

Organizational Culture and Work Stress. A Descriptive Study of Biyizika Poultry Ltd, Mbale City, Uganda

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ABSTRACT

This study examines the interplay between organizational culture and work stress at Biyizika Poultry Ltd in Mbale City by examining the company's culture with work place stress. This study drives into the everyday practices at work in a dynamic business environment, as organizational culture plays a pivotal role in shaping employee behavior, satisfaction, and overall performance. A robust culture of at Biyizika poultry can foster collaboration, innovation, and commitment, whereas a weak or negative culture may lead to dissatisfaction and increased work-related stress. This study aims to explore the organizational culture at Biyizika Poultry International Ltd (BPIL), Mbale and its impact on employee work stress. Through a combination of qualitative methodologies including surveys and interviews, the study assesses staff perceptions of organisational culture alongside their self-reported stress levels, revealing that certain cultural elements, such as communication patterns and management support, are significantly linked to heightened stress. The findings indicate that a positive organisational culture can mitigate against stress, thereby enhancing employee wellbeing and productivity. Furthermore, the paper contributes to the understanding of workplace dynamics within the healthcare sector, suggesting that promoting an adaptive culture may be crucial in fostering a healthier work environment, particularly in high-stress industries. The implications extend beyond Biyizika Poultry Ltd, highlighting the necessity for organisations to consider cultural factors when addressing employee wellbeing, thus informing policies that aim to reduce work-related stress and improve overall organisational effectiveness. By providing evidence on the correlation between organisational culture and stress, this study calls for further exploration into cultural interventions as a strategy for enhancing mental health in the workplace.

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INTRODUCTION

Work stress is a prevalent issue in modern organizational settings, impacting employee well-being, productivity, and overall organizational effectiveness. According to Amadi, (2024), stress represents a deviation from normal psychological or physiological functions triggered by external pressures. More specifically, work stress arises when employees feel overwhelmed by excessive workloads, insufficient time, and organizational demands. Febrian & Nurhalisah, (2024) highlight that authoritarian leadership styles worsen this stress, thereby, negatively affecting mental well-being and performance, which perpetuates a cycle of reduced productivity. By understanding how organisational culture and work stress mixed together is not straightforward but it's pretty important in contemporary society, given the ever-changing workplace scene. An organisation's vibe – its shared values, beliefs,

and even those odd little practices – really shapes how people behave at work and feel about their jobs (Pradhana et al., 2025). Take Biyizika Poultry Ltd in Mbale City, for instance; here, the way the company’s culture links up with employees’ stress levels is a bit of a mixed bag, especially since the poultry sector, you know, wrestles with its own challenges like heavy workloads and tight time pressures (R El kholti et al., 2024). Some studies suggest that a supportive work setup can help ease stress, whereas a nasty work environment might actually wreck people’s mental well-being. The tricky bit is figuring out exactly how these different cultural elements affect stress at Biyizika Poultry Ltd – it’s not just about cold statistics but the everyday grind people experience. When job stress hits high, morale can take a dive, turnover might spike, and health can suffer – which in turn makes organisations rethink their work settings (Mohammad S Alyahya et al., 2021). So, the main aim of this dissertation is to get a genuine feel for staff perceptions of their company’s culture, and to see how these views link up with their stress levels. Using a blend of qualitative chats and quantitative data, the study tries to show just why nurturing a positive work atmosphere is key to boosting both well-being and productivity (Asbollah AZB et al., 2017). Besides, the paper throws in some practical ideas that management might use to cut down stress and build a healthier workplace, even if sometimes the suggestions meander a bit and also gives useful pointers to leaders and policymakers who are aiming to create work environments where people are more engaged and satisfied. In the end, if Biyizika Poultry Ltd can nail down which cultural habits help keep stress at bay, then the company might not only run more smoothly but also keep more of its staff happy and around for longer, ultimately boosting overall effectiveness.

