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Abstract :

This study aims to reveal the results of the organizational conflict at the Sonatrach Economic Corporation, specifically in the Financial and Legal Department of the Skikda Petroleum Refining Complex, from the workers' point of view. Considering that the study is exploratory, the study relies on the descriptive approach to suit the objectives of the study. In collecting the data necessary for the study, it is better to say the study uses the questionnaire technique as its main tool. It included (22) paragraphs distributed over two axes, which was applied to a sample estimated at 40 individuals using the comprehensive survey method After collecting, classifying and analyzing the information based on appropriate statistical methods (descriptive statistics).

The study finds out that both the anxiety and psychological stress experienced the selected workers (sample) are the results of organizational conflicts in the field under study.

Keywords: anxiety, organizational conflict, psychological stress, Skikda Petroleum Refining Complex.

المخلص :

تهدف هذه الدراسة إلى الكشف عن نتائج الصراع التنظيمي بالمؤسسة الاقتصادية سوناطراك وبالضبط بالدائرة المالية والقانونية بمركب تكرير البترول-سكيكدة- من وجهة نظر العمال، وباعتبار الدراسة استكشافية سنعتمد على المنهج الوصفي لملائمته لأهداف الدراسة ونستعين في جمع البيانات اللازمة للدراسة بتقنية الاستبيان كأداة رئيسية فيها، وسيضم (22) فقرة موزعة على محورين والذي سيطبق على عينة تقدر بـ40 مفردة بطريقة المسح الشامل ، وبعد جمع المعلومات وتبويبها وتحليلها بالاعتماد على الأساليب الإحصائية الملائمة (الإحصاء الوصفي) . خلصت نتائج الدراسة إلى أن كل من القلق والضغط النفسي الذي تعاني منه عينة الدراسة يدلان على نتائج الصراعات التنظيمية في بيئة العمل. الكلمات المفتاحية: القلق، الضغط النفسي، الصراع التنظيمي.

Introduction

The individual exists within groups and organizations characterized by rapid dynamics and changes, especially in light of the fierce competition that marked the last millennium. This necessitates that the individual integrates and assimilates into the organization's melting pot to achieve the organization's development and continuity and the coherence of its members. This coherence will not be easily attained except through concerted efforts, and the enactment and application of laws that regulate individuals despite their differing orientations and ideological and cultural affiliations. However, some may not adapt to these changes despite continuous attempts at self-regulation, which creates a state of tension and imbalance. Over time, conflict arises among the organization's members, and disputes and struggles within the institution escalate.

Conflict is considered a natural phenomenon in the lives of individuals, groups, and institutions alike. It is one of the ordinary outcomes of social interaction among individuals, such as cooperation, competition, imitation, and emulation, etc. The institution must adopt methods and strategies to invest in the human resource, as it is the fundamental pillar of its construction and development. The human resource plans, organizes, directs, and monitors administrative and production processes and maintains good performance. The institution must pay great attention to it to preserve its physical and psychological health.

The development of organizations throughout the ages has led to an interest in the worker within their work environment. After organizations were viewed as purely physical entities, they have become a purposeful social unit where the human being constitutes the primary element expressing his vitality and interaction. They carry out their various activities amidst the complex dynamics among their members. Regardless of how sophisticated the institution's equipment is or how excellent its financial position is, the problems of the workers can affect its entity and continuity. Therefore, researchers have been interested in studying the human resource in the organization through its behaviors. Thus, no matter the nature of the organizations and their reliance on well-studied and reliable plans, they cannot, in any case, maintain a state of

permanent stillness and balance. Rather, the interaction on the part of individuals to achieve their goals and ambitions, and to assert their presence in one way or another, and the contradiction and clash of this with the organization's goals on one hand, and with the organizational group on the other, creates a state of dispute or what is known as organizational conflict.

Algerian organizations are certainly not isolated from these conflicts and disagreements that appear from time to time with different frequencies and at multiple levels within the institution, where workers are exposed to various forms of suffering resulting from poor professional adjustment within their work environment. This is due to a lack of harmony with the requirements of the job or the organization or a deficiency in motivation, which is reflected in a form of internal conflict.

