MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

TERNOPIL IVAN PULUJ NATIONAL TECHNICAL UNIVERSITY

_____
Economics and management
_____
(Faculty)

Management and administration
_____
(Department)

EXPLANATORY NOTE

to the Bachelor's paper

_____ Bachelor _____
(Education level)

Topic: **Evaluation of the sources of conflicts and stresses at work in organization**

(Dangote Limited Enterprise as a case study)

Performed by: fourth year student
Group: IBM-43
Speciality: 073 Management

_____ Oranemi Telima-Adophus_____
(signature)   (full name)

Supervisor _____   __Olena Sorokivska_____
(signature)   (full name)

Reviewer _____   __Roman Sherstiuk_____
(signature)   (full name)

Ternopil – 2024

Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University

Faculty	Economics and management
Department	Management and administration
Educational Degree	Bachelor
Specialty	073 Management

Approved by:

Department Head

Olena Sorokivska

BACHELOR'S PAPER TASK

Oranemi Telima-Adophus
(full student name)

1. Bachelor's paper Topic:

Evaluation of the sources of conflicts and stresses at work in organization (Dangote Limited Enterprise as a case study)

Supervisor_____Olena Sorokivska, D. of Sc. (Economics), professor
(full name, scientific degree, academic rank)

Approved by the Order on   «25» December   2023   № 4/25-88

2. Submission deadline 15 of January 2024 _____

3. Input data 23 of January 2024

4. Brief Content of the Bachelor's paper:

Chapter 1. Organizational stress and conflict resources.

Chapter 2. Research and analysis of conflicts and stress in Dangote Limited Enterprise.

Chapter 3. Ways of improving on stress and conflicts in the organization "Dangote Limited Enterprise".

Chapter 4. Safety of life and labour protection.

5. List of tables and figures:

1. Purpose,object and methodology of research. 2. Causes of stress at work and outside work. 3. The mane directions of stress-management. 4. Sources of conflict in the organization. 5. Importance of conflict management. 6. Dangote Limited Enterprise's Products. 7. Ethics groups in Dangote Limited Enterprise. 8. The position of stress coach in the organizational structure of the Dangote Limited Enterprise. 9. The budget for the implementation of the stress coach position in the structure of Dangote Limited Enterprise. 10. Predicted indicators of the project investment efficiency.

6. Consultants to Bachelor's paper Chapters

Chapter	Consultant's full name	Signature, date	
		given by	checked by
Occupational health and safety in emergencies	Ihor Okipnyi		
Standard control	Olha Mosii		

7. Date of assigning the task <u>25 of December 2023</u>

CALENDAR PLAN

№	Content	Chapters Deadline	Note
	Introduction	December' 2023	*Done*
1	Organizational stress and conflict resources	December'2023	*Done*
1.1	Overview, purpose, focus, and origins of tension and conflict	December'2023	*Done*
1.2	Common sources of conflict in organizations	December'2023	*Done*
1.3	Definition of conflict and the main types of conflicts	December'2023	*Done*
2	Research and analysis of conflicts and stress in Dangote Limited Enterprise	January' 2023	*Done*
2.1	Overview of the company	January' 2023	*Done*
2.2	Company's products and primary brands	January' 2023	*Done*
2.3	Sustainable development of the company	January' 2023	*Done*
2.4	Analysis of external conflicts and threats in the organization's activities	January' 2023	*Done*
2.5	Investigation of types and consequences of conflict situations at the Dangote Limited Enterprise	January' 2023	*Done*
3	Ways of improving on stress and conflicts in the organization "Dangote Limited Enterprise"	January' 2023	*Done*
3.1	Conflict management strategies development	January' 2023	*Done*
3.2	Implementation of conflict-generated costs and stress management in Dangote Limited Enterprise	January' 2023	*Done*
3.3	Application of organizational approaches to stress management	January' 2023	*Done*
3.4	Approving the management role in stress and conflict resolution at Dangote Limited Enterprise	January' 2023	*Done*
4	Chapter 4. Occupational health and safety in emergencies	January' 2023	*Done*
4.1	The impact of human activity on the environment	January' 2023	*Done*
4.2	Labor Protection	January' 2023	*Done*
4.3	The influence of color on improving working conditions and increasing productivity	January' 2023	*Done*
	Conclusions	January' 2023	*Done*
	References	January' 2023	*Done*

Student _____   Oranemi Telima-Adophus

(signature)   (full name)

Supervisor _____   Olena Sorokivska

(signature)   (full name)

SUMMARY

Oranemi Telima-Adophus. Evaluation of the sources of conflicts and stresses at work in the organization (Dangote Limited Enterprise as a case-study).

Bachelor's qualifying paper consists of 81 pages, 20 figures, 8 tables, 34 references.

The object of the research is process of overcoming stress and managing it in the environment of a large corporation, studying the impact of stress on the productivity of the organization.

The subject of the investigation is managing of stresses and conflicts at the Dangote Limited Enterprise's workplace.

Aim of the work is to have a clear understanding of the causes of stress and conflict at a multinational company such as Dangote Limited Enterprise and how Stress by the employees as well as the company's management are managed or handled.

Methodology. Quantitative and qualitative analysis, graphical and tabular methods were used in the work, forecasting was carried out by the commission method.

The practical significance of the research results is understanding the true nature and benefits of conflict, which include alleviating tensions, which greatly aids in the stability and integration of employees; allowing expression of opinions, which might be consumed more efficiently due to the transformation effect into various changes; and stimulating creativity, as inter-group conflicts serve as a source of motivation in the pursuit of innovation.

Key words: management, evaluation, conflicts, causes of conflicts, stress at workplace, stress management, consequences of stress and conflicts.

АНОТАЦІЯ

Оранемі Теліма-Адофус. Оцінювання джерел конфліктів і стресів діяльності в організації (на прикладі Dangote Limited Enterprise).

Кваліфікаційна робота бакалавра: 81 сторінка, 20 рисунків, 8 таблиць, 34 літературних джерела.

Предметом дослідження є управління стресами та конфліктами на робочому місці Dangote Limited Enterprise.

Об'єктом дослідження є процеси подолання стресу та управління ним у середовищі великої корпорації, вивчення впливу стресу на продуктивність організації.

Мета роботи полягає в поглибленні розуміння причин стресу та конфлікту в багатонаціональній компанії Dangote Limited Enterprise, а також вивченні практичних аспектів управління стресом працівниками та менеджментом компанії.

Методологія. У роботі використано кількісний та якісний аналіз, графічний і табличний методи, проведено прогнозування методом комісії.

Практичне значення результатів дослідження полягає у розумінні справжньої природи та переваг конфлікту, які включають послаблення напруженості, що значною мірою сприяє стабільності та інтеграції працівників; можливість висловлення думок, які можуть бути враховані більш ефективно завдяки ефекту трансформації в різні зміни; і стимулювання творчості, оскільки міжгрупові конфлікти служать джерелом мотивації в прагненні до інновацій.

Ключові слова: менеджмент, оцінка, конфлікти, причини конфліктів, стрес на робочому місці, управління стресом, наслідки стресу та конфліктів.

CONTENT

INTRODUCTION

The relevance of the research topic lies in the fact that stress has become an increasing phenomenon due to external factors such as technological advancement, changes in the economy of a country which might lead to becoming redundant and so on. Stress can be considered as an inevitable condition at least at one point in time or another; however, it can also be minimized to the extent that the productivity and health of the employee is maintained which could lead to a productive organization. Stress is also bound to occur in multinational companies where operation is global and employees have different cultural backgrounds.

Stress is becoming more of a typical occurrence for both employers and workers. A multitude of factors are causing employees' stress levels to fluctuate more quickly. Because stress is a constant experience for employees, their reactions to it at work are not a distinct phenomenon. External causes like changes in a nation's economy and technology advancements are also contributing to an increase in stress at work. Multinational corporations, with their global operations and diverse workforce, are likewise prone to stress. In addition to stress that may arise from personal or family issues, job restructuring, globalization, and increased task demands have made workplace stress an even bigger issue.

Aim of the work is to have a clear understanding of the causes of stress and conflict at a multinational company such as Dangote Limited Enterprise and how Stress by the employees as well as the company's management are managed or handled.

The main tasks of the research:

− to identify the theoretical foundations of organizational stress and the causes of conflict situations;

− to investigate and analyze conflicts and stresses in Dangote Limited Enterprise;

– to develop ways to overcome stress and conflicts in the organization "Dangote Limited Enterprise";

– to propose a conflict management strategy;

– to justify the feasibility of implementing conflict costing and stress management in Dangote Limited Enterprise;

– to apply organizational approaches to stress management;

– to identify the role of management in dealing with stress and conflict in Dangote Limited Enterprise.

The object of the research is processes of overcoming stress and managing it in the environment of a large corporation, studying the impact of stress on the productivity of the organization.

The subject of the investigation is managing of stresses and conflicts at the Dangote Limited Enterprise's workplace.

The practical significance of the research results is understanding the true nature and benefits of conflict, which include alleviating tensions, which greatly aids in the stability and integration of employees; allowing expression of opinions, which might be consumed more efficiently due to the transformation effect into various changes; and stimulating creativity, as inter-group conflicts serve as a source of motivation in the pursuit of innovation.

Research information base: theoretical and methodical materials of scientists-managers based on scientific and professional articles, training manuals, textbooks, monographs, regulatory and legal base, financial and statistical reporting of Dangote Limited Enterprise.

CHAPTER 1
ORGANIZATIONAL STRESS AND CONFLICT RESOURCES

1.1 Overview, purpose, focus, and origins of tension and conflict

The object of research is conflicts and stresses. That is why we will try to analyze the theories that make it possible to understand origin and resolution of workplace stress and conflict regarding Dangote Limited Enterprise. The following theories have been selected in order to provide a clear picture of the problem: what stresses an individual and an employee; what generates stress in the workplace; and the connection between personal and work-related stress. Finally, the various methods that both individuals and organizations use to manage stress are examined. At the conclusion, a model is used to create a summary and show how the theories relate to one another.

Numerous academics have defined the term stress. A "continuous process that involves individual transacting with their environments, making appraisals of the situations they find themselves in, and endeavoring to cope with any issues that may arise" was one of the definitions provided by Fletcher. When someone is under pressure yet is unable to handle it, that individual is said to be under stress. Stress also denotes a direct negative response that undermines the achievement of the initial aim for the individual as well as the organization. Stress impacts not only the health and well-being of employees but also the productivity and reputation of the company. Negative aspects of stress include employees' unwillingness to work and job unhappiness. The company's drawbacks would be a decline in output and turnover as well as a deterioration in the caliber of the job. On the other hand, the term stress refers to the physiological, psychological, and emotional reactions of the body to any demand that is viewed as potentially harmful to the well-being of the individual.

Lazarus defines stress as the "process of evaluating events or situations as detrimental, threatening, or challenging, as well as identifying possible reactions and acting upon those events." Stress causes both positive and negative reactions to our activities because how we rationally assess and interpret the stressors affects how we respond to and handle the problem that is viewed as a stressor. Stress can be both beneficial and detrimental. Constructive stress is the kind of anxiety that helps us function properly in day-to-day activities. Stress may also be the motivation behind pushing oneself to try new things and take action. Destructive stress, on the other hand, causes distress – unwanted consequences of stress (Figure 1.1).

Causes of Stress at Work

1) Career Concern
2) Role Ambiguity
3) Rotating Work Shifts
4) Role Conflict
5) Occupational Demands
6) Lack of Participation in Decision-making
7) Work Overload
8) Work Under load
9) Poor Working Conditions
10) Lack of Group Cohesiveness
11) Interpersonal and Intergroup Conflict
12) Organizational Changes
13) Lack of Social Support

Causes of Stress Outside Work

1) Civic Amenities
2) Life Changes
3) Frustration
4) Racial, Caste, and Religious Conflicts
5) Personality
6) Technological Changes
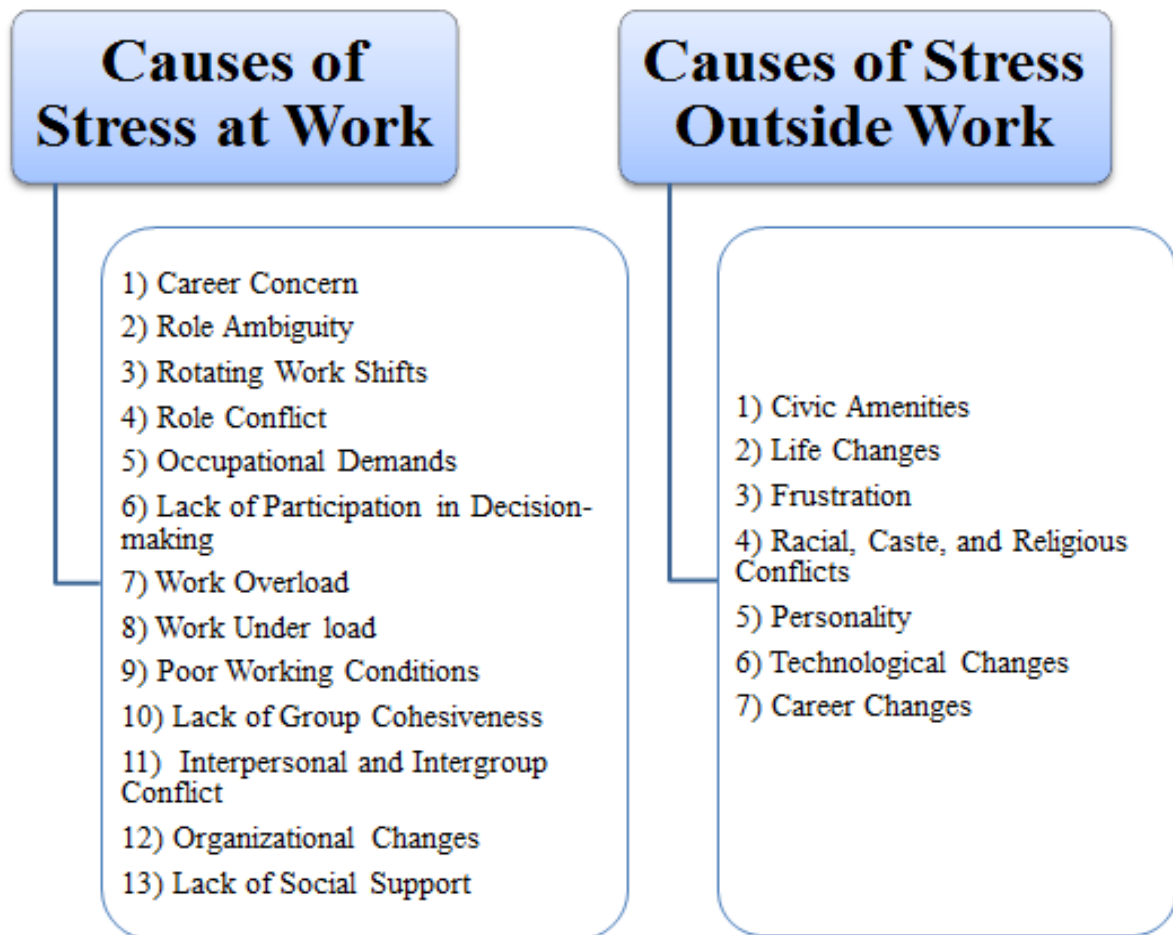7) Career Changes

Figure 1.1 – Causes of stress at work and outside work [24, p. 67]

According to research by Michie [24, p. 67], workers experience stress at work, which has an impact on both employers and workers. The reasons behind employee dissatisfaction include illness, early retirement, burnout, and lack of motivation.

On the other hand, employers experienced stress due to employee attrition, reduced turnover, conflict, unhappy clients, economic threats, and significant discrepancies between expected and actual results. Uncontrolled emotions can lead to stress, and stress itself can occasionally be explained within the context of emotions. Therefore, I will talk about emotions and stress in the next section in order to determine the locations where they are related.

Since there isn't a precise description of what emotions are, stress appears to be highly ambiguous and challenging to explain when it is discussed in terms of emotions. Emotions are a person's subjective feelings and moods; they represent a complicated shift in a person's physical and psychological state that influences behavior and thought. Therefore, emotion and stress give rise to feelings of worry, despair, anger, and embarrassment. One of the worst emotional components that leads to a lot of chronic issues and disorders in a person's functioning is anxiety. Human behavior is heavily influenced by emotion, which can make it difficult to make wiser judgements or function normally. The theories of emotions were divided into three groups by academics and psychologists: physiological, neurological, and cognitive.