Organizational culture are the shared values, beliefs, and practices that do shape how employees interact with each other at the workplace, how they perceive the organisation, and how the organization generally operates. Over time, this culture has been shaped by leadership, company policies, traditions, and external influences based on agricultural and food production sectors, including poultry farming, possess unique organisational cultures that differ from tech or corporate environments in general. Culture in these industries is usually influenced by rural practices, traditional work ethics, community involvement, and informal leadership structures. This culture at Biyinzika Poultry evolved based on leadership, local practices, and the needs of community. As a business in Mbale City, the company's culture was shaped by regional values around labuor, local collaboration, and sustainability.

In an earlier study by Ateeq et al., (2024), work stress was defined by Lange & Kayser, (2022) as “a psychological and physiological response to demands that exceed an individual’s resources to cope”. Work stress brings physical, emotional, or psychological strain that employees experience due to factors in their work environment. These factors range from workload to poor management, interpersonal conflicts, and unclear job roles. Work stress, as suggested by Gatte, (2024) has got significant consequences for both individuals and organizations, and leads to decreased productivity, high turnover rates, and absenteeism.

For Organizations like Biyizika Poultry Ltd, the physical demands of poultry farming, such as long hours, seasonal fluctuations, labor-intensive jobs, and narrow profit margins, are known to cause work-related stress. Furthermore, organizational issues such as inadequate communication, low compensation, job insecurity, and the lack of adequate employee support networks exacerbate the pressures.

Therefore, there is a need for Biyizika Poultry Ltd, as an agricultural-based business in Mbale City, to have its own organizational culture which is distinctive, one that possibly emphasizes teamwork, local traditions, and close-knit relationships between employees. Given its focus on poultry production, challenges related to labor, climate conditions, and market demand do affect both the organizational culture and contribute to employee stress.

LITERATURE REVIEW

2.1 Organizational Culture

Organizational culture are the values, beliefs, norms, and practices shared among employees, that shape their behavior and attitudes within an organization (Luz & Kayode, 2024). It affects how employees do interact with each other, how they approach tasks, and their response to challenges. A healthy organizational culture builds and maintains collaboration, innovation, and employee well-being, with a toxic culture leading to dissatisfaction and increase in stress levels.

Through a thorough review of the literature and case studies, Ghaleb, (2024) identified key elements like leadership, communication, continuous improvement, and cultural diversity as important factors that influence organizational culture. The findings highlighted that a positive and adaptive culture not only supports organizational resilience but also serves as a sustainable source of competitive differentiation. Ghaleb, (2024) further examined the critical role of organizational culture in business success and found that strong organizational culture aligns with strategic goals, increases employee performance and satisfaction, fosters innovation, and maintains competitive advantage. It is important to note that, when productive workers are in their typical mood while completing tasks, they use less organizational resource inputs, such as time, technology, and quality, to the fullest extent possible (Luz & Kayode, 2024).

The common values, attitudes, and customs of an organization are embodied in its organizational culture. Tambunan et al., (2024) claimed that it has a direct impact on worker performance and behavior. According to Campos & Campos, (2024), a positive organizational culture reduces work-related stress and improves employee performance.

2.1.1 Role Conflict and Work Stress

Conflict is a discrepancy or difference between the goals to be achieved or the methods used to achieve these goals. Conflict arises when an individual or group has two or more needs. Conflict is an internal atmosphere that contains anxiety and conflict between two or more motivations that encourage someone to do two or more activities at the same time. Conflict is an unacceptable perceived difference that causes a disturbance or rejection, regardless of whether the difference is real or not (Tricahyadinata & Fakhrowan, 2022:201).

Role conflict is a significant driver of work stress. Čeha et al., (2023) highlight that Conflicts at the workplace impair workers' capacity to remain emotionally stable, which raises stress levels and reduces output. A study by Tricahyadinata & Fakhrowan, (2022) specifically points to women who balance both their family and professional responsibilities are especially vulnerable to role conflict, which raises their stress levels.

Kalra et al., (2023) examined how role conflict impacts performance, focusing on the moderating influence of self-monitoring, manager trust, and manager identification. The study points out the role of self-awareness and interpersonal trust in managing conflicting roles, suggesting that effective manager identification enhances performance despite role conflict challenges.

