consumer groups (Nash, 2018). There are seven main types of retail formats in the UK:

### (1) Large supermarket chains

British supermarket chains are quite developed. The well-known international retail giant TESCO is a large chain supermarket based on distribution centers. It is one of the world's top 500 companies. Its total retail sales ranks first in the United Kingdom, and the world's retail ranking is second only to Wal-Mart and Carrefour. TESCO was established in 1919, with a history of nearly 90 years, more than 250,000 employees and an annual turnover of more than 70 billion US dollars. In the UK, at least £1 out of every £8 spent by Britons goes to TESCO's chain. About 60% of the British public enter TESCO at least once a month. TESCO has more than 2,800 stores worldwide. It can be said that chain operation is one of the secrets of TESCO's success (Alexander & Kent, 2021).

### (3) Large shopping malls

More than 20% of UK shopping centres are located in the suburbs. According to statistics, there are more than 1,400 shopping centers in the UK, with a total construction area of 20.9 million square meters. In recent years, the British government has adopted strict restrictions on the development of new shopping centers. All development must prove that there is no land available for development in or around the town center, and this development will not affect the development of adjacent towns. Therefore, almost all development plans, regardless of whether they are controversial or not, require government deliberation and lengthy and expensive public hearing procedures before approval or rejection of the development plan, which increases the difficulty of building new shopping malls.

## 2. Operation chain and globalization

Chain operation is one of the most important ways for the development of the British retail industry. Whether in the capital London or in any other city, there are stores such as TESCO, Marks&Spencer, NEXT, boots, bodyshop, superdrug, etc., which fully demonstrate the characteristics of its chain operation. It can be seen from the above that in the UK, various business formats such as supermarkets, department stores, specialty stores, and convenience stores have adopted the form of chain operations. According to statistics, chain operations account for more than one third of the market share of the entire retail industry. (Okpalaoka, 2022).

The British chain business model is not only in full swing in the country, but also showing a trend of globalization. This is mainly because: on the one hand, due to the limitations and saturation of the British domestic market, only by implementing international operations can continuous sales be achieved. On the other hand, with the internationalization of production and commodity circulation, the international market demand is showing a trend of diversification. For example, so far, TESCO has carried out business in 13 countries outside the UK, including Ireland, Hungary, Czech Republic, Slovakia, Poland and Turkey, as well as Japan, Malaysia, South Korea and Thailand. Before July 2004, TESCO left almost no trace in China, and Chinese consumers rarely heard of TESCO. But today, TESCO has 39 hypermarkets in China.



TESCO officially entered the Chinese market mainly through the acquisition of Tesco supermarkets under Taiwan's Ting Hsin Group. With the help of Tesco's original sales network, TESCO quickly completed its strategic layout in Northeast China, North China and East China, and opened a store in Beijing in 2007. TESCO's global expansion strategy not only effectively reduces operating costs, improves economies of scale, and becomes the leader in the UK retail industry, but also quickly occupied the European and Asian markets, fully realizing the maximization of market share and corporate value. and cost minimization (Ferne & Sparks, 2018).

### 3. Organizational scale

The improvement of the degree of socialization of production, the continuous expansion of the consumption scale of the whole society, and the continuous increase of consumer demand are the external environment for the large-scale operation of enterprises. At the same time, the progress of information technology provides new methods and guarantees for enterprise management. The development strategy can improve its own competitiveness and realize low-cost operation. Since the 1990s, British retail enterprises have been expanding their scale. Due to the huge and large-scale development of retail enterprises, small and medium-sized enterprises are forced to merge, reorganize or alliance. The interests of retailers resist the entry of large retailers like TESCO into the local market. But the trend of scale development is unstoppable. In recent years, the number of retail businesses in the UK has been declining (Benson, Goose, Webb, Hall & Louis, 2019).