The workers struggle in their job or with their organizational environment, no matter what tricks they use to escape the severity of the conflicts they face or even to achieve harmony and adjustment, they find themselves forced to coexist with situations and inevitabilities imposed by the organizational reality. This is reflected in their psychological health through a set of behaviors that the individual may exhibit in certain situations, or may suppress, appearing in several forms, including psychological stress, tension, anxiety, etc. This compels him to adopt a range of defense mechanisms to evade, as much as possible, these psychological and even professional repercussions, or to attempt to mitigate and control them in order to achieve psychological and physical equilibrium in the professional environment, in accordance with the nature of his work on the one hand, and to preserve the organization's integrity on the other.

From the foregoing, it became clear to us that we had a pressing need to understand and study the most significant psychological consequences of organizational conflict on the employees of Sonatrach in the financial and legal department of the RA1K oil refinery complex in Skikda. Therefore, the central question of our study revolved around the following:

Is the anxiety and psychological stress felt by Sonatrach workers in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) in Skikda a result of organizational conflict?

Sub-questions derived from this include:

1. Is **anxiety** one of the outcomes of organizational conflict at Sonatrach Company in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) - Skikda - from the workers' point of view?
2. Is **psychological stress** considered one of the outcomes of organizational conflict at Sonatrach Company - branch in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) - Skikda - from the workers' point of view?

1. Study Objectives:

The study aims to:

- ✓ Determine whether **anxiety** is a psychological reflection resulting from organizational conflict at Sonatrach Company in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) - from the workers' point of view.
- ✓ Determine whether **psychological stress** is a psychological reflection resulting from organizational conflict at Sonatrach Company in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) - from the workers' point of view.

2. Study Significance:

The significance of this study lies in identifying the nature of organizational conflict within the Sonatrach Company in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) in Skikda and the various effects it leaves on the psychology of the workers in the complex. It also attempts to draw attention to the importance of such topics presented by scholars and researchers in enriching occupational psychology, as it is

considered one of the contemporary topics that has proven its impact on the professional and personal lives of individuals.

3. Operational Definitions of the Study:

3.1 Organizational Conflict:

The study sheds light on the contradiction and difference that occurs between workers and that manifests through the behaviors and emotions displayed by each individual as responses within the Sonatrach company in the Financial and Legal Department of the Petroleum Refinery Complex (RA1K) in Skikda.

3.2 Anxiety:

The set of behavioral, physical, cognitive, and emotional responses that appear among the sample individuals, which, in their view, are related to their fear of conflict within the institution under study.

3.3 Psychological Stress:

The set of behavioral, physical, cognitive, and emotional responses that appear among the sample individuals, which, in their view, are due to organizational conflict.

The Theoretical Background of the Study:

1. Definitions of Organizational Conflict:

It is defined as the process that begins when an individual or a specific group feels a kind of frustration as a result of one individual or other groups infringing upon the rights of the former. (Al-Zoghbi, 2014, p. 53).

It is also defined as a conflict resulting from a clash of objectives between one group and another. Conflict may originate from within the individual, from individuals and groups, or from organizations. It can arise from differences in goals, interests, power centers, the need to control scarce resources, or differences in policies. (Azbid, 2015, p. 169).

2. Causes of Organizational Conflict

Conflict is considered an **inevitable human and organizational phenomenon** that must exist, and the organization must know how to deal with and manage it. Undoubtedly, every human phenomenon has causes and factors that lead to its emergence and escalation. It is impossible to know how to manage any phenomenon without identifying its causes. Therefore, most researchers and scholars have identified the causes of organizational conflict as follows:

2.1 Aggressive Personality

Individuals differ in personality; some tend toward **aggression** and **lack of cooperation** with others, taking great pleasure in bringing suffering to others. Furthermore, some individuals suffer from low social esteem, so they try to compensate for this by trying to **undermine the dignity of others** and exploit the work environment to achieve this. (Hamed, Barbawi, & Sulaimani, 2019, p. 395).

2.2 Role Ambiguity

Ambiguity of roles and the **imprecise definition of authorities** lead to individuals being confused, making them unable to act, and provoking **contradictions** with colleagues in the workplace instead of cooperation.