The body's signal or reaction is referred to in the physiological theory of emotion. The response of the brain to emotions is suggested by neurology. A cognitive theory explains how the brain's processes, including thought, contribute to the development of emotions. However, when it comes to conflicts, we would be examining their sources, which are indicated below.

1.2 Common sources of conflict in organizations

The sharing of information makes it possible for each party to learn about the other perspectives, greatly reducing mistrust, misunderstanding, and confusion. Conflict frequently arises from a lack of communication. If the parties to the disagreement wish to work together to find the most workable resolution, then cooperation is the only means of resolving the problem and gives each party the opportunity to learn about the other perspective and reasons. When we talk about disagreement, we're talking about the moral dimensions, or the ways in which power ought to be used while considering moral propriety and accuracy. These variations influence the selection of both goals and techniques. To solidify their positions inside the company, several managers have a propensity to intensify and escalate interpersonal confrontations. Incompetent managers are primarily caused by unclear information, inaccurate portrayals of reality, and dehumanizing other people's viewpoints (Figure 1.2).

Figure 1.2 – Sources of conflict in the organization [30]

This was a broad list of potential conflict causes. By considering the distinct forms of conflicts, we may also pinpoint other motivations that give rise to conflicts based on their unique characteristics:

- Differences in professional training, stress resistance, effort capacity, lack of character and behaviour correspondence, sexual harassment, and sexism are the main causes of interpersonal problems.

- Miscommunication, disparate value systems, divergent goals, organizational ambiguity, reliance on finite resources, departmental influence, and discontent with one's current position in the workplace are the primary causes of intergroup conflicts.

In order to behave appropriately, take advantage of the beneficial benefits, and lessen the potential bad impacts, an effective conflict resolution requires the recognition and consciousness of conflicts. Both the structural components involving organizations and the psycho-sociological factors can be examined to find the causes that result in states of conflict.

Conflicts arise because different organizations have different purposes or objectives, which often results in conflicts of interests or priorities even when the organizations have the same goals, according to Sam Deep and Lyle Sussman.

1. Divergent points of view regarding the priority objectives;

2. Differing perspectives about the approaches employed - individuals or organizations may have goals but hold differing beliefs about how those goals will be achieved;

3. Differences in perception or value systems – most disputes emerge from the fact that different individuals have various perspectives on reality, and conflicts arise from the fact that we do not view the same place;

4. Inadequate or incorrect communication that causes miscommunication to occur. The only way to resolve a dispute under these circumstances is cooperation, which enables each side to understand the other's perspective and points of contention;

5. Competition over inadequate resources: The limited nature of organizational resources and the reliance on them can lead to competitions that could escalate into conflicts; the lack of resources has the power to turn covert or gradual conflicts into overt and intense ones; additionally, the likelihood of conflict increases with resource scarcity;

6. Disparity in status, power, and culture: These situations pertain to situations when there is a notable disparity in the status, power, and culture of the people involved.

Both good and negative stress brought on by an event might have an impact on a person's health. Significant events, such as winning a million dollars in the lottery or getting engaged happily, can have positive or negative consequences on an individual's health. Conversely, negative occurrences might have the opposite effect. Unfavorable things can happen to a person, such as the death of a close relative or a deterioration in their financial status. Stressors in isolated communities include irregular sleep duration and a decreased ability to maintain a regular personal routine. An individual may experience physical discomfort as a result of unpleasant working conditions, such as an engine-noise-filled, crowded passenger area, unbearably high temperatures, proximity to chemicals, and exposure to sunlight [1, p. 108].   In addition to causing conflict between employers and employees, inadequate leadership can also be a sign of stress within an organization.

Activities such as teamwork organization aboard a ship are generally considered standard procedures and are not associated with stress in everyday life. However, working in a remote setting can sometimes make workers uncomfortable. A "capsule environment" is a community that is far from one's house, family, and friends; this can lead to stress since it lacks security and makes it difficult to maintain intimate relationships with loved ones [19, p. 10]. A popular definition of stress was provided by Topper [32] and Campbell [16], who also discussed its characteristics, such as the presence of emotions of pressure which occurs to an individual [4, p. 64].

Emotions are a subjective aspect of a person's sentiments or moods, which makes them relevant to the discussion of stress in the form of emotions. An individual experiences certain feelings based on their emotions, such as joy, guilt, or rage. The other aspect of emotions has to do with sentiment and temper, which are products of emotion and cause tension. According to the emotion's perspective, stress can be defined as follows: first, emotions are a widely used term, and second, they are characterized as a subjective aspect of a person's feelings and moods. These two points explain why there isn't a clear definition of emotions in the literature (Figure 1.3).

Figure 1.3 – Stress management [4, p. 65]

Individual differences exist in the circumstances, duration, intensity, and constancy of their feelings. Emotions are usually employed in a variety of ways. For example, social emotion is the expression of an individual's feelings, such as happiness, joy, shame, affection, etc. The main causes of stress are probably things like not having control over a circumstance or an occurrence, uncertainty, ambiguity, or performing below expectations [26, p. 350].

1.3 Definition of conflict and the main types of conflicts

Some claim that the large variations in attitudes towards conflict are the reason for the wide variation in definitions of conflict. The following responses were provided in a survey by Hocker and Wilmot [22] to find out what associations people had with the word conflict: destruction, anger, disagreement, hostility, war, anxiety, tension, alienation, violence, competition, threat, heartache, pain, and hopelessness. It's clear that many saw conflict negatively. Even scientists presented conflict as a process that should be avoided up until the early 1960s [18]. For example, Hocker and Wilmot [22] provided a list of unfavorable presumptions regarding conflict:

- Discord is unusual; harmony is the norm.

- Disagreements and conflicts are the same thing.

- Discord is unhealthy.

- Instead of escalating conflict, it should be minimized or avoided.

- Personality conflicts may give rise to conflict.

- Real conflict differs from emotions.

Moreover, some scholars contend that fighting has advantages. Three suppositions presented by Ramsay [27, p. 38] suggest that conflict, particularly in the workplace, can be beneficial to people.

- Disagreement is inevitable.

- Conflict is healthy and essential.

- Real differences are the foundation of most confrontations.

People see conflict as normal because life is unpredictable. In order to foster creative thought, conflict is both healthy and necessary as long as it is handled properly. When there is no conflict, ideas and behaviors are carried out of habit. Examining conflict enables one to consider how necessary certain ideas and behaviors are. According to Ramsey [27, p. 39], the third assumption highlights those individuals would prefer to live with unresolved misunderstandings rather than acknowledge the existence of fundamental differences and the need for effective management (Table 1.1).

Table 1.1 – Comparisons of conflicts view [27, p. 40]

Characteristics	Traditional View	Contemporary View	Interactionist View
Main points	Caused by troublemakers, bad, should be avoided, should be suppressed.	Inevitable between humans, not always bad, natural result of change can be managed.	Result from commitment to goals often beneficial should be stimulated, should aim to foster creativity.
Effect on performance	Performance declines as the level of conflict increases.	Performance mainly depends on how effectively the conflict is handled. Generally, performance increases to a certain level as conflict level increases, then declines if conflict is allowed to increase further or is left unresolved.	Certain level of conflict is necessary to increase performance. Performance increases with conflict up to a certain level then declines if conflict increases further or remains unresolved.
Recommended Actions	Do thing if a=d resolves conflict if a>d (where d-o)	Do things if a=d, resolve if a>d (where d~o).	Do thing if a=d, resolve if a>d, stimulate conflict if a<d, where (d>o)

Human existence is full of conflict in every way. Conflicts arise at work, in homes, and even when watching the news on television. But as time has gone on, three different perspectives of conflict in workplaces and organizations have developed. The conventional viewpoint, which prevailed from the late 1800s to the mid-1940s: this school views conflict as harmful, constantly viewing it as having a negative effect that lowers performance as it increases. According to Verma [34], conflict is directly linked to concepts like violence, destruction, and irrationality. On the traditional perspective, conflict ought to be minimized, repressed, or eradicated.

Due to the widespread agreement of industrial and business entities that have significant influence in our society, the conventional perspective on conflict remains prevalent. This unfavorable perspective on conflict contributed to the growth of labor unions. People came to believe that conflict was always bad and should be avoided as a result of violent or disruptive disputes between employees and management. Therefore, it is very important to understand the importance of conflict management (Figure1.5).
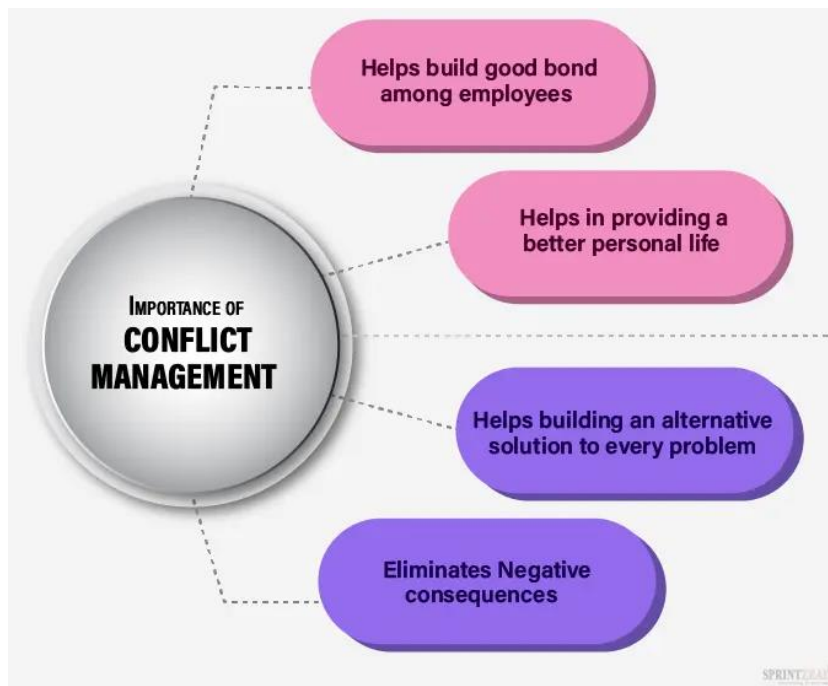

Figure 1.5 – Importance of Conflict management [34]

The modern or behavioral approach, which gained traction in the late 1940s and persisted until the 1970s: according to this school, conflict in the workplace is normal and unavoidable and, depending on how it is managed, can have either a beneficial or bad outcome [34]. Performance may, however, rise in response to conflict – but only to a limited extent. If the conflict is let to worsen or is not resolved, performance will fall. This strategy promotes acceptance due to the possible advantages of the conflict manager's concentration on skillfully managing the conflict as opposed to eradicating or concealing it.

The most recent viewpoint, the interactionist approach, holds that performance cannot be increased without conflict. The interactionist viewpoint, in contrast to the behavioral approach, promotes conflict since it holds that an agreeable, calm, and overly cooperative project organization is more likely to become static, apathetic, stagnant, and unable to adapt to change and innovation. This strategy pushes managers to sustain a suitable degree of friction in the workplace in order to make it sustainable, inventive, self-critical, and creative.

Figure 1.6 – How to manage stress in the workplace [10]

Conflict has many sources in the workplace. It is borne out of differences and will arise in any situation where people are required to interact with one another. Dealing with conflict effectively is a key management skill. This article outlines five different approaches to conflict management and the situations they are most appropriate for.

1. Accommodation: this is a lose/win situation. The accommodation approach is generally used when one party is willing to forfeit their position. It is best used in situations where:

- One party wishes to indicate a degree of fairness.
- People wish to encourage others to express their own opinion.
- The issue or problem is more important to the other party concerned.
- It is more important to safeguard the relationship rather than argue about the issue.

2. Compromise: this is a win/lose – win/lose situation, i.e. everyone involved gains and loses through negotiation and flexibility. Each will win some of what they desire while at the same time giving something up. The main goal of this approach is to find common ground and maintain the relationship. Compromise is best used:

- To achieve an agreement when all parties have equal power.
- To reach a temporary resolution in more complicated matters.
- To achieve a settlement when time or other circumstances are constrained.

3. Avoidance: this is a lose/lose situation. Neither party takes action to address the issues involved in the conflict, meaning that it will remain unresolved. This approach is best used:

- If all concerned feel that the issue is a minor one and will be resolved in time without any fuss.
- When the parties need a chance to cool down and spend time apart.
- If other people are able to resolve the conflict more effectively than the parties concerned.
- When more time is needed before thinking about dealing with the issues.

- If the impact of dealing with the situation may be damaging to all parties involved.

4. Competition: this is a win/lose situation. One party attempts to win the conflict through dominance and power. This approach is best used:

- When all other methods have been tried (and failed).
- In emergency situations when quick, immediate and decisive action is called for.
- In situations where unpopular changes need to be applied and discussion is not appropriate.

5. Collaboration: this is a win/win situation. It is the most effective but most difficult way of managing differences. It requires trust and commitment on all sides to reach a resolution by getting to the heart of the problem. All parties need to be willing to empathize and try to understand each other's situation. Collaboration is most appropriate:

- When all parties are willing to investigate alternative solutions together that they may not necessarily have thought of on their own.
- When trying to get to the source of problems that have continued for a long time.
- When upholding objectives that cannot be compromised on any side while still preserving the relationship.
- When parties from different backgrounds and experiences are involved.

In conclusion for chapter 1, we talked about the object of the research which consists of conflicts and stress. We gave the definition of conflicts and stress and also related it to the work organization. Furthermore, we went ahead and talked about the common sources of stress and conflicts in the work organization, the primary causes and the secondary causes which you would find here in chapter 1.2. And also we talked about stress and conflict management, ways on how to ease conflicts and stress in the organization.

CHAPTER 2

RESEARCH AND ANALYSIS OF CONFLICTS AND STRESS IN ''DANGOTE LIMITED ENTERPRISE''

2.1 Overview of the company

The Noodle Division of De United Foods Industries Limited began operations in Ota, Ogun State, in 1996. At the time, it was the largest instant noodle manufacturing plant in Africa and the first in Nigeria. In Choba, Port Harcourt, Rivers State, Dangote Limited Enterprise was established in 2001 as a private limited liability company. After a reorganization process was finished, the business was changed to a public limited company, and in 2008 it was established as the group's holding company.

The facility's existence results from the nation's and the region's consumers' increasing demand for the commodity. The goal is to give customers high-quality, freshly-picked goods. Nigeria's most popular noodle brand, Indomie Instant Noodles, is made in Dangote Limited Enterprise. Over the past ten years, Dangote Limited Enterprise has positioned itself as the industry leader in the instant noodle space by persistent backward integration initiatives.

The Group is made up of Dangote Limited Enterprise and eighteen subsidiaries, which are: ALCO International Limited. Dangote Nigeria Limited, Dangote Transport Limited, Dangote Cement Plc. - Listed on Nigeria Stock Exchange and accounts for over 60% of Dangote Group revenue, National Salt Company of Nigeria Plc., Dangote Flour Mills Plc., Dangote Sugar Refinery Plc. - Listed on Nigeria Stock Exchange, Dangote Oil & Gas Industries International, Dangote Textiles Limited, Dangote Holdings Limited, Blue Star Limited, Dansa Foods Limited, Dansa Food Processing Limited, Dancom Technologies, GreenView International Company Limited, Sephaku Cement Limited, Alheri Engineering Limited, Kura Holdings Limited.

Objective: To help Nigeria and other African countries towards self-reliance and self-sufficiency in the production of the world's most basic commodity, by establishing efficient production facilities in strategic locations close to key growth markets.

Products under Dangote Limited Enterprise shown in Figure 2.1.

Figure 2.1 – Products under Dangote Limited Enterprise [1]

The Indomie trademark, technology, and manufacturing competence are owned by PT Indofood Sukes Makmur, a publicly traded company in Indonesia, of which our management, the Salim Group, is the majority stakeholder. Currently, Tolaram Africa's operations in Nigeria include businesses engaged in a variety of industries, including general commerce, carpet production, consumer goods marketing and sales, infrastructure projects, and logistics and transportation.

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[1] Compiled by the author based on the data of the researched corporation.

Our Executive Team: "Exceptional leaders don't become leaders by choice. Their goal was to have an impact. The role is never important. never without the objective in mind. Leaders excel not due to their own strength but more to their capacity to give others confidence.