### 4. Network marketing is widely used

The Internet plays a pivotal role in British daily life. Most people buy bus tickets and book hotels online, which is quite convenient and fast. More people are now shopping online. According to the Interactive Media in Retail Group (IMRG) statistics, in November 2005 alone, British consumers spent £2 billion shopping on the Internet, an increase of more than 50% over the same period the previous year (Bechikh , 2020). For retail enterprises, the use of modern information technology for management and network marketing is another new management method and means in the enterprise informatization in the Internet age. Various retail formats in the UK use a large number of modern information technology and scientific management systems to fully automate the entire process of purchasing, selling, adjusting and storing goods, ensuring a high degree of cooperation between suppliers and retailers, retailers and consumers. Precise cooperation, convenient and fast to meet the different needs of different consumers.

## 4.2 TESCO

Tesco is a large supermarket chain in the United Kingdom. It is currently the largest retailer in the UK and the third largest retail group in the world after Walmart (US) and Carrefour (France). Tesco has more than 3,700 stores worldwide and

employs more than 440,000 people. The Tesco Group was founded in 1919. Its predecessor was a military ration food store opened in East London in 1919. By 1924, Tesco was officially established and headquartered in Ireland. At this time, Tesco was still mainly engaged in food retail. . With the recovery and take-off of the British economy after World War II, Tesco ushered in a rapid development stage in the 1960s and 1970s, and developed into a diversified multinational chain group in the 1980s. Its current business scope covers clothing, electrical appliances, customer Financial services, Internet services and telecommunications services. In addition to traditional store retailing, Tesco also established an online sales service site in 2000, and since its launch, Tesco.com has been the world's largest online food retailer.

In 2007-2008, TESCO achieved sales (52 weeks) of 51.8 billion pounds, an annual increase of 11.1%; total profit was 2.85 billion pounds (about 42.75 billion yuan), an annual increase of 11.8%. Serving nearly 50 million customers around the world every week. Ranked 55th in Fortune Magazine's "2007 Global 500 Companies", 30th in "World's 500 Most Admired Companies", 1st in the "World's Most Admired British Companies" category, and 1st in "World's Most Admired Companies" Ranked No. 1 in the special food and pharmaceutical stores”.

One of Tesco's business strengths is its focus on the customer and constantly adapting what it offers and how it sells in response to changing customer needs. It was also a pioneer in launching its own brands, with a range of private labels from Tesco Value to Tesco Finest. Tesco has developed a series of store models to meet the different needs of different customers:

1. Tesco Extra. A large warehouse store of TESCO, where all the goods sold in the supermarket can be bought. The first megastore opened in 1997, and by the 2004/05 financial year, the number of megastores in the UK had grown to 100. The area of extra-large stores is about 6,300 square meters. The one built in Slough in January 2006 covers an area of about 18,300 square meters, making it the largest super-large store in the UK.

2. Standard store (Tesco super stores). TESCO standard supermarket format, mainly selling food and a small amount of non-food items. It is TESCO's most common store and its main source of income.

3. City store (Tesco Metro). A store format between a TESCO standard store and a convenience store, typically located in a city center or main street location.

4. Convenience store (Tesco Express). Small-scale stores, mainly selling food products, are widely distributed in busy metropolitan areas or shopping districts. As of February 2006, there were more than 650 TESCO convenience stores across the UK.

5. One Stop. The only stores that do not use the "TESCO" name are the smallest stores, which are usually small retailers acquired by Tesco but are allowed to keep the original name.

In May 2005, Tesco announced the trial operation of a food-free store format, and opened its first store in October of the same year, Tesco Homeplus, a warehouse

store that sells everything except food. In 2007-2008, sales from food-free stores already accounted for 23% of the Group's total sales.

### **4.3 Causes of TESCO's conflict**

In 2016, Tesco clashed with its long-serving staff over wages and compensation, particularly over overtime. According to Topham (2016), long-serving employees believe that the new compensation system discriminates against long-serving employees, and thus take their loyalty to the company for granted. From this analysis, one of the causes of workplace conflict is conflict of interest. Management wants to control costs, while employees demand high salaries and compensation, creating divergent and conflicting interests. Power relations can also be seen as a source of conflict between Tesco management and staff, with management looking to exploit the vulnerability of long-serving staff to cut their bonuses.