2.3 Change in Authorities

A change in the **authorities/powers** enjoyed by an individual or a group, or an increase or decrease in these authorities, can cause **conflict** for the individual or group.

2.4 Change in Position or Status

A **change in the position** occupied by the individual within the organization may cause conflict for the individual or disturbance in the agreed-upon organizational structure.

2.5 Occurrence of Duplication or Overlap in Work

This occurs when **two or more people or groups** are required to perform the same task.

2.6 Competition for Limited Resources

One of the main reasons for the existence of conflict within organizations is that any organization, even in a state of prosperity, cannot provide the necessary funds to satisfy all the needs of all departments. Conflict arises because each department believes that **satisfying its needs is of primary importance** and that satisfying the needs of other departments is of secondary importance.

2.7 Differences in Cultures

These represent the set of **values, beliefs, assumptions, meanings, and expectations** that an individual holds about a specific group organization, and they have a clear impact on their behavior. Thus, in an organization, individuals carry **diverse cultures**, which often leads to **conflict between individuals or groups**.(Abbas, 2013, p. 141).

2.8 Competition for Authority:

Where every individual or organizational unit seeks to centralize authority within itself.

2.9 Dependent Relationships:

These are relationships arising from the dependence of individuals and groups on each other in their activities and the achievement of their goals, which raises conflicts among them. Job Satisfaction, as dissatisfaction with job decisions and instructions leads to conflict.

2.10 Imbalance of Authority and Responsibility:

There can be an overlap between authorities and responsibilities at the organizational level, which leads to conflict between them. (Diri, 2011, p. 289).

2.11 Difference in Goals and Values:

The presence of individuals with divergent goals and values leads to non-cooperative relationships dominated by contradictions, which is likely to harm public interests. Also, Dual Membership, meaning that the more an individual

belongs to two groups whose goals differ or occupies two different positions, the greater the possibility of their exposure to conflict. (Jalida, 2008, p. 163).

2.12 Weak Communication Processes:

The weakness of communication between workers and various levels in the organization leads to misunderstanding and a lack of awareness of most information, which causes conflicts between units and levels. (Mattar, 2014, p. 04).

Applied Background of the Study:

1. Spatial Limits:

Our field study on the topic of anxiety and psychological stress resulting from organizational conflict was conducted at the Sonatrach Corporation – Oil Refinery Complex (RA1K) in Skikda from the perspective of the workers. This complex is located in the industrial zone, eight (08) km east of Skikda city, and two (02) km from the Mediterranean Sea, and is set up on an estimated area of about one hundred and ninety (190) hectares.

1.1 Temporal Limits:

We conducted the current study in the period extending from April 2023 until June 2023.

1.2 Human Limits:

The total number of workers at the Sonatrach Corporation in the field of study during that period was one thousand five hundred and seventy-eight (1578) workers, divided according to function into different categories. The number of workers in the Financial and Legal Department of the Oil Refinery Complex (RA1K) in Skikda is estimated at 40 individuals.

2. Study Methodology:

The methodology is defined as "a specific means that leads to a certain end." (Tarif Al-Khouli, 2020, p. 24). Since the current study is exploratory, contains one variable, and aims to reveal the existence of an organizational phenomenon that characterizes institutions and organizations, regardless of their nature and human count, which is represented by Organizational Conflict at the Sonatrach Corporation – Oil Refinery Complex –, and to reveal the most

important psychological outcomes it leaves on the working individual from their point of view, which were confined to: Anxiety, Psychological Stress. This necessitated the use of the Descriptive Approach, which is defined as

A method for **describing the subject** to be studied through a sound **scientific methodology** and **representing the results** reached in expressive numerical forms that can be interpreted." (Ali Al Mahmoudi, 2019, p. 46). **Quantitative statistics** were adopted for data analysis, given the statistical data provided by the research tools, which are analyzed and interpreted in light of the specified objectives and the study sample.