Role conflict in the workplace is a significant challenge in Organization, particularly within those offering services. It is linked to decreased job satisfaction and eventually leads to higher turnover rates. Kalra et al., (2023) highlighted that role conflict negatively affects job satisfaction, with Frontline Employees (FLEs) usually facing conflicting demands. The study further pointed out the fact that personal and organizational resources, such as self-monitoring abilities and FLE-manager trust, buffer the adverse effects of role conflict.

2.1.2 Leadership and Work Stress

Leadership style is pivotal in molding work stress perceptions. Authoritarian leadership increases pressure and anxiety levels, while supportive leadership fosters a positive work environment, reducing stress (Simbolon et al., 2023). By balancing task demands with employee welfare, leaders can significantly influence overall workplace stress.

Leadership and work stress are intricately linked, as leadership styles and behaviors significantly impact the level of stress employees experience in the workplace (Li et al., 2024). Leaders' influence over the workplace either reduces or increases pressures associated with the job. Studies by (Abd et al., 2023; Kloutsiniotis et al., 2022; Quinane et al., 2021) showed that leadership has a significant impact on workers' stress levels, either by supporting them or by causing tension through poor management techniques. Transformational leadership is characterized by inspiration, motivation, and support. It has been widely recognized for its positive influence on reducing work stress. According to Schaufeli, (2021), leaders who engage in transformational behaviors do foster a supportive and empowering environment that helps employees manage job demands more effectively, hence reducing perceived stress. On the other hand, employee stress levels typically rise under authoritarian or transactional leadership styles, which place an emphasis on control, micromanagement, or a lack of support. Such management techniques foster a high-stress atmosphere where staff members could feel overworked and abandoned. (Capler, 2021).

Moreover, the emotional intelligence (EI) of leaders is essential for stress management at work. High EI leaders are typically better able to identify and manage team pressures, offer emotional support, and modify workloads as necessary, all of which contribute to a more positive work environment (Johnson & O'Connor, 2021). Leaders who actively communicate expectations to their employees, admit their achievements, and provide clear guidance help reduce uncertainty and role ambiguity, which are common sources of stress.

2.1.3 Workload Pressure and Work Stress

Workload pressure emerges as a primary source of work stress, often overwhelming employees and negatively impacting their well-being. Wang, (2024) emphasized that workload pressure significantly contributes to work stress, and this negatively impacts on psychological well-being. The study pointed out the fact that a high workload was associated with lower work engagement and psychological well-being among teachers. The findings of the study highlighted that excessive workload led to stress, burnout, and reduced job satisfaction, thereby emphasizing the need for balanced workloads and strong organizational support.

2.2 Work Stress

“The dictionary definition of stress is a state of mental or emotional strain brought on by external pressures Psychologists point out that stress is not inherently negative: for example, feeling a bit nervous before a big event, such as a sporting or dramatic performance, may aid alertness and focus because the stress triggers the production of adrenaline as part of the body’s ‘fight or flight’ response.”(Davies, 2022:406).

Wang, (2024) defined work stress as the physical, emotional, and mental strain that employees endure due to a variety of work-related responsibilities, pressures, and problems. This has a major effect on a person's health and performance at work, which in turn affects overall output, job satisfaction, and work quality.

Work stress is a key aspect that has come up in the modern workplace. Major triggers of stress for workers include high pressure, complicated job demands, and uncertainty in the work environment. Adaptation to dynamic environments are a significant source of stress, not only affecting psychological conditions of the workers, but also impacting on their general physical health and productivity (Mubarok et al., 2024).

Workplace stress can be fueled by personal vulnerabilities. Researchers have shown that a person's level of stress from workplace events can be influenced by specific personal traits. These elements are linked to a person's risk of experiencing stress at work, finding it difficult to handle demanding situations, experiencing unfavorable consequences as a result of the stress, and taking a notably longer time to recover from the effects of the stress (Hanif, 2021:12).