Corporate Governance: Dangote Limited Enterprise's Board of Directors, Management, and Shareholders acknowledge the significance of corporate governance. The interests of their main stakeholders – consumers, workers, lenders, business partners, and the government – are highly valued in the way they conduct business.

Our desire for long-term gain and goodwill instills in us a forward-thinking mindset that directs everything we do within the company. Group arranges frequent meetings to discuss and approve the annual and strategic operating plans, as well as to evaluate its performance. Internal auditors from both joint venture partners jointly audit the Group on a regular basis to assess internal control systems and guarantee appropriate asset and record preservation. Dangote Limited Enterprise has demonstrated its dedication to sound corporate governance from its founding in 1981 by hiring one of the Top Four International Auditing Firms to complete its statutory audit needs.

2.2 Company's products and primary brands

Some of the company's brands are as shown in Figure 2.2. Relish Chicken Delight – Indomie Relish is a line of Indomie instant noodles, which delivers "A Complete Meal Experience" to the Nigerian Youth. Indomie Relish offers a complete pack of noodles, which is tasty, nutritious and filling at the same time. It comes in two distinct variants: Relish Seafood Delight and Relish Chicken Delight. The Chicken delight comes with protein filled real chicken chunks and vegetables, savory seasoning powder, seasoning oil and extra green peas. It is a deliciously complete meal experience with real chicken chunks and veggies which makes it a meal youths of Nigeria crave for.

Figure 2.2 – Collective image of Dangote Group

Indomitables Chicen – the mother brand for the Indomie Family. This Pack size and Chicken Flavor was the first introduced to the Nigeria Market, in order to give consumers a taste of Indomie. It's the favorite SKU of kids and is popularly called Indomitables pack.

Hungry Man Size Chicen – Indomie Hungryman size is specially made for Nigerians with a large appetite. While the size is bigger and more satisfying, it has also managed to retain the same irresistible and delicious taste Indomie brand is known for. The Hungryman Size Chicken gives you a bigger and more satisfying original chicken taste.

Power oil 75ML Sachet – the 75ml sachet was the first sachet oil introduced into the Nigerian market, used for mostly frying and cooking of small portions of food like fried plantain/yam and eggs, stir fry and concoction rice etc.

75CL Bottle – this is the smallest SKU bottle for the household that is economical and affordable.

1.5L & 2.6L Bottle – these are the largest SKUs for the brand, used in homes, catering and hospitality establishments. They are also economical and totally affordable.

Minimie ChinChin Hot and Spicy – not everyone amongst us dares to savor the spiciness of life, all the while having fun alongside. Hot and Spicy is a savory chinchin just made for them to celebrate daring personalities.

Sachet – minimize Chinchin treats people with love and care reminiscent of what mom made at home with a fun angle to it. As a brand we love to have fun and encourage people to do the same and forget life's drudgery and monotony.

JAR – fun is multiplied when shared. Taste the fun with friends and family with our biggest pack.

Pure Flour Bread Flour – the secret to loaf mastery. A Flour you can rely on for exceptional results every time you bake and feel good about. Milled with best quality wheat and high-level protein; ideal for a variety of recipes because we believe eating well should taste good too. Bake with Passion.

Semolina – this ultimate pantry staple has it all - Good looks, flavor, and multi-purpose functionality. A coarse grind of high-protein wheat when added to meal provides a complete healthy and nutritious diet.

Emperor Oil – introduced in 2015, Emperor pure vegetable oil is safe, rich in taste and an excellent choice for deep frying. The Vitamins A & E found in Emperor vegetable Oil improve your eyesight and keep your body active. Free of cholesterol and trans-fats, Emperor oil is an affordable, quality vegetable oil with unbeatable value. Emperor Oil comes in a wide range of pack sizes, so no matter your budget – you always have options to choose from.

So, we have listed and shown the different brands associated with Dangote Limited Enterprise. And we also identified the different types of products that they produce underneath each brand associated with Dangote Limited Enterprise.

2.3 Sustainable development of the company

The investigated corporation works hard for sustainable development and implementation of progressive changes. Here are some such projects. Solar Hybrid System to Reduce Carbon Emission – Tolaram Group and General Electronic have collaborated for the installation of the first solar hybrid technology at the Northern Noodles Factory in Kaduna (Dangote Limited Enterprise).

The Photovoltaic (Solar PV) renewable energy is integrated with the company's existing diesel generating system which has been in practice since 2012, for an uninterrupted power supply. Addition of this 350kw solar hybrid system has been said to reduce the consumption of diesel in the plant, thereby reducing the carbon emission annually by 12%.

Dangote Limited Enterprise has been adapting the latest technologies over the years and Solar Energy is one of them that looks very promising for the betterment of the country and the environment. Dangote Limited Enterprise aims at reducing its carbon footprint and creating sustainable growth, by aiming at installation of more such plants in the future.

Indomie Supports Sickle Cell Foundation Nigeria with "Red Umbrella Walk: Awareness Event – Indomie Instant Noodles, the leading family noodles brand, joined forces with the Sickle Cell Foundation Nigeria on Saturday, June 17, 2023, to raise awareness about sickle cell through a remarkable event tagged: "Red Umbrella Walk." The walk which took place in Surulere, Lagos, witnessed an outpouring of support from Nigerians who donned Indomie-branded red t-shirts, caps, and umbrellas. The "Red Umbrella Walk" is an annual solidarity and awareness walk aimed at spotlighting sickle cell disease in Nigeria. This year marked the seventh edition of the event and drew significant attention from the public. Notably, the Sickle Cell Foundation Nigeria received support from Indomie Instant popular music artiste and former Big Brother Naija winner, Laycon, who actively participated in driving awareness for the cause, and some NGOs.

Employee Welfare at Dangote Limited Enterprise – "The way your employees feel is the way your customers will feel." We here at Dangote Limited Enterprise aim at the growth and satisfaction of our employees and believe that they are the real essence of the organization. For which we provide them with regular training which helps them to bridge their gap and meet KPIs, which eventually helps them grow personally and professionally.

Some of the key benefits received by a Dangote Limited Enterprise employee include:

- Personal Training;

- KPI and GAP related Training;

- Culture assessment program;

- Free Medical for Self, Spouse and Children Unlimited;

- Housing Loan, Land Loan and Car Loan;

- Management and Staff Retreat;

- Children Education fees;

- Furniture and Utility Allowance;

- Meal Subsidy;

- Bonus;

- Housing Allowance;

- Transport Allowance;

- Inconvenience Allowance.

These and many more are.

Therefore, the company does a lot to ensure sustainable development. It also cooperates with international organizations and communities in order to increase the environmental level of its own production processes.

2.4 Analysis of external conflicts and threats in the organization's activities

Nigeria has a severe food shortage, high rates of undernourishment, and high food vulnerability. According to World Bank estimates, Nigerians' share of the population living below the minimum dietary energy consumption threshold increased to 14.6% in 2019 from a decrease in the number of hungry people prior to the global financial crisis in 2008. The fact that these figures increased by 3.9 percentage points only between 2018 and 2019 and subsequently by another 3.9 percentage points to 28.3% in 2021 shows how bad things have gotten.

This notable rise has mostly been caused by the COVID-19 epidemic and higher levels of insecurity in Northern Nigeria's food production zones. These factors have an impact on food production, distribution logistics, and post-harvest food losses. Nigeria was ranked 97th out of 113 countries in the 2021 Global Food Security Index, which ranks countries based on food availability, affordability, quality, and safety – all of which have been heavily impacted by a complex interaction of growing conflict and insecurity, climate change, and economic challenges.

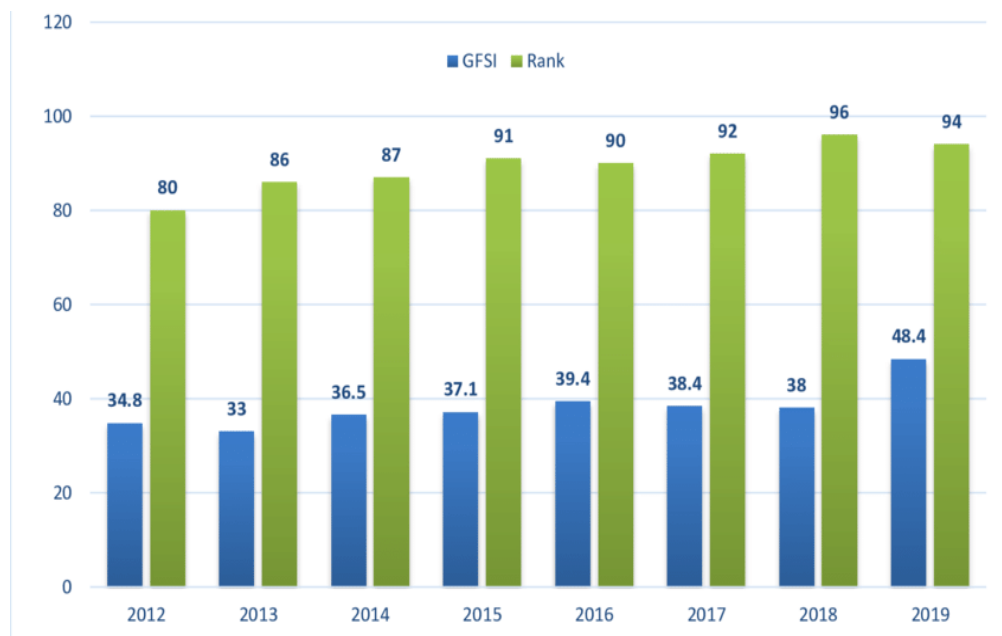We examine each of these challenges individually (Figure 2.3).

Figure 2.3 – Nigeria GIPSI Scores and Rank [29]

Conflict and Insecurity: Northern Nigeria has traditionally been the food production basket of the country, accounting for over 70% of agricultural activity, but more recently has suffered huge displacement of its farming population on account of internal conflicts, with the abrupt cessation of farming in affected areas. An estimated 2.13 million people have become internally displaced from the North Eastern region and 8.7 million are now food insecure. The entire food system in the region is struggling and this has ramifications for Nigeria's food system more widely.

A combination of declining food production from the conflict regions and conflict induced migration to largely consumer based urban settlements in Southern Nigeria have significantly altered the food systems. Imports of food staples have increased significantly. Nigeria, which was the top producer of maize in Africa in 2021. Saw a 637% increase in maize import values in 2020. This is coupled with an unmet demand of livestock feed producers for maize and the drastic price increase in livestock farming input prices especially poultry, putting downward pressure on livestock supply.
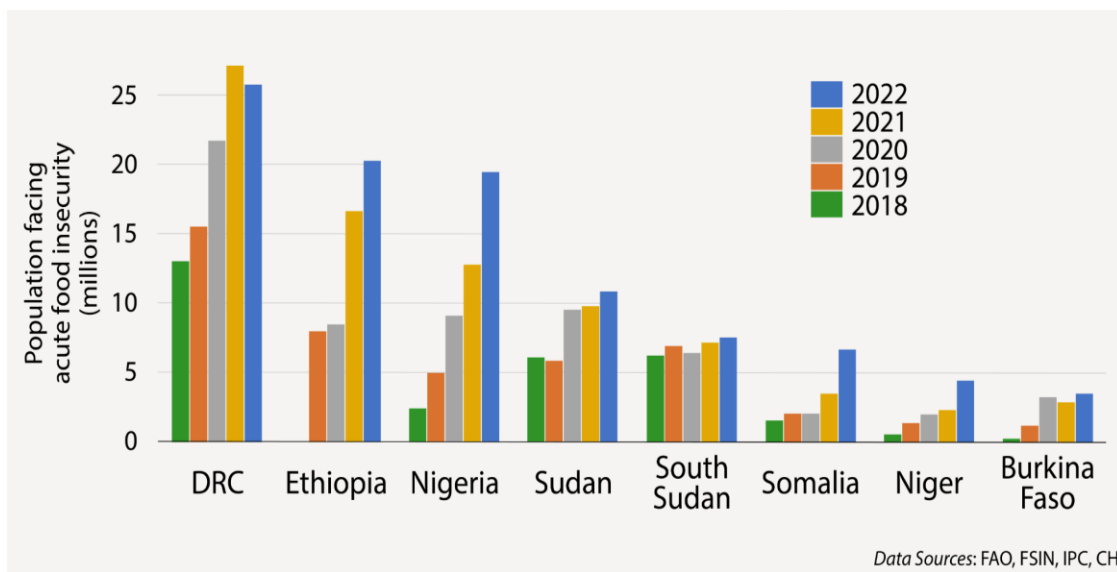

Figure 2.4 – Africa`s top driver of food insecurity [29]

The prolonged conflict between Russia and Ukraine has affected the cost of imported commodities, exacerbating the effects of rising import quantities. As of May 2022, the Russian invasion-related disruptions to the world's wheat supply had driven up the average price per bushel of the three major wheat varieties by 165%, while the price of flour had grown by almost 150%. The cost of buckwheat, a vital component in locally produced pasta and noodles, has also increased due to this price increase; Nigeria's buckwheat import bill has increased by 406%.

2.5 Investigation of types and consequences of conflict situations at the Dangote Limited Enterprise

There are a number of conflicts at workplace of Dangote Limited Enterprise. One of which is related to gender is the differences in conflict management and conflict interaction with respect to gender. I noticed differences in how women react to and engage in conflict as compared with men. While differences are good in some cases, these differences, particularly with respect to conflict (in general) can exacerbate the conflict or redirect it such that the conflict does not get resolved (quickly, fully, or ever). The ways people deal with conflict have psychological and social implications and causes. Within the workplace, the differences in how men and women deal with conflict become an issue of organizational behavior or culture. (Figure 2.5).

THE GLOBAL GENDER GAP REPORT, 2020

Workplace gap

WORLD ECONOMIC FORUM

Percent of firms with **majority female ownership*** — 14%

Percent of firms with **a female top manager*** — 18%

Percentage of **females in senior roles**** — 36%

*Based on the sample of countries where the Enterprise survey is conducted. **Senior roles, are those who plan, direct, coordinate and evaluate the overall activities of enterprises, governments and other organizations, or of organizational units within them, and formulate and review their policies, laws, rules and regulations. Corresponds to ILO Major Group 1, (ISCO-08)

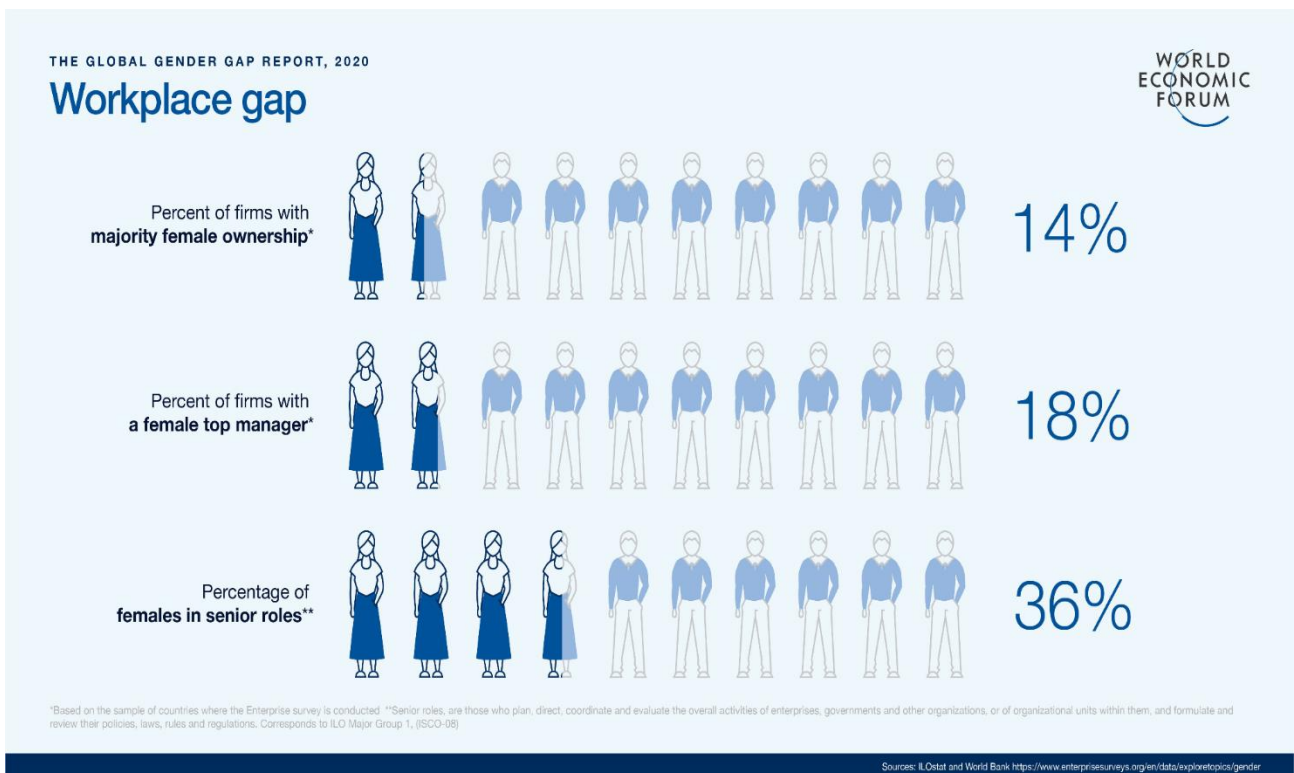Sources: ILOstat and World Bank https://www.enterprisesurveys.org/en/data/exploretopics/gender

Figure 2.5 – Gender Inequality [21]

There are similarities between people, but there are also differences that go far beyond an organization or company; these differences reflect inequality throughout all parts of society. Some thorough reviews looking broadly at the evidence base for the links between gender equality, gender-based violence, gender norms, and conflict already exist; these are briefly summarized below. Gender differences in the workplace can itself incite conflict, or as aforementioned, instigate or augment existing or present conflicts. Gender differences are to be valued and not ignored.