3. Study Population and Sample:

The **precise selection** and **proper definition** of the study **population and sample** are among the most important primary and fundamental steps in scientific studies and research. They help the researcher establish their scientific research or study accurately, especially regarding what the researcher may not be able to gather information about, such as **beliefs, values, attitudes**, and other topics concerning the subtleties of the human psyche. The **population** is the total set of elements or individuals who share common characteristics and relationships, and to whom the researcher seeks to **generalize the results** related to the study problem. The population of our study was **all workers** in the **Financial and Legal Department** of the **Skikda Oil Refining Complex** at the **Sonatrach** Company. Their total number is estimated at **1578**. We chose **40 individuals** randomly to apply the current study. Their specifications are as follows:

Description of the Study Population Characteristics:

Gender:

Table No. (01): Illustrates the distribution of the research population according to the gender variable.

Gender	Frequency	Percentage
Male	25	62.5 %
Female	15	37.5 %
Total	40	100 %

The results for the **gender** variable in Table No. (01) show that the percentage of **females** is greater than the percentage of **males**.

- The percentage of females was estimated at **62.5%**, while the percentage of males was **37.5%**, which corresponds to **25 females** versus **15 males**.

The following rule was used to calculate the gender percentages:

- Males: $37.5\% = \frac{15 \times 100}{40}$
- Females: $62.5\% = \frac{25 \times 100}{40}$

Seniority (Length of Service)

First: Calculating the Number of Categories (Classes)

Based on the following rule (likely Sturges' Rule):

$$K = 1 + (3.3 * \log N)$$

Where K is the number of classes, and N is the sample size (which seems to be 40 in this case, based on the calculation(25+15=40)).

- $K = 1 + (3.3 * \log 40)$
- $K = 1 + (3.3 * 1.60)$
- $K = 1 + (5.28)$
- $K = 6$

Therefore, the number of categories is **6**.

Second: Calculating the Class Interval (Width)

$$W = \frac{R}{K}$$

Where W is the class width, R is the range (Maximum value - Minimum value), and K is the number of classes.

- By substitution, we find: $W = \frac{\text{Range}}{6}$
- By substitution, we find:

$$\frac{530}{6} = 4.16$$

Therefore, the length of the category is **4**.

Table No. (02): Distribution of the study sample by Seniority variable.

Seniority (Years)	Frequency	Percentage (%)
(05 - 09)	16	40%
(10 - 14)	05	12.5%
(15 - 19)	13	32.5%
(20 - 24)	03	07.5%

4. Data Collection Tools:

4.1 The Questionnaire (Form):

The questionnaire is defined as "a means of obtaining answers to a number of questions written in a form prepared for this purpose, and which the respondent fills out himself." It is a tool that gives us data or information about a person's usual behavior or distinguished performance, and about the person himself. The methodology of this performance relies on the fact that the individual has the ability to observe their self-behavior better than others. If they wish, they can provide a valuable report on their distinctive (usual) behavior and effectively help in defining that aspect. (Sulaiman, 2010, p. 103). In this study, we used the form as a main tool that includes the most important psychological outcomes of organizational conflict, which we adopted as dimensions for our study. These dimensions encompass a set of items, in addition to the demographic data regarding gender and seniority, which we used for greater accuracy and credibility in analyzing and discussing the study's results.

- ✓ ***The Section Related to Demographic Data:*** Includes data related to gender and data related to seniority.
- ✓ ***The Section Related to the Dimensions of Organizational Conflict:***

The First Dimension: Anxiety: Includes thirteen (13) items (indicators) as follows:

The Second Dimension: Psychological (Occupational) Pressure: Includes nine (09) items (indicators) as follows:

Note: The three-point Likert scale (Always, Sometimes, Never) was adopted, and the following weights were given to them, respectively: (3 - 2 - 1) for positive items and (1 - 2 - 3) for negative items, respectively.

- ***The Psychometric Properties of the Data Collection Tools:***

- ✓ ***Validity of the Study Tool (Questionnaire):***

The validity of the study tool (form) means ensuring that it actually measures what it was prepared to measure. To verify the validity of the study tool and its final review, we relied on Face Validity (Expert Validity). We presented it to a group of specialized professor reviewers. Based on the observations and directions provided by the professor reviewers, we made adjustments in accordance with the opinions of the majority, where we deleted some phrases, added others, and changed some wordings.