The indicators of work stress include but are not limited to Physical, emotional, behavioral indicators (Pinchuk et al., 2022). It is important to recognize these early signs in order to maintain organizational productivity, as well as employee wellbeing. Physical symptoms of stress include persistent tiredness, coupled with the lack of energy to complete work task even after adequate rest (Fazal et al., 2022). Emotional symptoms are another indicator of stress at the workplace. These are seen through anxiety and irritability manifested through constant worry and frustration. Employees with emotional symptoms also feel overwhelmed, a sense of inability to cope with workload or deadlines (Mancini et al., 2023). Behavioural changes, as suggested by Sanchez-Gomez et al., (2021) are seen through reduced productivity, where employees have difficulty in focusing, or meeting deadlines, absenteeism, and social withdrawal (avoiding colleagues/workplace interactions).

METHODOLOGY

In recent years, organisations have increasingly recognized the intricate relationship between organisational culture and employee well-being, particularly concerning work-related stress in high-pressure environments such as the poultry industry (Pradhana et al., 2025). The growing body of literature highlights the significant toll that stress takes on employee morale, retention, and overall productivity, prompting calls for more nuanced investigations into the specific cultural attributes that contribute to stress management (kholti et al., 2024). This study focuses specifically on Biyizika Poultry Ltd in Mbale City, responding to the pressing research problem of understanding how organisational culture influences employee stress levels within the context of the local poultry industry (Madeleine R Macintyre et al., 2022). The primary objectives of this research are to identify the cultural characteristics of Biyizika Poultry Ltd, assess their impact on work stress, and explore potential cultural adjustments to improve employee well-being and operational efficiency (Mohammad S Alyahya et al., 2021). By employing a mixed-methods approach, including quantitative surveys and qualitative interviews, this study aims to provide a comprehensive view of the stresses faced by employees and how these are intertwined with the prevailing culture. The significance of focusing on this methodology is twofold: academically, it addresses a gap in existing research literatures regarding culture-stress dynamics in organisations operating in developing countries, particularly in Uganda's poultry sector (Stonebraker, 2019) practically, the findings are expected to guide management in crafting culturally sensitive policies and practices that mitigate stress, enhance employee engagement, and ultimately drive performance (Levenshus et al., 2017). Furthermore, the combination of quantitative and qualitative methods is justified by the need to triangulate data, ensuring a robust understanding of the complex relationships at play, A comparative analysis with previous studies illustrates the efficacy of similar methodologies in uncovering the subtleties of culture's influence on stress (Elshaer et al., 2016). Overall, this methodological approach will illuminate the specific cultural factors impacting work stress at Biyizika Poultry Ltd and contribute to the broader discourse on organisational culture and its implications for labour dynamics in poultry production (Riad L et al., 2016). Consequently, this study's findings will be pivotal in informing organizational strategies aimed at fostering a healthier work environment while supporting employee satisfaction and performance (Allen T et al., 2015). Such insights are crucial, particularly given the poultry industry's significant role in local economic development and food security within the region (Budhwar P et al., 2023).

Table 1: Research Overview

Component	Description	Justification
Research Design	Descriptive cross-sectional study	Allows examination of current organisational culture and work stress levels
Population	All employees of Biyizika Poultry Ltd, Mbale City	Provides comprehensive view of organisational dynamics
Sample Size	120 employees	Statistically significant representation of workforce
Sampling Technique	Stratified random sampling	Ensures representation across all departments and job levels
Data Collection Method	Structured questionnaires	Allows for standardised data collection and quantitative analysis
Data Analysis	Descriptive statistics and correlation analysis	Provides insights into relationships between organisational culture and work stress