Another type of conflict situations that can be observed in the Dangote Limited Enterprise is cultural conflict. Cultural conflict is likely to emerge when the rules and values of one cultural group are substantially different from another, and members of the cultures come in contact with each other. Cultural conflicts in the workplace stem from differences in norms, values, and backgrounds.

Embracing these differences can transform conflicts into opportunities for innovation and learning. Resolving conflicts effectively involves fostering understanding, respect, and empathy for cultural differences. The culture that people come from has played an important part in shaping any society. Culture is of vital importance since it assists in the way people live and articulates the manner in which information among people is administered. Miscommunication often arises due to the differences in cultures that exist that leads to people misunderstanding other cultural contexts. Individuals from certain cultures may deal with conflict easily while others tend to find it difficult in dealing with it amenable. This leads to the system of sweeping it under the carpet.

Conflict is triggered when there are cultural differences between individuals within an organization or through general interaction with one another. This often leads to cross-cultural conflict which generally occurs in the context that individuals are not willing to understand each other's diversity in cultures. We examine cultural differences that influence conflict within an organization, considering the ratio of different ethical groups working in the Dangote Limited Enterprise (Figure 2.6).

These are some of the most common cultural differences that can cause issues in the workplace.

- Religion: religion is a core cultural characteristic of many people's identity and it can affect perceptions, intentions as well as work behavior. Different beliefs and ethical principles can cause conflict among co-workers or even lead to religious discrimination. Your organization needs to have policies and religious accommodations to ensure everyone is respectful of each others' beliefs while still providing a fair standard of conduct for customers and clients.
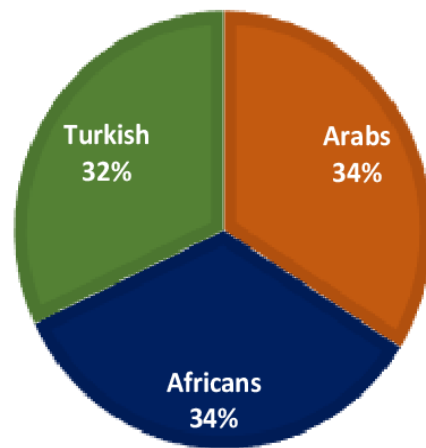

Figure 2.6 – Ethics groups in Dangote Limited Enterprise[2]

- Ethnicity: the term "ethnicity" refers to belonging to a social group who identify with each other based on their shared attributes like common heritage, language, identity, and origin. Common examples of ethnicity include: Hispanic, Irish, Cambodian, or Jewish. Each has its unique behavior patterns, mannerisms, and communication styles. Depending on their ethnicity, people behave in ways that may seem ordinary or unremarkable for them but can come across as rude, odd, or inappropriate to their co-workers. It's important to address the issue respectfully and make sure everyone's boundaries are taken into consideration.

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[2] Compiled by the author based on the data of the researched corporation.

- Sexual Orientation and Gender Identity: workplace issues due to sexual orientation are very common. LGBTQ communities are often subject to harassment, hostility, biased jokes, or inappropriate questionsº that lead to employee disengagement. In fact, many workers hide their identities for fear of discrimination. Many U.S states have laws in place to protect employees from discrimination based on their sexual orientation. However, organizations should still prioritize implementing additional preventive measures to provide a safe and positive work environment for members of LGBTQ communities.

- Education: the educational level is also part of people's background and affects how they fit into workplace environments. Differences in educational experiences mean different approaches to problems and situations in the workplace. This can cause conflicts among employees working on the same projects but implementing certain methodologies based on their own education.

- Generation: depending on their generation, employees may also have different outlooks, values, and ideas about business and professionalism. For example, older generations tend to have long-term career expectations, making them more loyal to an employer. On the other hand, Millennials tend to have a higher value of work-life balance and consistently seek growth opportunities, so they are most likely to move on to another company or higher positions.

So, in the second chapter of the work we gave an overview of the company and the company's products and primary brands. Also, we investigate the sustainable development of the company and analyze external conflicts and threats in the organization's activities. The conducted research will become the basis for writing the third chapter of the work, where we will form project proposals.

CHAPTER 3
WAYS OF IMPROVING ON STRESS AND CONFLICTS MANAGEMENT IN THE ORGANIZATION ''DANGOTE LIMITED ENTERPRISE''

3.1 Conflict management strategies development

Managers can prevent disputes or, if required, provide guidance on how to resolve them within manageable bounds by understanding the nature and root causes of conflicts. Regardless of the particular conflict resolution process employed, three preemptive steps may increase the likelihood of success: clearly identifying the dispute's topic; reducing the dispute's scope; and expanding the range of potential solutions.

In some conflicting situations it is advisable to use the strategy of limited relaxation; it refers to achieving some agreement on a certain number of individual issues that can be separated from the wider and more important aspects of the dispute whose settlement is more difficult to accomplish. Thus, one passes from a total conflicting situation, in which the only solving options are victory or defeat, to a dispute with a wider range of possibilities to be solved, from which both sides can benefit. Given the degree of satisfaction, both of one's interests and of the adverse group, we can identify five methods of conflict settlement (Figure 3.1).

According to other writers, the following tactics can be applied in conflict management:

- Ignoring the conflict: If there is a chance that the disagreement could turn harmful, the manager's refusal to resolve it could be seen as a way out of their managerial obligations.

- Tolerate the conflict: A manager's job is to keep an eye on the conflict at all times to prevent it from becoming out of control. If the disagreement is not too severe and it is thought to improve organizational performance, it can be allowed.
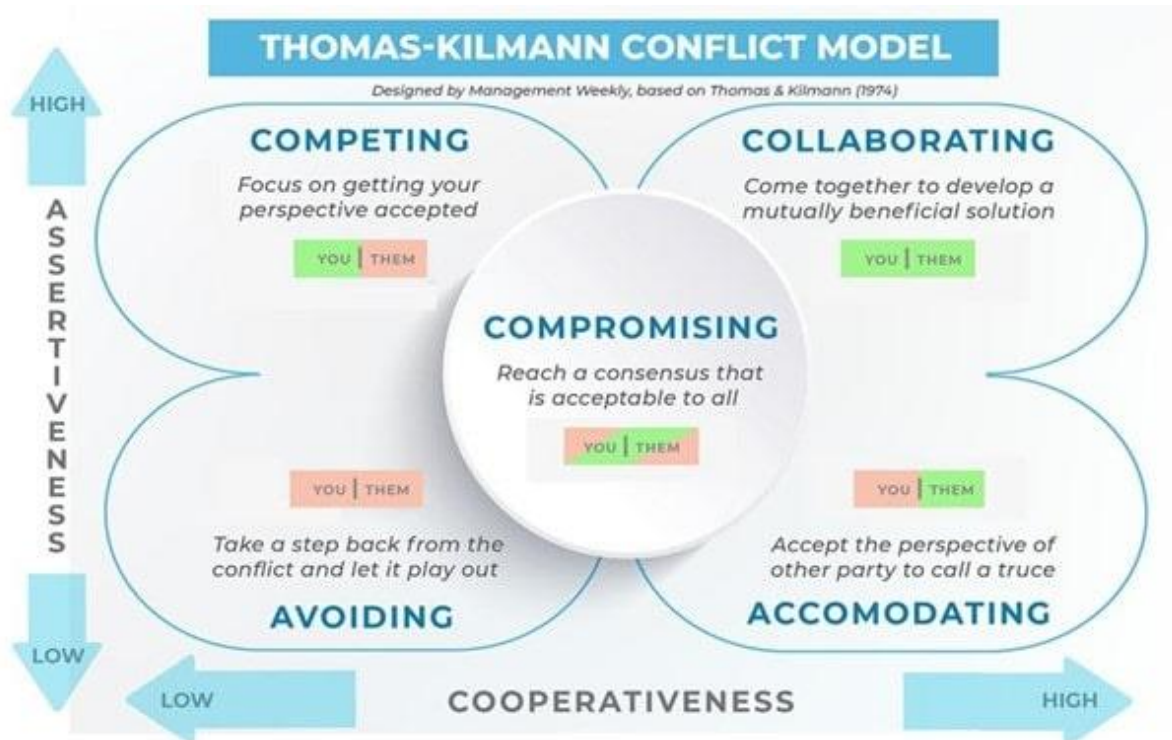
Figure 3.1 – Conflict Model [31]

In terms of the manager's activity, the following conflict resolution strategies may be found in the specialized literature:

- A risky tactic, withdrawal can result in a barrier of communication inside the organization both horizontally and vertically. The management withdraws from the conflict and shows no interest in finding a solution.

- Reconciliation: This is the tactic employed by managers who would rather appease everyone than work towards achieving organizational goals.

- The manager who, in contrast to the manager previously indicated, seeks to maximize productivity at any costs will take the coercive route and abuse their position of authority.

- Achieving a compromise, which is frequently accomplished through talks, lies in the manager's mindset between the second and third forms of strategy.

- Given the demands of both productivity and interpersonal collaboration, confrontation is the only strategy that can result in a definitive settlement of the dispute.

Each manager in the conflict can perform several types of roles: interpersonal role, informational role, decision role (Figure 3.2).
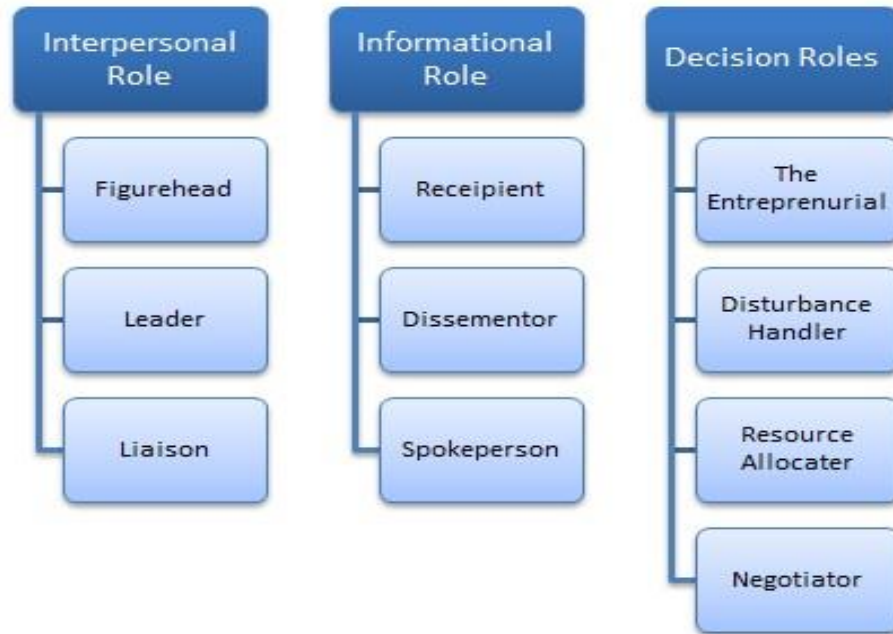

Figure 3.2 – Managerial Roles [28]

The manager's role is crucial in conflict resolution for several reasons. Facilitation of Communication. Managers often act as intermediaries between conflicting parties, facilitating open and effective communication. They create an environment where individuals feel comfortable expressing their concerns and opinions. Mediation and Negotiation. Managers possess the skills necessary for mediating and negotiating resolutions. They can help parties find common ground, identify underlying issues, and work towards mutually acceptable solutions.

Maintaining Productivity. Unresolved conflicts can negatively impact productivity and team morale. Managers play a key role in resolving conflicts promptly to ensure that work processes continue smoothly and that the team remains focused on its goals.

Preserving Relationships. Managers are responsible for maintaining a positive and collaborative work environment. Resolving conflicts helps preserve relationships within the team, preventing prolonged tensions and fostering a culture of trust and cooperation. Conflict Prevention. Managers can also play a proactive role in identifying potential sources of conflict and implementing strategies to prevent conflicts from escalating. This may involve addressing underlying issues, promoting effective communication, and establishing clear expectations.

Policy Enforcement. Managers are often responsible for enforcing organizational policies and guidelines. By addressing conflicts, they ensure that employees adhere to these policies, creating a fair and consistent workplace. Leadership and Decision-Making. Managers are in a position of leadership, and their decisions and actions set the tone for the team. By actively engaging in conflict resolution, managers demonstrate effective leadership and contribute to a positive organizational culture. Employee Well-Being. Conflicts can have a significant impact on the well-being of employees. Managers have a duty to create a supportive and inclusive work environment, and resolving conflicts is part of that responsibility. Organizational Stability. A manager's ability to address conflicts contributes to the overall stability and sustainability of the organization. Effective conflict resolution helps prevent long-term issues that could affect the organization's reputation, employee retention, and overall success.

In summary, the manager's role in conflict resolution is pivotal for fostering a healthy and productive work environment, maintaining positive relationships among team members, and ensuring the overall success and stability of the organization.

3.2 Implementation of conflict-generated costs and stress management in Dangote Limited Enterprise

The awareness of the costs due to the conflicts and tensions in organizations is difficult because there is no account in the accounting statements showing in figures these losses. In Dangote Limited Enterprise, conflicts generate costs in terms of time, energy, decrease of productivity, increase of stress. But they are rather an investment instrument than a cost in itself. Not many organizations afford to invest in proper and constructive management of conflicts, but those which do it are those which quickly evolve towards the best performance. It costs quite a long time, especially energy and, if we turn time and energy into money, we will find that conflicts are not cheap. Specialized studies in the field show that the decrease of labor productivity because of conflicts may even reach up to 50%, entailing additional costs for the company.

According to the specialists from Mediators, the only organization specialized in mediating conflicts between employees, collaboration is the favored behavior of managers in the organizations they lead in order to achieve the planned productivity. The employees' accumulated frustrations represent a factor that cannot be measured accurately and which mainly becomes concrete in the employee's lack of responsibility in accomplishing his/her duties. However, the collaboration between employees is not always something perfectly controllable, and maintaining a relaxed atmosphere is already recognized as being utopia.

Studies show that 42% of the managers' time is dedicated to solving conflicts and to the attempt of persuading employees to do the right thing. The Mediators specialists point out that the decrease in percentage of up to 50% of labor productivity is caused by conflicts. In their view, the managers of large organizations in Romania, with over 1,000 employees, announced costs of up to 1.5 million Euros per year. But the benefits of well managed conflicts are often much higher than the cost of the "investment" in conflict.

Focusing on evaluating conflicts in an organization and the consultation of some specialists who can provide viable solutions can mean the increase of the turnover by at least 10%. Another benefit is the growth of maintaining the qualified labor force and formed according to the company's profile. Removing the atmosphere of tension in an organization brings in this economic circumstance an advantage in the real time reaction to what happens on the market.