### **4.4 Interview results**

#### **4.4.1 Interview Design**

Focusing on the typical incidents of employee conflicts in Tesco, in order to have a deeper understanding of the conflicts in important departments of Tesco, the article uses targeted interview design to further explore the existing problems. The specific design is as follows:

##### (1) Purpose of the interview

① Improve the typical incidents of employee conflict to make it more in line with the real scene. Through interviews, obtain first-hand information on conflict events, supplement or revise the conflict event materials in Chapter 2, and avoid distortion of conflict event materials due to personal subjective factors.

② Obtain the true thoughts of the parties involved in the conflict and the impact after the conflict. Through interviews, we collect the real thoughts of the parties involved in the conflict, and further understand the cause, process and impact of the conflict on the work of employees, so as to provide a reference for the follow-up targeted solutions.

③ Obtain the knowledge of Tesco's relevant management on conflict management. Through interviews, the relevant managers' cognitive understanding of the conflict is collected, so that problems can be collected from the management level, so that corresponding countermeasures can be provided from the management's perspective.

(2) In order to ensure the authenticity and validity of the interview results, and to view Tesco's departmental conflicts from different roles

(3) Interview form Interviews are conducted in the form of face-to-face interviews and telephone interviews. The content of the interview revolves around the interview outline, but it is not limited to the interview outline. The interviewee can feedback more questions according to their actual situation, and can also elaborate on

the problems, so as to find out more problems and understand the thoughts of employees.

(4) Interview outline In the design of interview outline, it is mainly designed for four aspects: department and job responsibilities, work goal setting and implementation, work communication, and conflict management. The first question is mainly to understand the familiarity of the head of the department and the grass-roots employees with the company's job responsibilities and business processes; the second to sixth questions are mainly to understand the business process and work communication within the department and among employees; The 9 questions are mainly to understand the issues related to work goal setting, work execution and benefit distribution; the 10th question is mainly to understand the impact on employees' follow-up work when conflicts occur;

(5) The interview outline was determined during the interview process, and a total of 61 interviewers were selected. The interviewers covered all departments of the company, including secondary departments, and the final number of interviewers was 60.

#### **4.4.2 Interview summary**

For the 60 employees who were finally interviewed, after statistics and analysis of the data of the interview questions, the interview results obtained are as follows:

1. Conflicts in the workplace are caused by the different interests of different parties in the organization. The lack of an open attitude in the enterprise to solve the problem of interests is the main reason for the conflict.

2. The employees generally understand the department and the responsibilities of the position, but cannot be clearly defined. Most employees can describe the work content and main work process of their own department and their positions, but cannot fully define the scope of responsibilities; for the main work process, most employees think that the current process is not clear enough and needs to be transparent; most people's tasks and responsibilities and Lack of clarity in the process creates confusion at work.

3. Employees generally do not have enough understanding of departmental goals and employee collaboration goals. Most employees are unclear or unable to accurately describe the work goals of the department, and have less understanding of the goals of employee collaboration; most employees said that they did not participate in the process of setting goals, and believed that the goal setting was too ideal and out of the greatest possible achievable Sex; most people think that the goal lacks a specific implementation plan, the work execution between employees is not in place, and the necessary communication between employees is lacking.

4. Management generally has a poor understanding of conflict. Most managers believe that conflict is harmful to the organization and needs to be avoided as much as possible.