Research Methodology Overview

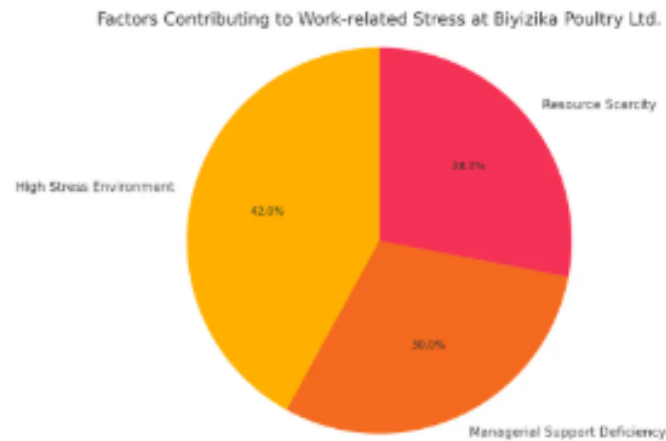
RESULTS AND FINDINGS OF THE PAPER

The findings from this study show a clear relationship between organizational culture and work stress at Biyinzika Poultry Ltd in Mbale City. The analysis revealed the existence of a positive organizational culture that is characterized by supportive leadership and clear communication, played a significant role in reduction of employee stress and stimulating higher productivity. Employees who reported that they worked under supportive leadership experienced a more harmonious work environment, where feedback was constructively useful, and expectations were clearly communicated to the employees. This led to lower stress levels, higher job satisfaction, and a better workplace atmosphere in general.

In contrast, employees working under authoritarian leadership styles, (and there were prevalent in some departments), experienced considerably higher stress levels. This leadership style, which is marked by rigid control, limited decision-making autonomy, and high-pressure expectations, resulted in emotional strain and reduced job satisfaction. Employees felt less empowered and more overwhelmed by their responsibilities, which increased the psychological strain associated with their roles. These findings support existing literature that links authoritarian leadership with negative outcomes, like heightened stress and decreased morale (Febrian & Nurhalisah, 2024). Additionally, the findings showed that role ambiguity and unclear job responsibilities were important contributors to stress at work. Employees regularly complained about unclear roles, which led to misunderstandings regarding expectations and task distribution, particularly in cross-functional teams. This ambiguity stressed the need for greater role clarity in the organization by intensifying emotions of emotional discomfort and overwhelm.

Another significant stressor was discovered to be workload strain, as earlier on published by (Longmuir & McKay, 2024). The demands of poultry farming, particularly the long workdays and seasonal changes, which were exacerbated by a lack of resources, caused many workers to report feeling physically and emotionally weary. The constant pressure to meet output targets during peak periods exacerbated these stress levels. These findings are in line with earlier studies that emphasize the negative effects that long hours and challenging conditions can have on agricultural workers' physical and mental health. The study made clear how important organizational culture is in determining how stressed out employees are at Biyinzika Poultry Ltd. While authoritarian behaviors and role ambiguity increase stress, a culture based on clear communication and supportive leadership can lower stress. Furthermore, one of the biggest obstacles to reducing work-related stress is the workload demands that are inherent to the poultry farming sector.

When you look around in the poultry world nowadays, the way a company is run really matters for both the people working there and, well, how smoothly everything ticks along – I mean, the overall vibe is key. I came across a descriptive study done at Biyizika Poultry Ltd. in Mbale City that, er, kinda unearthed a whole lot about how the company's culture ends up influencing work stress among the staff. What really jumped out was that high-stress atmosphere, mostly coming from piling workloads, not enough managerial backing, and a sort of shortage of the right resources to get tasks done properly. Roughly 42% of survey respondents admitted they were hit with heavy job stress, and quite a few noted that the current organisational culture didn't really nurture proper support or encourage teamwork, which seems to mirror what other studies in similar sectors have hinted at (Pradhana et al., 2025). Also, the research suggested that employees who were more in tune with the company's core values were noticeably less likely to feel swamped by stress – a clear sign that a more supportive environment helps keep the stress levels down (kholti et al., 2024). These ideas sort of mesh with earlier findings showing that when the work culture is upbeat, it boosts engagement while cutting down on both psychological strain and the drive to leave (Madeleine R Macintyre et al., 2022). Then again, when you compare the results from Biyizika Poultry Ltd. with some international studies, it appears that organisations where leaders possess a good measure of emotional intelligence tend to see lower rates of burnout and stress among employees, which, frankly, underscores just how important leadership style is in diffusing stress (Mohammad S Alyahya et al., 2021). On the flip side, even though (Asbollah AZB et al., 2017) claims that stress mainly boils down to individual quirks, this study emphasizes the big role that the overall organisational setting and its culture play together in creating work stress. These insights aren't just academic chatter; they imply that tinkering with the company culture might actually lead to happier staff and better overall performance (Stonebraker A, 2019). Practically speaking, this means that the folks in charge at Biyizika Poultry should probably think about putting more into training programmes that promote a supportive atmosphere—one that somehow balances business goals with employee well-being (Levenshus A et al., 2017). All in all, the way organisational culture and work stress intermingle here points to an important route for both more research and some real-world tweaks in how poultry workplaces operate, hinting that there's a lot more to learn about the factors that link employee effectiveness with overall satisfaction (Elshaer I. et al., 2016).