The unfavorable circumstance changes into an opportunity. Explicit communication encourages team brainstorming and solutions appear when there is no hope. The concerns of the organization's members are to maintain the business on the market, not to give up. The organization's image on the market is positively promoted by employees as long as they feel well at work. The number of customer complaints is significantly reduced, quantifiable. Moreover, the value of each employee increases by the accumulation of experience in the organization, which brings real benefits to the business.

From the above described analysis the following conclusions can be drawn: conflict must be considered an inevitable part of the organizations' life;

- most people consider conflicts as destructive collisions, irreconcilable, after which some gain at the expense of others;

- a medium-level conflict is necessary to enable the development of organizational processes and pave the way for change;

- conflict may lead to the motivation of solving problems that otherwise go unnoticed, being able to lead to creative behavior;

- in the future it is necessary for managers to have more knowledge about the possibilities of constructive settlement of conflicting situations.

When employers come to stress, there are different ways of easing stress in the work environment. Therefore, in next part of this chapter we would be investigating the stress management and how it benefits the workers, organizations and leaders in the organization too.

At one point, stress can be seen as an unavoidable condition. It makes it more difficult to retain productivity and keeps us from leading fulfilling social and professional lives. Finding the symptoms of stress, such as worry, rage, irritation, etc., is the first step in managing stress. The next step after identifying these symptoms is to ascertain the causes and consequences. Handling difficult circumstances effectively is the third and last phase. Folkman and Lazarus [20] identified two categories of coping techniques. The first is problem-focused, in which stressors are modified or eliminated entirely. The second mechanism, which is emotion-focused, teaches workers how to adjust to their surroundings and manage stress in a healthy way. The distinction is that in problem-focused coping techniques, the stressor is addressed directly and is either eliminated or changed. In contrast, only those who learn how to constructively adjust to the stressor are considered emotion-focused [13, p. 326].

The following are some coping mechanisms for dealing with stress related to the workplace (Figure 3.3). In the end, the individual is the one who is ultimately responsible for managing stress. Time management includes setting priorities for things to be completed first, scheduling activities appropriately, and efficiently managing one's time. Effectiveness and efficiency are prized in this context.

Requesting assistance: seeking support from supervisors, colleagues, or management to enhance performance is advised. Emotionally-driven tactics: As was previously mentioned, developing constructive coping mechanisms is important if stressors cannot be avoided. Regular techniques for addressing emotions include physical activity, social interaction, rest, and leisure pursuits [13, p. 328–331]. Workers' handling of stress: in the office Employees and organizational strategies aim to lessen the risk that job stress poses to employees' health in the majority of circumstances. Individual approaches describe several methods, such as daily training, visiting psychologists, occupational, health, and clinical consultations, to lower the risk of stress related to an employee's health.
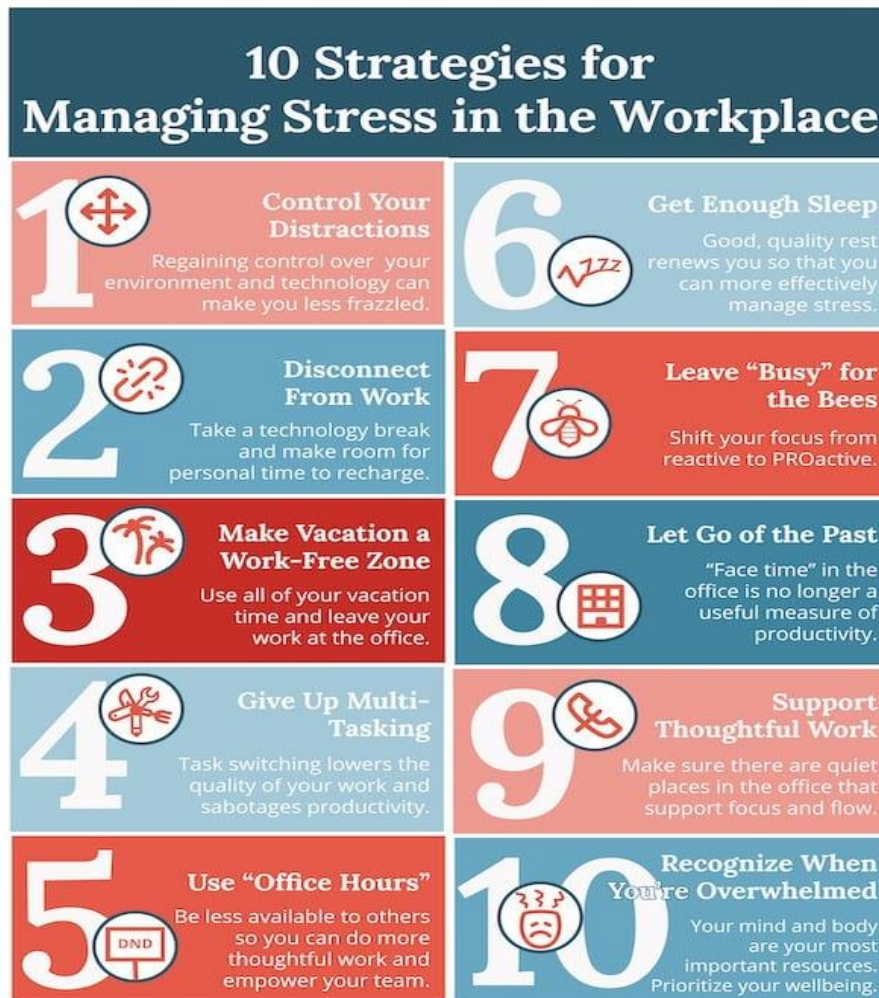
Figure 3.3 – Stress Management [31]

These discussions and activities precisely serve to inform the staff about the resources that are available to safeguard their health from unforeseen uncertainty. Employees can adjust their current circumstances or strengthen their talents and skills to handle uncertain scenarios with the support of the services and resources that are now available (e.g physical, social, job). A wide range of training courses are conducted to assist the employees to improve their skills. (e.g. precise or adequate use of management, time management, communication proficiency, assertiveness, problem solving etc.). These activities lead to a higher achievement and active performance of employees against stress and coping with it. Training assists the employees to highlight the following features.

- One can understand the signs of stress.

- Gaining flexibility in behavioral patterns, one can intervene in the stress process when it begins. Stress usually grows up gradually in a normal situation. More stress causes more problems.

- Make aware of the situation and provide an action plan for reducing the stressors.

- Develop the ways of how to react actively against stress and active coping mechanisms.

- Learn the skills of relaxation, motivation, and increasing self-confidence. The above practices are proved helpful to overcome stress or to prevent stress from maximization [24, p.69-70].

Considering the leading role of trainings in the fight against stressful situations, we suggest introducing the position of stress coach in the organizational structure of the Dangote Limited Enterprise. A stress coach, also known as a stress management coach or stress reduction coach, is a professional who helps individuals cope with and manage stress in their lives. The functions of a stress coach can vary, but they generally include:

1) Assessment: conducting assessments to identify sources of stress in a client's life; analyzing the client's coping mechanisms and stress response.

2) Education: providing education on the physiological and psychological aspects of stress; offering insights into the impact of stress on health and well-being.

3) Goal setting: collaborating with clients to set realistic and achievable stress reduction goals; developing a personalized plan to address specific stressors.

4) Technique instruction: teaching stress management techniques, such as mindfulness, deep breathing, meditation, and relaxation exercises; instructing clients on time management and organizational skills to reduce stress.

5) Cognitive restructuring: yelping clients identify and change negative thought patterns that contribute to stress; ;ncouraging positive thinking and realistic perspectives.

6) Emotional support: providing a supportive and non-judgmental environment for clients to express their feelings and concerns; offering encouragement and motivation

throughout the stress management process.

7) Lifestyle changes: recommending and assisting with lifestyle changes that can contribute to stress reduction, such as improving sleep, nutrition, and exercise habits.

8) Problem-solving: assisting clients in identifying and addressing the root causes of stress; collaborating on practical solutions to manage or eliminate stressors.

9) Monitoring progress: regularly assessing and tracking the client's progress in implementing stress management strategies; adjusting the stress reduction plan as needed based on feedback and results.

10) Building resilience: helping clients develop resilience and coping skills to better handle stress in the future; fostering a proactive approach to stress management.

11) Communication skills: enhancing communication skills to improve relationships and reduce interpersonal stress.

These functions may change depending on the specific needs and goals of Dangote Limited Enterprise. A fragment of the organizational structure with the position of stress coach is presented in Figure 3.4.

President of Dangote Limited Enterprise

Vice Presidents
…

Vice President of Personnel Development

Department of remuneration and financial incentives

Department of education

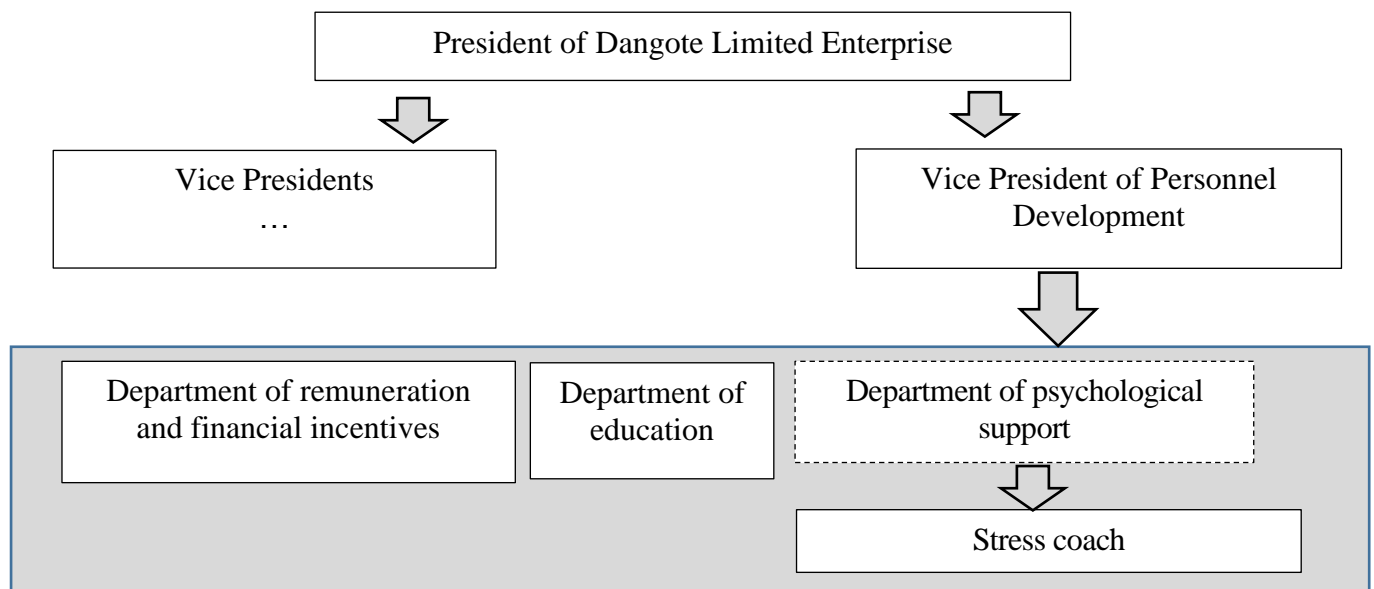Department of psychological support

Stress coach

Figure 3.4 – The position of stress coach in the organizational structure of the Dangote Limited Enterprise

In the management structure of Dangote Limited Enterprise the stress coach will be subordinate to the head of the department of psychological support. But in the future, a psychological support service and an anti-stress management department may be created within this company. The initial costs for creating the position of stress coach in Dangote Limited Enterprise and the costs of supporting the activities of this position during 2024 are shown in Table 3.1.

Table 3.1 − The budget for the implementation of the stress coach position in the structure of Dangote Limited Enterprise

Number	Type of expenses	Amount, thousand UAH.
1	Purchase of office furniture	32,4
2	Purchase of computer and office equipment	25,8
3	Installation of means of communication	5,4
4	Unforeseen expenses	4,8
Total:		68,4

So, the total amount of initial costs for the creation of a stress coach position will be UAH 216,000. The results of the conducted research allow us to conclude that the largest specific weight in the volume of annual costs is occupied by the costs of employee wages (Table 3.2).

Table 3.2 – Annual costs for the stress coach position functioning in the structure of Dangote Limited Enterprise

Number	Cost elements	Amount, thousand UAH.
1	Electricity	8,4
2	Salary expenses	216,0
3	Deductions for social events	47,5
4	Depreciation of equipment	2,6
5	Other expenses	4,1
Total:		278,6

We determined the expected performance indicators of the stress coach function

project by comparing the amount of additional expected income and total costs of the project (Table 3.3).

Table 3.3 – Predicted indicators of the project effectiveness

| Number | Indicators, thousand UAH. | Years | | | | | Total |
		2024	2025	2026	2027	2028	
1	Additional income from the sale of products as a result of the introduction of the position of stress coach	416,30	499,56	599,47	719,37	863,24	3097,94
2	VAT	70,77	84,93	101,91	122,29	146,75	526,65
3	Net income from product sales	345,53	414,63	497,56	597,07	716,49	2571,29
4	Expenses for the functioning of the position of stress coach	278,60	281,39	309,52	340,48	374,52	1584,51
5	Profit before taxation	66,93	133,25	188,04	256,60	341,96	986,78
6	Income tax	12,05	23,98	33,85	46,19	61,55	177,62
7	Net profit	54,88	109,26	154,19	210,41	280,41	809,16

So, we can conclude about the expediency of implementing the project, since as a result of its implementation we expect to receive additional income for UAH 3097,94 thousand for the entire period of project implementation. The total amount of net profit will be UAH 809,16 thousand.

However, significant inflationary effects will depreciate the firm's future cash flows. Therefore, we consider it expedient to calculate additional indicators of economic efficiency, which will take into account the value of money over time. Such indicators are net present value, profitability index, internal rate of return, and payback period (Table 3.4).

Table 3.4 – Predicted indicators of the project investment efficiency

Number	Predicted indicators of the project investment efficiency	Unit	Indicator value
1	Initial investment in the project	Thousand UAH	68,40
2	Expected inflation rate	%	20,00
3	Net present value	Thousand UAH	425,00
4	Profitability index	Coefficient points	6,21
5	Payback period	Years	2,37
6	Internal rate of return	%	31,00

The results of the research show that the formation and functioning of the position of stress coach in the structure of Dangote Limited Enterprise it is expedient to implement, since its net present value is UAH 425 thousand UAH (greater than zero), the profitability index is 2,37 coefficient points (greater than 1), the internal rate of return is 31% (plus the projected inflation rate - 20%), the payback period is quite small – 2,37 years.

3.3 Application of organizational approaches to stress management in Dangote Limited Enterprise

Supervisors can spot workplace stress by looking for signs of problems related to work-related stress and by regularly monitoring workers' well-being and job satisfaction. Additionally, managers may reduce stress by making sure staff members are aware of who to contact in case of emergency and by keeping an eye on their recuperation in the event that health concerns emerge. Work stress affects organizations through making it harder to retain people, decreasing production and achievement, making employees reluctant to take on new tasks, and increasing client criticism of job performance, per a study by Leka et al. [23, p. 9]. Recruitment of new employees will suffer, and stressed-out staff will feel more accountable for answering for their legal rights and making allegations; this will damage the company's reputation among people who are employed already.

Numerous companies' management organizes a wide range of events and activities as a means of inspiring and motivating their staff. This could help the workers feel less stressed in some way [19, p. 8]. Human resource management can also reorganize the work that is assigned to employees by focusing on their needs, expertise, methods, and talents as well as by offering resources and an effective control system. This might be accomplished by modifying the workspace and distributing the duty fairly among all staff members.

It is the responsibility of management to ensure that staff members receive the necessary training and are kept up to date in order to track their professional growth. In order to reduce stress, it should also make sure that flexible working hours are implemented, allowing employees to work while also helping them to receive the right assistance when and where it's needed. Furthermore, encouraging cooperation and teamwork among employees may be utilized as a stress-reduction strategy. Supervisors want to motivate their staff members to enroll in time management and decision-making classes in order to boost their self-assurance and capacity to do tasks politely.

Additionally, management can enhance the physical surroundings and offer an appropriate, considering the needs and financial circumstances. Having a horizontal line of authority rather than a vertical one is another organizational strategy for stress management. This would make it easier for staff members to interact with management and make them feel at ease. Developing a cordial and courteous working relationship between managers and staff is also beneficial. In the event that all attempts to prevent stress have failed and stress has actually occurred, harming the employee's health, this measurement should be taken, as previously mentioned, to offer organizational and individual interventions such as job restructuring and medical counseling. These actions will carry out these activities. But the employer (manager) and the employee should talk about it and come to an agreement.