- ✓ ***Reliability of the Study Tool (Questionnaire):***

Reliability is part of validity in scientific research because validity includes reliability. Reliability means that the test conducted by the researcher gives the same results if it is repeated on the same group and under the same conditions at a later time.

"There are multiple ways to calculate **reliability** in scientific research, from which we chose the **split-half method** for the odd and even items of the questionnaire (form), followed by finding the **correlation coefficient (Pearson, estimated at 0.88)** between the two halves.

5. Data Analysis Methods:

To achieve the study's objectives and analyze the collected data, a set of appropriate statistical methods were used to process the study's data in line with its goals.

- ***Descriptive Statistics Methods:*** These include:

- ✓ ***Frequencies:*** By tallying the raw scores of the sample members' responses.
- ✓ ***Percentages:***

✓ ***Arithmetic Mean (Average):*** This represents the sum of the values for a variable divided by the number of values. It was used to calculate the dimensions of the study variable, outcomes of organizational conflict, according to the following formula:

- $\bar{x} = \frac{\sum x}{N}$
- $\bar{x}$: Arithmetic Mean.
- $\sum x$: Sum of values.
- N : Number of values.

The study also relies on **Inferential Statistics** by applying the **Pearson correlation coefficient** to calculate the questionnaire's reliability, as indicated above.

6. Presentation, Discussion, and Interpretation of Results in Light of the Study's Objectives:

6.1 Presentation, Discussion, and Interpretation of the Results of the First Dimension (Anxiety):

Table No. (03): Explains the results of the first dimension (anxiety).

Degree item	Always		Sometimes		Never		Arith metic Mean	Rela tive Mea n
	F	%	F	%	F	%		
1. I feel stressed when a disagreement occurs within the organization.	17	42.5 %	13	32.5 %	10	25.5 %	2.17	72.33
2. I feel that something bad will happen after every confrontation between me and someone.	09	22.5 %	10	25 %	21	52.5 %	1.7	56.66
3. I am in a bad mood when I am at my workplace and a conflict occurs.	24	60 %	11	27.5 %	05	12.5 %	2.47	82.33
4. I feel stomach pain when I disagree with someone.	09	22.5 %	16	40 %	15	37.5 %	1.85	61.66
5. I suffer from lack of sleep since conflicts started in my workplace.	22	55 %	10	25 %	08	20 %	2.35	78.33
6. I feel tired when there are conflicts despite the few	19	47.5 %	14	35 %	7	17.5 %	2.3	76.66

Degree item	Always		Sometimes		Never		Arith metic Mean	Rela tive Mea n
	F	%	F	%	F	%		
professional duties I have.								
7. I cannot concentrate whenever there is a dispute, even if it does not concern me.	19	47. 5 %	1 3	32.5 %	8	20 %	2.27	75.6 6
8. I get a tremor in my heart when I sense a disagreement.	08	20 %	1 2	30 %	2 0	50 %	1.7	56.6 6
9. I get upset by the presence of disagreements in my organization.	30	75 %	0 8	20 %	0 2	05 %	2.7	90
10. I fear losing control when a disagreement occurs between me and someone else.	25	62. 5 %	0 6	15 %	0 9	22. 5 %	2.40	80
11. I feel tense because my ideas conflict with those of my colleagues at work.	18	45 %	1 2	30 %	1 0	25 %	2.2	73.3 3
12. I feel nervous when talking to my colleagues at work due to	11	27. 5 %	1 6	40 %	1 3	32. 5 %	1.95	65

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Degree item	Always		Sometimes		Never		Arith metic Mean	Rela tive Mea n
	F	%	F	%	F	%		
the frequency of disagreements.								
13. I feel future fears in my work due to repeated conflicts.	11	27.5 %	10	25 %	19	47.5 %	1.8	60
Arithmetic Mean for the dimension as a whole								2.14
Relative Mean for the dimension								71.33

It is clear that through the content analysis of Table No. (03), which highlights the responses of the sample individuals regarding the **psychological reflection related to anxiety**, that most of the trends of the study sample individuals are **negative**. This is evident in items (3-5-9-10) with high arithmetic means ranging between "2.35" and "2.7". The arithmetic mean for item (3) was estimated at 2.47, which confirms that the majority of the sample individuals are in a bad mood at the workplace, and the absolute majority of the study sample individuals suffer from sleep deprivation since the beginning of the conflicts in the institution. This is shown in item (9), whose arithmetic mean was estimated at 2.7, and item (10), whose arithmetic mean was estimated at 2.4, confirming that most of the study sample individuals are disturbed by the existence of disagreements and also fear losing control when conflicts occur between them and their colleagues or superiors.