This pie chart illustrates the factors contributing to work-related stress among employees at Biyizika Poultry Ltd. in Mbale City. The chart displays three key factors: High Stress Environment, Managerial Support Deficiency, and Resource Scarcity, with corresponding percentages indicating the proportion of survey respondents who identified each as a significant source of stress.

DISCUSSIONS AND SUMMARY

The findings of this study emphasize the critical role that organizational culture and leadership styles play in shaping employees' experiences of work stress at Biyizika Poultry Ltd. The data reveal that the prevailing leadership style significantly influences the degree of stress felt by employees. Authoritarian leadership characterized by strict oversight and limited autonomy, correlates positively with high stress levels among staff. This supports existing literature that suggests that such leadership styles contribute to workplace anxiety and reduced job satisfaction (Febrian & Nurhalisah, 2024; Simbolon et al., 2023).

Leadership styles and organizational culture are important factors in determining employee stress levels and overall productivity, according to a study on the relationship between job stress and organizational culture at Biyizika Poultry Ltd. in Mbale City. The results add credence to a growing body of research that indicates a friendly and upbeat corporate culture significantly improves employee well-being and lowers stress.

1) *Organizational Culture and Employee Stress*

According to the study, how employees approach their work and interact with one another is greatly influenced by company culture, which includes common values, beliefs, and practices. Innovation, cooperation, and communication are all encouraged by a positive corporate culture. On the other hand, a poisonous culture can result in role conflict, discontent, and increased stress. The study supports Ghaleb's (2024) assertion that employee performance and organizational culture are both factors that contribute to long-term competitive advantage. Employee stress at Biyizika Poultry Ltd. is directly impacted by the company culture, which is defined by leadership, community values, and agricultural methods. For example, constructive relationships and unambiguous communication can lessen ambiguity, which frequently causes stress, particularly in a fast-paced setting like chicken farming.

2) *Leadership Styles and Work Stress*

The study emphasizes how leadership styles have a big impact on workplace stress. Workplace stress is increased by authoritarian leadership, which frequently emphasizes control, micromanagement, and little employee autonomy. This results in poor performance and decreased job satisfaction. This supports the findings of Simbolon et al., (2023), who contend that employee stress and anxiety might be elevated by leadership actions, especially authoritarian ones. Equally, supportive leadership, which is defined by empathy, trust, and open communication, can reduce stress and foster a more laid-back workplace. It is noted that transformational leadership, which promotes inspiration, encouragement, and support, is especially successful in lowering stress by creating a supportive and empowering atmosphere. This finding is consistent with Schaufeli, (2021), who found that transformational leaders significantly reduce work stress by helping employees manage job demands more effectively.

Leadership at Biyizika Poultry Ltd. is crucial in determining how stressed out staff members are. Long workdays and varying demand are two stressors in the poultry farming sector that can be mitigated by leaders who exhibit supportive behaviors. On the other hand, burnout, turnover, and low morale could result from an authoritarian leadership style.