By the time they reach the tertiary management stage, managers should be able to identify employees who are struggling and should be helped by others. When employees perform poorly, make more mistakes than normal, drink more alcohol, or receive more complaints from customers, management can tell that something is wrong at work. When trying to identify work-related stress in employees, these can be taken into account [19, p. 15].

So, we can conclude that each core theory includes subtopics such as personality types, workplace factors that cause stress, types of stressors, employees' and organizations' reactions to stress, employee stress management, and organizational approaches to stress management. The first section of this chapter defined stress and included definitions from several academics.

There was a discussion of some of the indicators of stress and how to recognise them in a circumstance. Our study aims to comprehend stress and how to manage it from the viewpoints of Dangote Limited Enterprise management and employees. We've talked about the various sources of stress because a person's personality greatly influences their chances of experiencing stress or of seeing a situation as difficult.

To get at the effective management of stress, further details about the drawbacks and outcomes of stress for workers and the organization have been provided. Knowing the sources of stress and how it will affect employees is necessary to create an effective stress management system. After that, the effects of the stress are spoken about. As a result, after examining the effects and workplace variables, we have seen the strategies employed by human resource management as well as by employees to reduce the harmful effects of stress.

3.4 Approving the management role in stress and conflict resolution at Dangote Limited Enterprise

Overall, managing stress and emotions in HR conflict resolution requires a combination of self-awareness, empathy, active listening, and professionalism. The practicing these strategies can help create a more positive and productive outcome for all parties involved.

Conflict resolution is a vital skill for HR professionals, who often have to deal with complex and sensitive situations involving employees, managers, and other stakeholders. However, resolving conflicts can also be stressful and emotionally draining, especially if managers have to deal with anger, resentment, or hostility from the parties involved.

Understanding what causes stress and emotions and how they impact you is the first step towards managing them. Numerous factors, like a heavy workload, looming deadlines, hazy expectations, a lack of a support system, or personal problems, can cause stress. Conflict itself can also elicit emotions, such as frustration, hurt, offense, or fear from the other party's actions or remarks. In Chapter 2, we noted that there are gender and cultural conflicts at the Dangote Limited Enterprise.

Preventing cultural issues is a core part of the company`s long-term efforts to create a more welcoming, inclusive, and diverse workplace. Here are 4 strategies to overcome cultural differences at work and help employees of Dangote Limited Enterprise be mindful and respectful of their cultural values.

- Ensure Effective Communication: Good communication is important in every workplace, but when managing multicultural teams, it becomes a priority. Many factors come into play when trying to communicate effectively; there can be a language barrier or different communication styles. Ultimately, managers want to make sure everyone feels heard, respected, and taken into account. They can start by learning what communication channels or styles work better for your employees. Younger team members might prefer instant messaging programs over email or phone calls, but veteran members may not find them easy to use. As much as possible, managers have to try to be flexible about this.

Another aspect to keep in mind is that English is probably not the first language for everyone. Managers must be conscious of this and avoid using idioms, slang, or acronyms as these don't translate across every culture. It's also good to have important messages and visuals such as shelf labels, or temporary instructions translated into languages commonly spoken within the organization.

- Implement Policies and Reporting Procedures: When issues due to cultural differences are left unaddressed, they can quickly escalate to much bigger problems such as harassment and discriminatory practices. As an employer, it is the company's responsibility to provide all employees with the necessary tools to report and follow up on any incident.

Additionally, Dangote Limited Enterprise should has a set of anti-harassment/discrimination policies, including a zero-tolerance policy on sexual harassment. Its policies must clearly define the consequences of violating the requirements and apply to all employment levels, from front-line workers to managers. The Dangote Limited Enterprise management has to make sure to communicate them to all employees, both in writing and verbally during the onboarding process.

- Raise awareness on microaggressions: microaggressions are everyday, subtle, unintentional (and sometimes intentional) behaviors or comments that negatively affect a person or group. Marginalized groups often face microaggressions due to race, gender, religion, or sexual orientation. Unfortunately, microaggressions can be very hard to identify, as even the person using them may not realize what they are saying is offensive. Comments like "you're so smart for a woman!" or "you are so articulate" (directed to a colleague of color) may sound like a compliment but are actually suggesting that a person or group is not considered equal. Dangote Limited Enterprise should consider implementing training sessions to raise employee awareness. Managers and supervisors should understand the concept of microaggressions as well as how to identify and address them.

- Develop cultural competence: cultural competence is the ability to interact and communicate effectively with people of different cultures, making this an essential skill when working with culturally diverse teams. The company's management has to take the time and put in the effort to educate employees to create a more positive work environment and increase productivity along with many other benefits of cultural competence. These are some of the best practices to start with.

- Sensitivity training: this form of education focuses on making employees self-aware of their prejudices and developing their sense of empathy towards others. Employees can learn how to be respectful of co-workers by understanding their backgrounds, communication styles, and cultural differences. To implement sensitivity training, you need to host intensive group sessions where employees of different backgrounds share their opinions about various topics. As a regular practice, these sessions can be used to understand others' perspectives and ways of dealing with different situations. If there are specific issues within the team, you can also encourage employees to talk about them during sensitivity training sessions. For example, if two team members are not getting along, the discussion could focus on fixing their differences.

- Diversity and inclusion training: educating employees of Dangote Limited Enterprise on diversity and inclusion is a great way to improve workplace culture and reduce the risks of discrimination or harassment incidents in your organization. The purpose is to teach skills that will improve the way people interact with others who come from different backgrounds. During diversity and inclusion training, employees will learn about unconscious bias, communication skills, disabilities, conflict management, and discrimination.

- Cultural communication and events: a good way of making everyone aware of others' traditions is to have different cultural events regularly. Managers of Dangote Limited Enterprise can use the common areas like the cafeteria or lounge area to organize small events showcasing diverse art and culture.

Additionally, having an online platform or internal communication tool to promote diversity and train about inclusion is a great idea. The company has to keep employees up to date with diversity trends, the latest news worldwide, and general information about different cultures. Training on conflict resolution ensures all managers and supervisors follow the same procedures and standards. Training is also important because it's beneficial to handle disputes as quickly as possible before a disagreement escalates. Team of the Dangote Limited Enterprise can do this if everyone is trained in how they should resolve conflicts. Conflict can occur in the workplace no matter the working relationship. Through conflict resolution, employees can learn about different perspectives and how to work best with each other. Providing conflict resolution training to the leaders in business can help the company`s management approach conflict in a healthy manner.

To improve the role of management in the process of conflict resolution, training is very effective. Training on conflict resolution ensures all managers and supervisors follow the same procedures and standards. Training is also important because it's beneficial to handle disputes as quickly as possible before a disagreement escalates. Team of the Dangote Limited Enterprise can do this if everyone is trained in how they should resolve conflicts. Conflict can occur in the workplace no matter the working relationship.

Through conflict resolution, employees can learn about different perspectives and how to work best with each other. Providing conflict resolution training to the leaders in business can help the company`s management approach conflict in a healthy manner. Grievances can easily pop up in a workplace, whether between coworkers or employees and their supervisory staff. Conflict resolution is the process of mediating a disagreement to provide the optimal solution for both parties. The goals of successful conflict resolution are:

- Craft a solution to the problem that is agreeable to everyone.
- Resolve the issue as quickly and effectively as possible.
- Facilitate a healthier relationship between the parties involved in mediation for an improved work environment.

Training on conflict resolution ensures all managers and supervisors follow the same procedures and standards. Training is also important because it's beneficial to handle disputes as quickly as possible before a disagreement escalates. The company's team can do this if everyone is trained in how they should resolve conflicts.

Keeping employees happy means more loyalty to the company, better productivity, and a more cohesive team. Maintaining a positive work environment helps employees collaborate with each other and achieve common goals. Once employees can move past their conflicts quickly, the team can get back to working within a cooperative environment. Trust within the organization grows when staff members are encouraged to address problems they encounter in the workplace.

Training in conflict resolution can help the company's HR department quickly and effectively de-escalate any ongoing issues between staff members. Conflicts between team members cause an unnecessary waste of resources, including time, motivation, and energy for every party involved. When problems arise, quick negotiations can get everyone back to working productivity.

Taking into account the specifics of Dangote Limited Enterprise's activities, we offer the following main directions for improving employees' fight against stress at the workplace (Figure 3.5):

1) Workplace culture and environment. Encourage employees to maintain a healthy balance between work and personal life. Implement policies that discourage excessive overtime and support flexible working arrangements. Foster a culture of open communication where employees feel comfortable discussing their concerns and seeking support. Encourage regular check-ins between managers and team members. Acknowledge and appreciate employees' efforts and accomplishments. Recognition can boost morale and contribute to a positive work environment.

2) Managerial support. Provide training for managers on stress management, emotional intelligence, and effective communication. Equip them with the skills to identify signs of stress in their team members and offer appropriate support. Ensure that

employees have a clear understanding of their roles and responsibilities. Ambiguity and uncertainty can contribute to stress, so clarity in expectations is crucial.
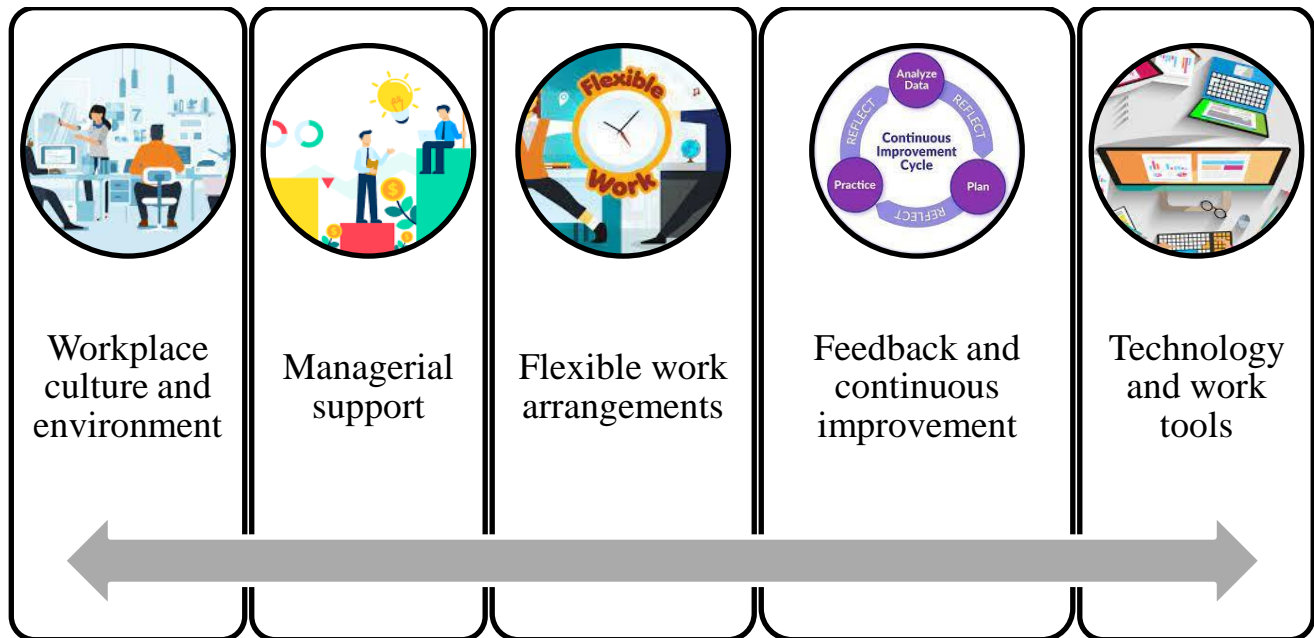

Figure 3.5 – The main directions for improving employees' fight against stress at the workplace of Dangote Limited Enterprise

3) Flexible work arrangements. If feasible, consider offering remote work options to provide flexibility. This can help reduce commuting stress and allow employees to better balance their personal and professional lives. Allow for flexible working hours or compressed workweeks, enabling employees to tailor their schedules to better suit their individual needs. Resilience Training: Provide training programs focused on building resilience and coping skills. Equipping employees with tools to handle stress can empower them to navigate challenging situations more effectively. Offer training on effective time management and prioritization to help employees handle workloads more efficiently.

4) Feedback and continuous improvement. Establish regular feedback channels to gather insights from employees about their workload, job satisfaction, and stress levels. Use this information to make continuous improvements to work processes and policies.

5) Technology and work tools. Provide employees with the necessary tools and technologies to perform their jobs efficiently. Outdated or cumbersome systems can contribute to frustration and stress.

To determine the main areas of stress management of employees of Dangote Limited Enterprise an expert study was conducted using the "commission" method. This approach includes finding a consensus among experts on promising directions for stress management.

The author of the study initiated the creation of a working group at Dangote Limited Enterprise, which undertook the coordination and implementation of surveys, the processing of the received materials and the analysis of the results of the expert assessment. In addition, the expert group performed a number of other tasks, such as:

- clarification of the key areas of development of Dangote Limited Enterprise;

- development of a set of questions for experts to ensure their clear understanding;

- selection of a group of experts;

- conducting surveys and processing the received materials;

- determination of a separate survey result, which was expressed in weighted average scores.

The expert group consisted of 9 people. Managers of Dangote Limited Enterprise acted as experts. The experts were interviewed in order to obtain estimates regarding the most promising way to overcome stress in the activities of the company's employees. The questions were organized according to a hierarchical scheme, arranged from complex to simple and from general to specific. The completed tables of the experts were used to summarize their opinions on each question raised.

The main advantage of the commission method is that the group members included experts (managers of Dangote Limited Enterprise) who have a deep understanding of the problems related to the operation of the enterprise. Thus, their general knowledge exceeds the information volume of any individual specialist in the group. In other words, a group of experts spent more "mental" energy than an individual specialist.

Thus, taking into account the assessments provided by a group of 9 experts regarding the relative importance of the forecast directions for overcoming stressful situations, it was necessary to justify and choose the most optimal direction. Assessments of the importance of all five areas of stress management given by experts in points on a scale from 0 to 100 are presented in Table 3.5, and coefficients of validity of the experts' answers and their familiarity with the problem, determined on a scale from 0 to 1, are in the table 3.6.

Table 3.5 – Evaluations of the importance relative areas of stress management (for the employees of Dangote Limited Enterprise)

Directions for managing stressful situations (j)	Experts (m), evaluations (Cij)								
	1	2	3	4	5	6	7	8	9
Workplace culture and environment (WCE)	50	80	70	70	100	65	90	60	70
Managerial support (MS)	100	60	80	70	80	90	80	90	90
Flexible work arrangements (FWA)	80	90	70	100	-	60	60	100	80
Feedback and continuous improvement (FCI)	80	70	-	65	80	50	-	90	100
Technology and work tools (TWT)	-	50	100	90	70	80	60	70	60

Table 3.6 – Coefficients of familiarity with the problem and the reasonability of the experts' answers

Coefficients	Experts (m)								
	1	2	3	4	5	6	7	8	9
1. Argumentation of the answer ($K_{a.a}$)	0,4	0,8	0,5	0,9	0,6	0,9	0,7	0,6	0,3
2. Familiarity with the problem ($K_{f.p.}$)	0,6	0,8	0,7	0,8	0,8	0,9	0,6	0,9	0,8

Indicators of the experts' group generalized opinion.

1) Average statistical value of grades:

$$M_1 = \frac{50+80+70+70+100+65+90+60+70}{9} = 72,78 ;$$

$$M_2 = \frac{100+60+80+70+80+90+80+90+90}{9} = 82,22 ;$$

$$M_3 = \frac{80+90+70+100+60+60+100+80}{8} = 80;$$

$$M_4 = \frac{80+70+65+80+50+90+100}{7} = 76{,}43;$$

$$M_5 = \frac{50+100+90+70+80+60+70+60}{8} = 72{,}5.$$

2) The results of the ranking in descending order of the ratings submitted by each expert are summarized in a table 3.7.