As for the responses in items (1-2-4-6-7-8-11-12-13), the arithmetic means ranged between "1.7" and "2.3," and the arithmetic mean for the dimension was estimated at 2.12.

Therefore, it can be said that the **first objective has been achieved**, meaning that **anxiety is considered one of the outcomes of organizational conflict**. Anxiety, as a reflection and outcome of organizational conflict in our study constructed from the perspective of the workers, had an arithmetic mean for the dimension estimated at 2.14. This indicates the **appearance of anxiety symptoms in the sample**.

The study highlights that **most of the sample individuals suffer from mood disturbances and discomfort when a conflict occurs within the institution**, in addition to suffering from **lack of sleep** whenever a conflict or disagreement arises, whether they are parties to it or not. They also feel **fear of losing control over themselves** when a conflict occurs, especially if it concerns them. This is attributed to the **excessive anticipation and hyper-vigilance** that has come to characterize them as a result of successive and continuous disagreements. This may be due to the significant impact of the conflicts in their professional environment, leading them to **continue thinking about them even in their personal lives**. Furthermore, they might **escalate matters and perceive the situation's intensity, difficulty, or danger as severe**. This might stem from their **inability to think positively**, which perhaps traces back to a previous incident that caused them distress, thereby escalating the intensity of the conflict for them. For instance, a previous conflict between two colleagues or a colleague and a manager that led to the **dismissal or change of job position** for one of the parties, especially if that party was a lower-level employee. We observed this with one individual in our community, where their disagreement with their manager resulted in a change in their job position. This instills in them a **feeling of anxiety and tension** regarding any conflict or disagreement that occurs, as well as the **fear that they will suffer the same fate as their colleagues did previously**. Therefore, **anxiety is considered a psychological reflection of organizational conflict** in the institution of our study, from the perspective of the study sample.

6.2 Presentation, Discussion, and Interpretation of the Second Dimension's Results (Psychological Stress):

Table No. (04): Shows the results of the second dimension (Psychological Stress):

Degree item	Always		Sometimes		Never		Arithmetic Mean	Relative Mean
	F	%	F	%	F	%		
14. I act aggressively with my colleagues at work during any disagreement	29	72.5%	08	20%	03	7.5%	2.65	88.33
15. I get angry quickly when someone disagrees with my opinion.	13	32.5%	18	45%	09	22.5%	2.1	70
16. I tend to perform my tasks with a high degree of reservation to avoid disagreements.	20	50%	09	22.5%	11	27.5%	2.22	74
17. I feel that others are tracking my mistakes because of disagreements.	27	67.5%	05	12.5%	08	20%	2.74	82.33
18. I hesitate to make decisions related to my work for fear of getting into trouble.	23	57.5%	14	35%	03	7.5%	2.5	83.33
19. I make up excuses to stop working and take a break from conflicts.	18	45%	12	30%	10	25%	2.2	73.33
20. I feel that my relationship with my colleagues is tense because of conflicts.	30	75%	07	17.5%	03	7.5%	2.67	89

21. I lack communication skills. I change my mind when conflicts occur	10	25 %	10	25 %	20	50 %	1.75	58.33
22. I suffer from forgetting my work appointments due to the high number of conflicts.	25	62 %	10	25 %	05	12.5 %	2.5	83.33
Arithmetic Mean for the dimension as a whole								2.34
Relative Mean for the dimension								78