## **4.5 Finding**

### **4.5.1 Positive impact of conflict**

The constructive and positive role is shown in its positive promotion function to the development of enterprise organizations. First, it is conducive to establishing a new harmonious relationship. The original relationship causes conflicts and makes the conflicts open, which is more conducive to eliminating the negative factors that cause conflicts and establishing new harmonious relationships, so as to enhance the cohesion and unity within the enterprise organization. Second, it is conducive to promoting the improvement of the enterprise's internal management system. The interpersonal conflict is not only caused by the enterprise members themselves, but also caused by the unreasonable and imperfect internal system of the enterprise, such as the unclear relationship between duties and responsibilities. Through the conflict, we can find out what the problem is, so as to find out the imperfections of the system and correct and improve it. Third, it is conducive to the establishment of new corporate development goals. When the original organizational goals of an enterprise cannot meet the requirements of its members, it will lead to tangible and intangible conflicts of varying degrees. In order to ease these conflicts, managers may propose a new goal that is acceptable to all, and the new goal can just promote the healthy development of the organization. Fourth, interpersonal conflict can promote people's mental health. Many scholars have studied the relationship between interpersonal conflict and mental health. They believe that interpersonal conflict is an important factor affecting interpersonal relationship and mental health. Many studies have shown that interpersonal conflict is closely related to psychological health factors such as anxiety, stress, self-esteem, etc. Appropriate conflict can reduce stress in all aspects.

### **4.5.2 Negative impact of conflict**

The negativity of destructive conflict is shown in its negative function to the development of enterprise organizations. In the first place, it leads to the deterioration of enterprise interpersonal relationship. Conflicts between enterprise members are too frequent and intense, and their relationship will deteriorate if they are not handled properly. At this time, there are often malicious attacks, unprovoked abuse, personal aggression, etc. After this deterioration lasts for a period of time, the members will be seriously separated, which will affect the smooth development of the enterprise's organizational work. The occurrence of conflict consumes a lot of time and energy, and will bring huge mental pressure and psychological pressure to the members in conflict. This negative emotional state and mental pressure will virtually cause members to have some extreme irrational behaviors, which not only brings harm to the physical and mental health of members, but also seriously affects the improvement of enterprise production efficiency. Third, it will bring huge losses to the enterprise organization. To a large extent, the conflict itself is a great waste of human, material and financial resources, while the resources of enterprise

organizations are already very limited. If the conflict is contested for a long time, it will not only cause huge losses to enterprise organizations, but also an unlimited loss of national resources. In a word, the interpersonal conflict within the enterprise not only brings positive effects to the organization and individuals, but also causes great damage to the organization. Therefore, enterprise managers must "promote good and avoid evil", maximize the positive role of conflict, curb its destructive negative role, and make the organization grow healthily in a positive atmosphere full of constructive conflicts.

#### **4.5.3 Conflict resolution strategies**

Effective communication is one of the essential conflict management skills to ensure that any conflict within the organization can be fully resolved. The role of effective communication is reflected in the TESCO spokesperson's appeal for equal pay for equal work, which clearly conveys the salary difference between the shop assistant and the delivery clerk due to the difference in work needs. From the above results, effective communication is a basic skill to solve workplace conflicts. The above findings support Kazimoto's (2013) view. His research shows that effective communication is essential to ensure that conflicts in the workplace are fully resolved. Similarly, El Rahman et al. (2018) shows that only by adopting open communication and keeping an open attitude towards new ideas can managers solve conflicts satisfactorily.

The role of conflict management in the London retail industry One of the roles of the conflict movement in the organization is to ensure that the organization can resolve outstanding challenges and misunderstandings, so as to ensure that the organization maintains its best performance. The occurrence of workplace conflict and its subsequent resolution are beneficial to the organization, because it reveals the challenges faced by the company, so that management can maintain the best working environment. According to Tesco Workers (2018), workplace disputes between Tesco and its employees are valuable to the company because they reveal some challenges that affect employee performance. Specifically, due to differences in wages and number of employees, the company's employees have been in a low morale situation. Such low morale undermines organizational performance (El Rahman et al., 2018). The conflict between the company and employees exposes these problems of employees, thus forcing the management to come up with solutions to the conflict in order to create the best working environment. In view of this, conflict management is crucial in the organization because it reveals the challenges faced by the company and enables the company to achieve stable performance. The above view supports Digvijaysinh (2013)'s view. His research shows that conflict management within an organization can help identify weaknesses in the organization, so as to ensure the sustainable operation of the organization.