Table 3.7 – Ranks for these areas of managing stress situations

Directions of stress management (j)	Experts (m), evaluations (Cij)																	
	1		2		3		4		5		6		7		8		9	
	rank	points	rank	points	rank	points	rank	points	rank	points	rank	points	rank	points	rank	points	rank	points
WCE	50	9	80	3	70	5	70	5	100	1	65	7	90	2	60	8	70	5
MS	100	1	60	9	80	6	70	8	80	6	90	3	80	6	90	3	90	3
FWA	80	4,5	90	3	70	6	100	1,5	-		60	7,5	60	7,5	100	1,5	80	4,5
FCI	80	3,5	70	5	-		65	6	80	3,5	50	7	-		90	2	100	1
TWT	-		50	8	100	1	90	2	70	4,5	80	3	60	6,5	70	4,5	60	6,5

At the same time, it should be taken into account that regarding the direction of improving the planning and monitoring of compliance with the operation of the gas transportation system, the fifth expert was assigned the maximum score of 100 points, which corresponds to rank 1. The seventh expert, who scored 90 points, was assigned the second rank, then as the second expert with a score of 80 points was awarded the third rank. Three experts (3rd, 4th, and 9th) scored 70 points, and they are ranked fourth, fifth, and sixth, respectively. The rank of each of these estimates is equal to the arithmetic mean of the corresponding numbers:

$$\frac{4+5+6}{3} = 5.$$

For the evaluations of other experts: 65 points – rank 7, 60 points – rank 8, 50 points – rank 9. We calculate the sum of the ranks for each direction of stress management:

$$S_{R_1} = 9 + 3 + 5 + 5 + 1 + 7 + 2 + 8 + 5 = 45 ;$$

$$S_{R_2} = 1 + 9 + 6 + 8 + 6 + 3 + 6 + 3 + 3 = 45 ;$$

$$S_{R_3} = 4,5 + 3 + 6 + 1,5 + 7,5 + 7,5 + 1,5 + 4,5 = 36 ;$$

$$S_{R_4} = 3,5 + 5 + 6 + 3,5 + 7 + 2 + 1 = 28 ;$$

$$S_{R_5} = 8 + 1 + 2 + 4,5 + 3 + 6,5 + 4,5 + 6,5 = 36 .$$

We calculate the sum of ranks in all directions:

$$S_R = 45 + 45 + 36 + 28 + 36 = 190 .$$

Indicators of the degree of consistency of experts' opinions.

1) Determine the coefficient of variation for each direction:

$$V_1 = \frac{\sqrt{((50 - 72,78)^2 + (80 - 72,78)^2 + (70 - 72,78)^2 + ... + (90 - 72,78)^2)/9}}{72,78} = 0,2 ;$$

$$V_2 = \frac{\sqrt{((100 - 82,22)^2 + (60 - 82,22)^2 + (80 - 82,22)^2 + ... + (90 - 82,22)^2)/9}}{82,22} = 0,14 ;$$

$$V_3 = \frac{\sqrt{((80 - 80)^2 + (90 - 80)^2 + (70 - 80)^2 + ... + (80 - 80)^2)/8}}{80} = 0,19 ;$$

$$V_4 = \frac{\sqrt{((80 - 76,43)^2 + (70 - 76,43)^2 + (65 - 76,43)^2 + ... + (100 - 76,43)^2)/7}}{76,43} = 0,2 ;$$

$$V_5 = \frac{\sqrt{((50 - 72,5)^2 + (100 - 72,5)^2 + (90 - 72,5)^2 + ... + (60 - 72,5)^2)/8}}{72,5} = 0,22 .$$

Thus, it can be concluded that the highest degree of agreement of experts' opinions was obtained in the assessment of managerial support (MS), and the lowest - in regard to the improvement of technology and work tools (TWT).

To determine the concordance coefficient, you first need:

a) calculate the arithmetic mean of the sums of the ranked grades that were obtained for all directions:

$$\overline{S_{Rj}} = \frac{45+45+36+28+36}{5} = 38;$$

b) calculate the deviation of the sum of ranks in each direction from the average value:

$$d_1 = 45 - 38 = 7; \quad d_2 = 45 - 38 = 7; \quad d_3 = 36 - 38 = -2;$$

$$d_4 = 28 - 38 = -10; \quad d_5 = 36 - 38 = -2;$$

The sum of squared differences in all directions:

$$\sum_{i=1}^{n} d_j^2 = 7^2 + 7^2 + (-2)^2 + (-10)^2 + (-2)^2 = 206;$$

c) to determine the indicator of related (level) rank evaluations, which were provided by experts for each direction.

According to the table 3.7:

- for the direction "Workplace culture and environment" (WCE):

$$L=1\ (5;\ 5;\ 5);\ t_{11} = 3;\ T_1 = (3^3 - 3) = 24;$$

- for the direction "Managerial support" (MS):

$$L=2\ (3;\ 3;\ 3);\ (6;\ 6;\ 6);\ t_{12} = 3;\ t_{13} = 3;\ T_2 = (3^3 - 3) + (3^3 - 3) = 48;$$

- for the direction "Flexible work arrangements" (FWA):

$$L=3\ (4,5;\ 4,5);\ (1,5;\ 1.5),\ (7,5;\ 7,5),\ t_{14} = 2;\ t_{15} = 2;\ t_{16} = 2;$$

$$T_3 = (2^3 - 2) + (2^3 - 2) + (2^3 - 2) = 18;$$

- for the direction "Feedback and continuous improvement" (FCI):

$$L=1\ (3,5;\ 3,5);\ t_{17} = 2;\ T_4 = (2^3 - 2) = 6;$$

- for the direction "Technology and work tools" (TWT):

$$L=2\ (4,5;\ 4,5),\ (6,5;\ 6,5);\ t_{18} = 2;\ t_{19} = 2;\ T_5 = (2^3 - 2) + (2^3 - 2) = 12.$$

The total indicator of the related (level) rank evaluations:

$$\sum_{j=1}^{n} T_j = 24 + 48 + 18 + 6 + 12 = 108.$$

г) find the concordance factor:

$$W = \frac{12 \cdot 206}{9^2 \cdot (5^3 - 5) - 9 \cdot 108} = 0,28 .$$

Since the value of the concordance coefficient is far behind unity, it indicates insufficient agreement of experts' opinions.

Indicator of experts' activity:

$$Ka_{e1} = \frac{72,78}{9} = 8,09 ; \quad Ka_{e2} = \frac{82,22}{9} = 9,14 ; \quad Ka_{e3} = \frac{80}{8} = 10 ;$$

$$Ka_{e4} = \frac{76,43}{7} = 10,92 ; \quad Ka_{e5} = \frac{72,50}{8} = 9,06 .$$

So, expert #4 was the most active.

Evaluation of the each of the experts' competence of:

$$K\kappa_{e1} = \frac{0,4 + 0,6}{2} = 0,5 ; \quad K\kappa_{e2} = \frac{0,8 + 0,8}{2} = 0,8 ; \quad K\kappa_{e3} = \frac{0,5 + 0,7}{2} = 0,6 ;$$

$$K\kappa_{e4} = \frac{0,9 + 0,8}{2} = 0,85 ; \quad K\kappa_{e5} = \frac{0,6 + 0,8}{2} = 0,7 ; \quad K\kappa_{e6} = \frac{0,9 + 0,9}{2} = 0,9 ;$$

$$K\kappa_{e7} = \frac{0,7 + 0,6}{2} = 0,65 ; \quad K\kappa_{e8} = \frac{0,6 + 0,9}{2} = 0,8 ; \quad K\kappa_{e9} = \frac{0,3 + 0,8}{2} = 0,6 .$$

Therefore, expert #6 was the most competent.

The forecasting results showed the following: the most priority areas of struggle of the workers of Dangote Limited Enterprise with stress experts determined improvement of workplace culture and environment and managerial support; the highest degree of consensus of experts' opinions was obtained when assessing the importance of improving the workplace culture and environment, and the lowest - when assessing technology and work tools; the fourth expert was the most active; the sixth expert turned out to be the most competent, who significantly influenced the choice of one of the priority directions for managing stress among employees of Dangote Limited Enterprise.

In this chapter, we discussed ways of improving on stress and conflict management in the organization. While talking about that we reflected on conflict and stress management strategies. Furthermore, we talked about how to implement the conflict generated cost and stress management in Dangote Limited Enterprise as shown in Chapter 3.2.

Therefore in summary for this chapter we discovered how training is very important when it comes to stress and conflict, as training the staffs to prepare and also learn how to solve situations that are caused by stress and might lead to conflicts too.

CHAPTER 4
SAFETY OF LIFE AND LABOUR PROTECTION

Safety is the state of being "safe", the condition of being protected from harm or other danger. Safety can also refer to the control of recognized hazards in order to achieve an acceptable level of risk. Warning signs, such as this one, can improve safety awareness.

Safety of workers (also known as worker safety and occupational health and safety) refers to the provision of a safe working environment, safe equipment, policies, and procedures in order to ensure workers' health and safety. Workplace safety is a critical issue. Employers should ensure that their employees are working in a safe environment. Management systems and business owners are responsible for promoting workplace safety. Employers should encourage employees to adopt safe practices and use safety equipment (Figure 4.1).
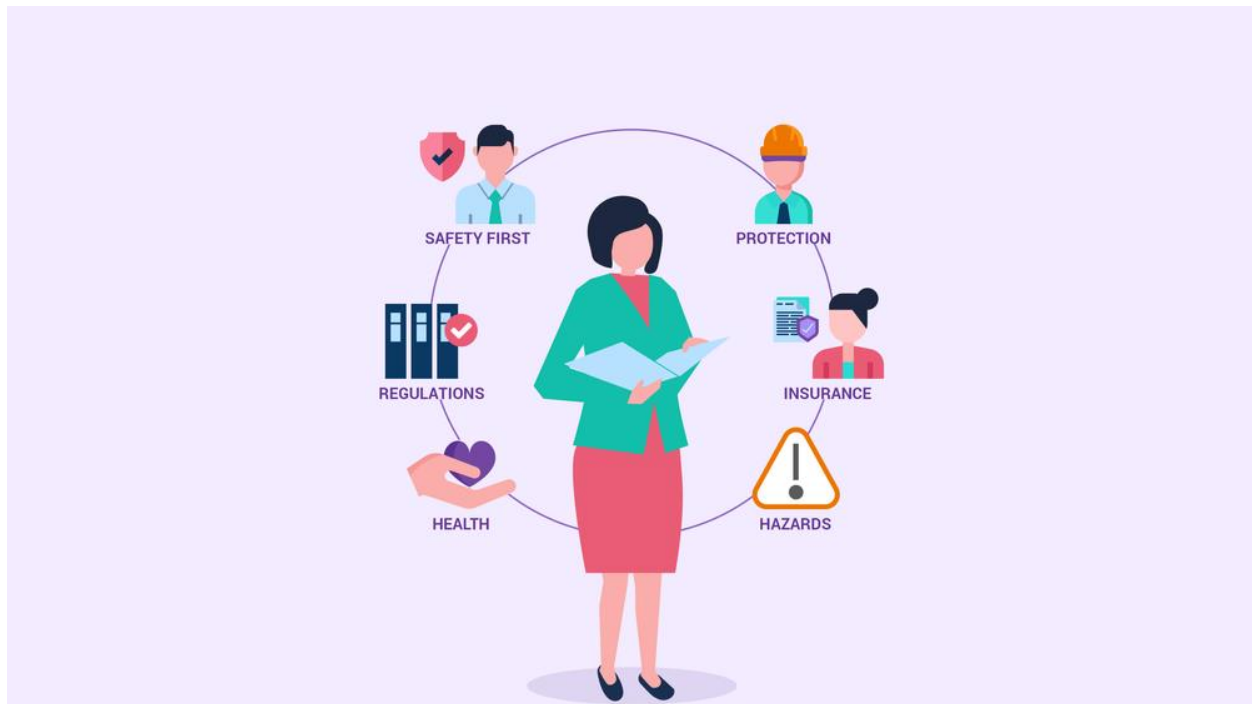

Figure 4.1 – Workplace safety [5, p.10]

Here are some benefits of a safe and healthy work environment:

- The safer the work environment, the more productive it is. Productive employees are an asset to all companies. For instance, productive employees can produce more output in less time, reducing operational costs.

- Workplace safety promotes the wellness of employees and employers alike. Better safety equates to better health. Healthier employees do tasks more efficiently, and they are happier in general.

- There are very few accidents in a safe working environment. This results in less downtime for safety investigations and reduces costs for worker's compensation. This also reduces the time needed for employees to heal from injuries.

- Damage to industrial equipment creates costs for replacement and repair. Avoiding workplace injuries and damage to industrial equipment will incur fewer expenses and increase profit.

- If employers are concerned about the safety of their employees, the employees are more confident and comfortable in general. Also, absenteeism rates drop, and employees are more focused on doing their tasks.

4.1 The impact of human activity on the environment

Humans impact the physical environment in many ways: overpopulation, pollution, burning fossil fuels, and deforestation. Changes like these have triggered climate change, soil erosion, poor air quality, and undrinkable water. Ecological problem is one of the most important issues nowadays. Human activities have a negative impact on the environment. Humanity currently faces problems with air, water, and land pollution, unreasonable agricultural systems, deforestation, and others. As a result, the number of available natural resources is decreasing. Another negative consequence of human activities is the process of global warming and global climate changes. These changes

affect the whole Earth and might result in adverse consequences for people and wildlife ("The Consequences of Climate Change"). Therefore, it is obvious that the situation should be improved.

Probably, everybody asks oneself what he or she personally could do to improve the ecological situation. After all, the main source of pollution is the industry sector. However, we all belong to humanity and make a small impact on the environment. And we all could make the situation slightly better. Our daily habits have both positive and negative long-term consequences for the world we live in. It is important to plan our life and our activities.

Types of human activity that causes effect on the environment:

Ozone depletion. The ozone layer is a thin band of gas that surrounds Earth and protects us from the sun's harmful ultraviolet radiation. Life on Earth would be severely impacted and maybe even impossible without it. Over the past few decades, human activity has caused a dramatic decrease in the size of the ozone layer (Figure 4.2). The production of chemicals like chlorofluorocarbons (CFCs), hydrochlorofluorocarbons (HCFCs), and halons has been a major contributor to this problem. These chemicals are used in refrigeration, air conditioning, spray cans, and various other products and when they're released into the atmosphere, they break down the ozone molecules. The Montréal Protocol, an international treaty signed in 1987, was designed to phase out the production of CFCs, HCFCs, and halons to protect the ozone layer.

There has been some success, and the ozone hole's size is slowly beginning to stabilize. However, it will likely take many years for the ozone layer to fully recover, and efforts are being hampered by research that indicates some countries are not abiding by the Montreal Protocol and are continuing to use CFCs. There have also been additional complications, various industries have replaced CFCs and HCFCs with other chemicals that continue to harm the ozone layer. Great strides have been made in repairing the hole in the ozone layer, but if we aren't careful and do not prioritize the health of our planet, we could undo the progress we've made under the protocol.
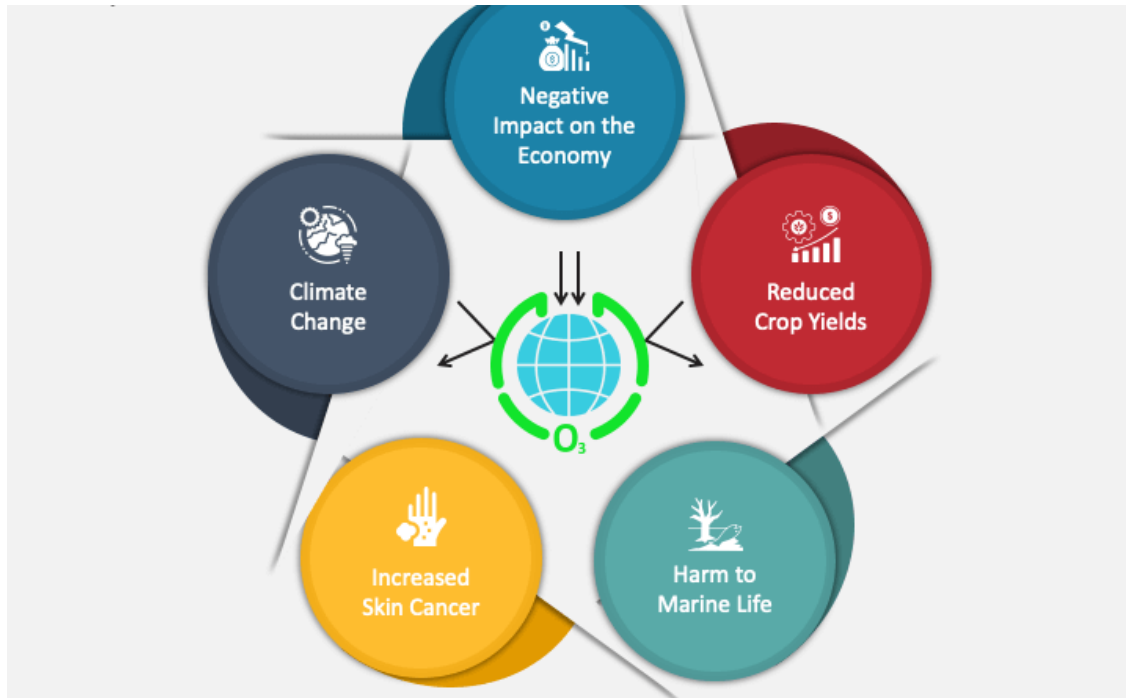
Figure 4.2 – Effects of ozone depletion

Acid rain. Acid rain is one of the most visible and well-known negative effects of human activity on the environment. It occurs when pollutants from power plants or other factories react with the atmosphere and produce acid that falls back to Earth in rain, snow, or fog. There are a lot of factors that can cause acid rain, so let's break it down further. Acid rain is most commonly caused by the burning of fossil fuels such as coal and oil. When these materials are burned, they release sulfur dioxide and nitrogen oxides into the air. These gasses rise up into the atmosphere and react with water vapor to form sulfuric and nitric acids. When the acids fall back to Earth in precipitation, they can wreak havoc on the environment. While there are a few natural causes of acid rain, such as wildfires, decaying vegetation, and other biological processes within the environment, most acid rain is caused by human pollution, particularly from power plants as they burn fuel to produce energy.