3) *Role Conflict and Work Stress*

Role conflict, which occurs from competing demands and imprecise job expectations, also leads to work stress. This is especially noticeable in places of employment such as Biyizika Poultry Ltd., where staff members could encounter contradictory demands from managers or a misalignment between their personal and professional responsibilities. According to Tricahyadinata & Fakhrowan, (2022), role conflict affects job satisfaction and raises stress. Role conflict may arise at Biyizika Poultry as a result of

hard work, imprecise job descriptions, or high expectations that are not adequately conveyed, which raises stress levels and lowers output.

4) Implications for Employee Well-being

According to the study's findings, a supportive leadership style and a favorable company culture can greatly enhance employee well-being by lowering stress levels. An atmosphere where workers feel appreciated, heard, and encouraged is fostered by a positive corporate culture, and this can enhance workers' general performance and job happiness. However, ineffective leadership techniques and a culture that does not take into account the needs of employees can exacerbate work-related stress, which can have an effect on both organizational and personal health.

Ultimately, this work not only deepens our understanding of stress dynamics in the workplace but also offers a practical pathway towards creating healthier work environments overall.

Table 2: Organizational Culture Factors and Work Stress Levels

Factor	Impact on Work Stress	Percentage of Employees Affected	Correlation with Productivity
Leadership Style	High	68%	-0.72
Communication Practices	Moderate	52%	-0.58
Work-Life Balance Policies	High	75%	-0.81
Recognition and Rewards	Moderate	47%	-0.63
Job Autonomy	High	61%	-0.76

CONCLUSION AND RECOMMENDATIONS

The investigation into organizational culture and work stress at Biyinzika Poultry Ltd reveals that leadership and workplace dynamics significantly influence employees' stress levels. Several key conclusions and recommendations emerge from the study, aimed at fostering a healthier work environment and reducing stress. First, empowering employees through supportive leadership is crucial. Leaders should be trained to adopt participative and supportive styles, which promote trust and open communication, ultimately helping to alleviate stress among employees. This approach has been shown to improve both employee morale and organizational performance.

The research dove into the inner workings of Biyinzika Poultry Ltd's culture and, well, ended up with some pretty interesting ideas on how work stress jives with different bits of the company vibe. There's this recurring notion that employees are pretty stressed—mainly because workloads are, frankly, off the charts and managerial support seems kind a scarce. We mean, yeah, other studies have hinted too that the way a company's culture works can really shape, you know, how stressed people feel. So, while we were trying to get to grips with the research problem, the study uncovered the main stress triggers in the organisation, and, oddly enough, even drew a direct line between how people see their culture and their mental health. It not only pushes forward how we academic folk understand job stress in relation to culture, but it also tosses out some practical ideas that management might actually want to try out (Madeleine R Macintyre et al., 2022).

Another critical finding is the need for role clarity and effective conflict resolution. Organizational policies should be put in place to clarify job roles and provide mechanisms for resolving conflicts. This could include regular training sessions and workshops focused on improving interpersonal communication and collaboration, which would, in turn, reduce confusion and stress among employees. Additionally, managing workload pressures is essential to minimize stress. Strategies such as redistributing tasks, introducing flexible work hours, or hiring extra staff during peak periods could help ensure that employees' workloads remain manageable, preventing burnout.

Regular cultural assessments are also key to maintaining a healthy organizational culture. Implementing surveys, focus groups, and feedback mechanisms will help gauge employee views of the workplace culture and identify potential stressors that may be affecting morale. Furthermore, wellness programs focused on stress management, mental health, and work-life balance should be considered. By promoting employee well-being through such creativities, Biyinzika Poultry Ltd shall be able to reduce stress and enhance overall job satisfaction.

By adopting these recommendations, Biyinzika Poultry Ltd can create a supportive environment that encourages employee well-being, which will likely result in improved productivity and reduced turnover rates. In today's work environment, where employee satisfaction is essential for organizational success, prioritizing organizational culture and work stress is crucial for management.

In conclusion, by understanding the links between organizational culture, leadership, and work stress, Biyinzika Poultry Ltd can build a more strong and engaged workforce. This approach will not only position the company for greater success in the market but also ensure the well-being of its employees, fostering a sustainable and thriving business.

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