All participants mentioned trying to solve problems in the workplace in a more positive way and achieving positive results, often trying to become positive but

getting negative results. Active participation is more likely to produce better results than avoiding conflict. Clearly, the retail industry needs to reduce high turnover and develop sustainable retention strategies, including conflict management training. In addition to paying more attention to employee retention, recruitment resources and talent management, the implementation of conflict management strategy will be a good start to achieve better employee retention.

In addition, on-site conflict management training and presence of managers to mitigate conflicts can prevent conflicts from going too far and becoming formal. Retail companies need to conduct more skill upgrading and training for middle managers to implement the company's policies and procedures on conflict management. Adopting conflict management methods and using them effectively to support employee well-being can positively influence team participation by developing and exploring management capabilities. They can save time and improve results by managing conflicts in the workplace.

Conflict management is very important in an organization, but it is not a conflict management solution, because it has designed a macro level strategy, which can minimize the conflict results of dysfunction and maintain the effectiveness of the organization. Learning how to deal with various conflict situations constructively in different ways means that managers must be very proactive, and soft skills to solve problems must be their primary responsibility. Actively manage performance in a supportive and positive way. Even though conflict is causing tension, employees still need to be managed in a positive way. Naturally, reducing workplace conflict is a long-term process that requires the participation of all senior managers, employees, and all management leaders of the organization.

## **5. Conclusion and Recommendation**

### **5.1 Conclusion**

Causes of conflict include different interests in the organization, poor communication, poor planning, and hiring of inappropriate employees. Valuable skills in conflict management include effective communication, open-mindedness, and consideration of the opinions of others when resolving conflicts. Finally, conflicts are important in organizations because they reveal the challenges facing the organization and, once resolved, improve organizational performance.

The first recommendation from the study is that management should be open-minded when dealing with conflict. By keeping an open mind, management can resolve conflicts objectively, resulting in a win-win situation for both sides of the conflict. In turn, win-win outcomes lead to organizational excellence. Taking an open mind will ensure that management can achieve a high level of conflict resolution within the organization. Conflict resolution requires an organization's management to listen to all parties with an open mind and ensure that they resolve conflicts amicably.

Second, the article recommends the application of effective communication in resolving workplace conflicts. Conflicts arise due to misunderstandings, so many conflicts can be prevented by simply adopting effective communication within an organization. Likewise, effective communication helps resolve conflicts, thereby improving the performance of the organization. Therefore, management needs to demonstrate a commitment to applying the principles of effective communication to resolve existing conflicts and prevent more workplace conflicts in the future. The article recommends that organizational members in the retail sector be open to conflict. Conflict is inevitable in an organization due to the different interests of different members of the organization. In addition, conflict helps to reveal the challenges that an organization may face, which may undermine the organization's optimal performance. Therefore, a positive attitude towards conflict and conflict management is essential to ensure the survival of the company.

We can discuss how to use the incentive mechanism to do human management from the following aspects.

#### **5.1.1 Reasonable salary system and perfect welfare system**

1. Performance incentives: In order to better mobilize employees' work enthusiasm, effectively link employees' work goals and rewards, and guide employees to unify their personal goals with the company's goals. The personnel department should set monthly performance and annual performance appraisal incentives based on the market salary guidance and the industry level, according to the achievement of the sales performance of the store, and based on the employee's work performance and performance achievement, the outstanding work performance should be determined. , The employees with better performance will be rewarded, and they will truly be heroes based on results, and use this as an effective basis for training and promotion to achieve the purpose of affirming employees, motivating them, and making them better at work. If you don't do the same thing, the good and the bad are the same, then in the end it will all be the same, and it will only get worse.