It is evident to us through the responses of the study sample regarding the items of the psychological stress dimension (psychological reflection of organizational conflict) that **most of them were high**. The highest arithmetic mean was recorded in item no. (7), **"I feel that my relationship with my colleagues is tense because of the conflicts,"** which was estimated at **2.67**, a high degree, and a relative mean of **89%**. This means that the individuals in the study sample feel tension in their relationship with their colleagues, which they attribute to the conflicts existing between them. The study also reveals that high-obtained high arithmetic means in both item no. (5) And (9), with arithmetic means estimated at **2.5** for both, which is a high degree and a relative mean estimated at **83.33%**. Item number (5) pertains to **hesitation in making work-related decisions for fear of falling into problems**. This means that most individuals hesitate and become tense when making decisions, perhaps due to their fear of falling into conflicts, or it may be due to past disagreements and problems they suffered from when making a specific decision. The same applies to item no. (9), which concerns **forgetting work appointments due to the high number of conflicts** between them and their colleagues or superiors, where **62%** of the study sample suffer from forgetting their appointments because of the conflicts. This indicates that the high number of conflicts experienced in their workplace causes them psychological stress and tensions, making them unable to concentrate and causing them to suffer from forgetfulness, including their work appointments. The same is true for item no. (1) **"I get angry quickly**

when they disagree with my opinion," with a high arithmetic mean estimated at **2.65** and a relative mean estimated at **88.33%**. This means that the individuals in the study sample suffer from anger when their opinions are opposed, which is considered an indicator of psychological stress.

Based on the above, we can say that the **second objective of the study has been achieved**, as the dimension of psychological stress can be considered a product of organizational conflict and one of its reflections in our research institution from the workers' point of view.

Through these results, it can be said that the **dominant psychological reflection** in the Sonatrach Corporation, Financial and Control Directorate of the Oil Refinery Complex, from the workers' point of view, is **psychological stress**. It obtained the highest overall arithmetic mean for the dimension, estimated at **2.34**. The responses of the study sample revealed that psychological stress is one of the psychological reflections resulted from organizational conflict. This is evident from the fact that most individuals in the study sample showed symptoms of psychological stress, such as acting aggressively, suffering from continuous headaches, in addition to feeling hesitant in making decisions, and other symptoms that appear on an individual suffering from psychological pressure. However, these appeared in varying proportions, and the reason for this may be due to individual differences between individuals, the variation in job positions, in addition to the high number of professional duties for some, which may be considered contributing factors to the emergence of psychological pressures and the inability to confront conflicts rationally, in addition to the sensitivity of some positions which require focus and accuracy. This depletes the worker's energy and makes them more susceptible to conflicts and problems, especially if there are specific backgrounds or sensitivity from some colleagues or superiors. The intensity of the pressures may increase with a lack of experience. This is what the study focuses on while studying and analysing touched upon when analyzing the characteristics of the sample individuals regarding seniority, where the category with fewer years of service was the most exposed to pressures. This may be due to poor adaptation and adjustment to the situation, while the category with more years was able to develop self-defense mechanisms and adapt to conflicts and disagreements less intensely. Given that

the category that occupies a larger space in our study population has fewer years of service, this explains one of the reasons.

The Struggle (Discussion Section)

The workers **suffering from psychological stress** is due to the **multiplicity of existing conflicts**, and perhaps the abundance of these latter in our study institution puts individuals in a **permanent state of stress and readiness** for anything that might happen. For example, simple disagreements between a low-level worker and their president or supervisor put them in **constant fear and pressure** due to their inability to confront or engage in dialogue with them to avoid falling into bigger problems. Therefore, it can be said that most individuals in this study sample suffer from **psychological stress**.

Conclusion

In conclusion, this study, through the results reached, shows the **importance of knowing the outcomes of organizational conflict on the psychological health of the workers** in their work environment and the need for **serious work to research the causes for minimizing and alleviating them**. Especially since this study was applied in an economic institution of weight in building the **national economy**. Work is the means that fulfills the individual's psychological and economic needs, and it is considered the **cornerstone** upon which societies are built and achieve their prosperity and advancement. This depends on the necessity of **improving working conditions** and providing a **sound professional environment** that helps the workers give more motivating them to exert greater efforts in performing their duties in the fullest and best way. This, in turn, benefits the institution as a whole and contributes to its **continuity** and pushing the **wheel of development** forward.

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