When it falls, acid rain can have a devastating effect on plant life, wildlife, and even humans. It creates tiny particles in the air and can also create a layer of highly irritating gas just above the Earth's surface (ground-level ozone), both of which can cause respiratory problems and even permanent lung damage when inhaled. Acid rain can also damage buildings and monuments, peeling paint and making stone appear aged and worn. As well, it can lower the pH level of many lakes and streams, which makes that water unsafe to drink and unfit to sustain marine life.

Air pollution. Air pollution is a broad term that refers to the many different chemicals and particles that can be found in the air. These pollutants can come from a variety of sources, including cars, factories, power plants, and even outdoor fires. The most common type of air pollution is caused by burning fossil fuels, such as coal, oil, and natural gas. When burned, these materials release harmful chemicals into the air, including carbon dioxide, nitrogen oxides, and sulphur dioxide. Other air pollutants include lead, ground-level ozone, and particulate matter – tiny pieces of solids found in the air (e.g. dirt and soot). These gasses and pollutants can cause many health problems for humans, from heart disease to various respiratory issues, including asthma, emphysema, and chronic bronchitis. Looking at the negative environmental impacts, birth defects, lower reproductive rates, and increases in diseases in the animal kingdom have all been linked to air pollution. The chemicals in air pollution can also damage and kill crops, leading to food shortages. Similarly, air pollution can cause food scarcity for animals, as it damages the plant life and biodiversity they depend on for survival. Finally, like acid rain, it can also corrode buildings and other infrastructure by eating away at materials such as metals, sandstone, and limestone.

Water pollution. Water pollution is the contamination of bodies of water, such as lakes, rivers, and oceans. It can be caused by a variety of things, including runoff from agricultural lands, discharges from factories and wastewater treatment plants, seepage from landfills, and plastic waste from fishing nets in the ocean.
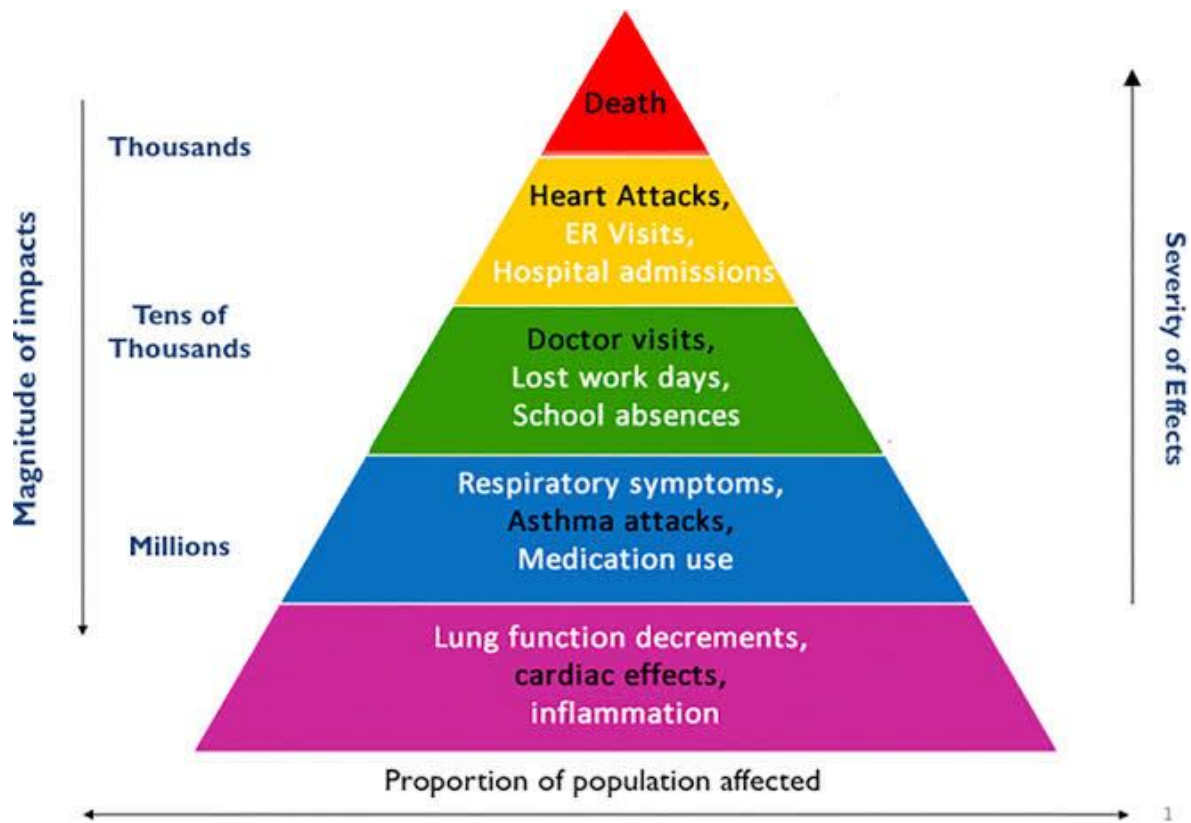
Figure 4.3 – Effects of air pollution

The different types of water pollution can have a devastating effect on the environment and on human health. It can cause problems with the quality of drinking water, which can lead to water scarcity when the water is unsafe to drink. It can lead to the spread of disease, as contaminated water can contain harmful bacteria. It can also cause an increase of microplastics in the human body, the effects of which are currently being researched by scientists but are believed to include hormone disruption, low antioxidant levels, DNA damage, and inflammation.

The effects of water pollution aren't just experienced by humans. The build-up of plastics in the ocean is having a devastating effect on aquatic ecosystems, as microplastics can be mistaken for food by animals and can cause them to choke to death. Or they can become entangled in larger pieces of plastic that affect their ability to find food and avoid predators. Additionally, harmful chemicals found in the water can make it harder for fish to survive; fish that are exposed to water pollutants have to work 30 percent harder to stay

alive than those who aren't exposed. "It means they won't have as much energy available to support the other important things that a fish needs to do like move around and interact with other fish whether it be for defending territories or for finding mates," says Graham Scott, a biologist at McMaster University. And when predator fish, birds and other animals eat these contaminated fish, they too are ingesting high levels of toxins.

4.2 Labor Protection

Labour Protection means the protection of employment conditions, working conditions, labor welfare, and occupational safety, health and environment provided for an employee in an establishment. In the context of today's world, full protection to labor means protecting the workers from the abuses of some cruel, conscienceless and dishonest employers, those who make employees casuals and contractuals forever, who don't pay the correct wages, deny all the benefits provided by law, dismiss workers indiscriminately, bust unions and commit all forms of discriminations and unfair labor practices. Those who bribe arbiters and judges and force complainants to sign quitclaims under duress and intimidation, deceit, and all forms of injustice and oppression.

Full protection to labor also means protecting the workers from dishonest union leaders who act as union dealers, but who make money selling away the rights of the workers. The law protects workers from unions who conspire with management to commit all forms of injustice against labor. The law also protects labor from unscrupulous and unethical lawyers who demand attorney's fees beyond the limits set forth by law. The law even protects labor from some government officials and personnel who commit grave abuse of discretion, who are overbearing and abusive, those who are lazy, unkept, and neglectful of their duties.

Above all, the state through the law protects labor against workers' own naiveté, ignorance, lack of foresight and lack of wisdom. Thus, when they sign quitclaims, resignations, and waivers under undue influence or when they were forced, intimidated,

coerced, deceived or hoodwinked. They are also freed from contracts with terms and conditions which are grossly disadvantageous to labor, and whose consideration is shocking to the conscience. Thus, even if a worker already resigns, he can still file a case of illegal dismissal if he was misled or terrorized to sign such a document.

The main tasks of the labor protection service include the introduction of special processes, various aspects of the enterprise's activities and its personnel, affecting on safety of production, preservation of life and health of people. These include:

- developing the necessary documents on labor protection for the company

- ensuring that employees comply with the rules and requirements of labor protection, OT regulations, collective agreement conditions;

- control of working conditions, compliance with sanitary and hygienic norms of labor legislation;

- prevention of industrial injuries, promotion of positive solutions that increase the safety of production processes;

- informing employees about safe work rules.

There are mandatory requirements for what documents on labor protection should be in the enterprise . First of all, there should be a position in the department of labor protection (or its representative office), as well as job descriptions of specialists.

In addition, the list of documents on labor protection at the enterprise should contain:

- introductory and initial briefing programs and journals that register them;

- necessary instructions for labor protection by type of work and by specialty;

- journals, recording their availability, as well as issuing to relevant services and specialists;

- list of occupations with harmful working conditions and requiring constant medical supervision;

- orders for the appointment of persons responsible for occupational safety at different production sites;

- collective agreement;

- a program to ensure and improve labor protection at work;

- order for certification of workplaces;

- a register of industrial injuries and measures to eliminate the circumstances that provoked them.

4.3 The influence of color on improving working conditions and increasing productivity

As we spend a significant portion of our lives at work, the design and atmosphere of the workplace have a direct impact on employee well-being and productivity. One often-overlooked aspect of office design is the selection and incorporation of colors, which can influence mood, concentration, and creativity. In this article, we will delve into the science behind color psychology, explore the ways in which color can enhance employee wellness and boost productivity, and provide practical tips for implementing color strategies in the workplace.

Creating a healthy and comfortable work environment is essential to employee wellness. The color palette used in a workplace can have a significant impact on employee well-being by:

- Reducing stress: colors like blue and green are known to have a calming effect and can help reduce stress levels. Incorporating these hues in the office design can create a more relaxed atmosphere, helping employees manage stress and anxiety. Additionally, the use of nature-inspired colors, such as earth tones and soft greens, can evoke a sense of serenity and connectedness to the natural world, further contributing to stress reduction.

- Enhancing mood: warm colors such as orange, red, and yellow can evoke feelings of warmth, comfort, and happiness. Using these colors in moderation can uplift employees' moods and promote a positive work environment. Pops of vibrant color can

also serve as visual stimuli that break the monotony of a workspace, making it more visually appealing and uplifting.

- Encouraging rest: incorporating soothing colors like lavender, soft blue, or pale green in break areas and designated relaxation zones can signal to employees that these spaces are for unwinding and recharging during their breaks. These colors can help create a sense of separation from the workspace, allowing employees to fully relax and rejuvenate before returning to their tasks.

When incorporating colors in the workplace, it is crucial to strike a balance between aesthetics and functionality. Here are some practical tips for choosing the right colors for your office:

- Assess your organization's culture and values: select colors that align with your company's mission, vision, and values to create a cohesive and authentic atmosphere. For example, a technology company focused on innovation might benefit from vibrant colors that stimulate creativity, while a healthcare organization might prefer calming colors that promote a sense of tranquility and healing.

- Understand the purpose of each space: match colors to the function of each area in your office. For example, use calming colors in break rooms and vibrant colors in brainstorming spaces. Consider the specific tasks and activities that will take place in each room to ensure the chosen colors support the intended purpose.

- Consider the lighting: natural light can significantly impact the appearance of colors. Make sure to assess how different colors will look under various lighting conditions, such as sunlight, artificial light, or a combination of both. Lighter colors can help maximize the effect of natural light, while darker colors may be better suited for artificially lit spaces.

- Seek professional guidance: engaging the services of a workplace design consultant or color expert can provide valuable insights on the most suitable color schemes for your organization. These professionals can help you navigate the complexities of color

psychology and ensure that your workplace design promotes employee wellness and productivity.

The right color choices can significantly impact employee wellness and productivity in the workplace. By understanding the science of color psychology and implementing strategic color schemes in your office design, you can create an environment that promotes well-being, boosts productivity, and fosters a positive work culture.

CONCLUSIONS

So, the presented Bachelor Thesis highlights the theoretical foundations of organizational stress and the causes of conflict situations; researched and analyzed conflicts and stresses in Dangote Limited Enterprise; developed ways to overcome stress and conflicts in the organization "Dangote Limited Enterprise"; a conflict management strategy is proposed; justified the feasibility of implementing conflict-induced costs and stress management in Dangote Limited Enterprise; applied organizational approaches to stress management; identified the role of management in resolving stress and conflict in Dangote Limited Enterprise.

In the first chapter we indicated the various causes of stress at work, such as career concern, occupational demand, lack of participation in decision-making etc. Managers have to respond to stressful situations in a timely manner and develop appropriate directions for stress management. There are different sources of conflict in the organization. In bachelor thesis we investigated that the role of conflict management is very important. It helps build good bond among employees, eliminates negative consequences and helps in providing a better personal life.

The second chapter of the Bachelor Thesis is devoted to the study of the Dangote Limited Enterprise's activities. The main causes of conflicts and stressful situations in the workplace of Dangote Limited Enterprise's employees are the presence of different ethical groups and gender differences. In general, as evidenced by the data of the Global Gender Report, in most African enterprises there is a problem of excess of men in the processes of managerial functions performance. This trend is also at Dangote Limited Enterprise. As for ethical disagreements, certain stressful situations arise on religious grounds, as well as due to differences in traditions, culture and temperament of individual employees.

Therefore, the third chapter of the Bachelor Thesis was devoted to the development of suggestions for overcoming stress in the workplace of Dangote Limited Enterprise's

employees. First of all, we considered the possibility of implementing a conflict model. This model involves five main stages: competing, collaborating, accommodating, avoiding and compromising. It is based on effective interaction between employees and prevention of stressful situations.

Considering the leading role of trainings in the fight against stressful situations, we suggest introducing the position of stress coach in the organizational structure of the Dangote Limited Enterprise. A stress coach, also known as a stress management coach or stress reduction coach, is a professional who helps individuals cope with and manage stress in their lives. In the management structure of Dangote Limited Enterprise the stress coach will be subordinate to the head of the department of psychological support. But in the future, a psychological support service and an anti-stress management department may be created within this company.

Taking into account the specifics of Dangote Limited Enterprise's activities, we offer the following main directions for improving employees' fight against stress at the workplace: workplace culture and environment, managerial support, flexible work arrangements, feedback and continuous improvement, technology and work tools. To determine the main areas of stress management of employees of Dangote Limited Enterprise an expert study was conducted using the "commission" method. This approach includes finding a consensus among experts on promising directions for stress management.

The forecasting results showed the following: the most priority areas of struggle of the workers of Dangote Limited Enterprise with stress experts determined improvement of workplace culture and environment and managerial support; the highest degree of consensus of experts' opinions was obtained when assessing the importance of improving the workplace culture and environment, and the lowest - when assessing technology and work tools; the fourth expert was the most active; the sixth expert turned out to be the most competent, who significantly influenced the choice of one of the priority directions for managing stress among employees of Dangote Limited Enterprise.

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