2. Skill salary: According to some special positions in the store (such as electrician, maintenance, cashier and other highly technical positions), set up skills assessment and salary assessment standards, and provide skills salary through technical training, skills assessment, and grade assessment, which not only motivates employees At the same time, it also stabilizes the post technical personnel in the store, and effectively controls the turnover rate of personnel to a certain extent. After all, the training time and cost of technical personnel is much higher than that of ordinary employees, and technical positions are important to ensure the normal operation of the store. Operations are important. Therefore, it is necessary to minimize the unnecessary loss of technical personnel and ensure the stability of the technical force of the store.

3. Paid annual leave: Employees who have served in the company for one year will be given paid annual leave in terms of welfare, and the number of vacation days



will be increased to a certain extent according to the increase of service years to recognize the hard work of employees, as an encouragement. This is not only in line with national policy, but the attractiveness of employees is sometimes more beneficial than pure salary. When employees come back from vacation, they are usually in a very happy mood, and they can maintain a good mental state for a long time. This is undoubtedly very helpful to improve work efficiency. The rubber band is always stretched and will be tired. Don't give up those days Paid vacations can only be achieved at the expense of the young. Many companies simply cannot see through this. This is a problem of heart.

4. Service Year Award: In order to motivate employees who have served the company for a long time, a service year award is established according to a certain service years, and a commendation meeting and medals are held for employees who have served for five, ten, fifteen and twenty years. Bonuses, affirming the dedication of employees and encouraging employees to feel at ease and assured, better serve the company, stabilize the workforce, and improve loyalty.

### **5.1.2 Internal training and promotion system**

Employee is the favorable guarantee for the smooth development of various work in the store. Only by providing more training opportunities for employees, creating opportunities and providing channels for employees' career development, can the competitiveness of the store be maintained and improved.

1. Internal training: Strengthen the internal training of managers at all levels in the store, provide employees with comprehensive and multi-level training courses, and enhance the competitiveness of the store while improving their own value. As for how to effectively set up the training mode of retail enterprises, this is a very technical thing, which will be discussed in detail in another article.

2. Internal promotion: In order to strengthen employees' sense of belonging and identity and reduce the impact of a large number of "airborne troops" on old employees, the personnel department should establish a sound internal training mechanism for cadres. Combining with the development of internal training, we formulate a promotion assessment system. Through systematic training and strict promotion assessment mechanism, we can do a good job in the reserve and training of internal cadres at all levels, increase the promotion ratio of internal cadres, and generate greater incentives. Some "gradually transitioned to "selecting horses from horse racing" to enhance the cohesion of the store, reduce the loss of personnel, and avoid the increase of personnel recruitment and training costs due to excessive personnel loss.

### **5.1.3 Rationalized suggestion reward system**

In order to truly take the store as home and improve the awareness of employees' active participation, the store should establish a reasonable suggestion and reward system to encourage employees to participate in store management. , more realistic

and rationalized suggestions, to promote the better development of store work, and corresponding rewards should be given to the adopted suggestions. Employees on the front line can often find more realistic problems, and the wisdom of the masses is immeasurable. More employees should be encouraged to participate in the company's development and goal setting, and be more enthusiastic and expectant to work. The management control points of many stores, such as: loss control and inventory management, are things that employees do every day, and their experiences and discoveries are often unimaginable by managers sitting in the office.

## **5.2 Recommendation**

Comparatively speaking, the requirements for human quality in the retail industry are not as sophisticated as those in the technology industry, but this does not mean that store human management does not need to be so meticulous. On the contrary, because the technical content of the retail industry is not high, more things depend on the manpower of employees. Therefore, the humanized management and service of employees is more important. At present, most stores use some institutional constraints and punishments to manage employees in personnel management, but often have little effect, and even produce some negative effects. Stores and stores are service industries. Compared with the strict process and mechanical link design of the production industry, the service industry relies more on people to create value. According to the characteristics of the service industry, in store personnel management, only by effectively using various incentive mechanisms for management, can the enthusiasm, creativity and work enthusiasm of employees be mobilized to the greatest extent, so that employees can devote themselves to the various tasks of the store. Go in and create more value for the store.

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