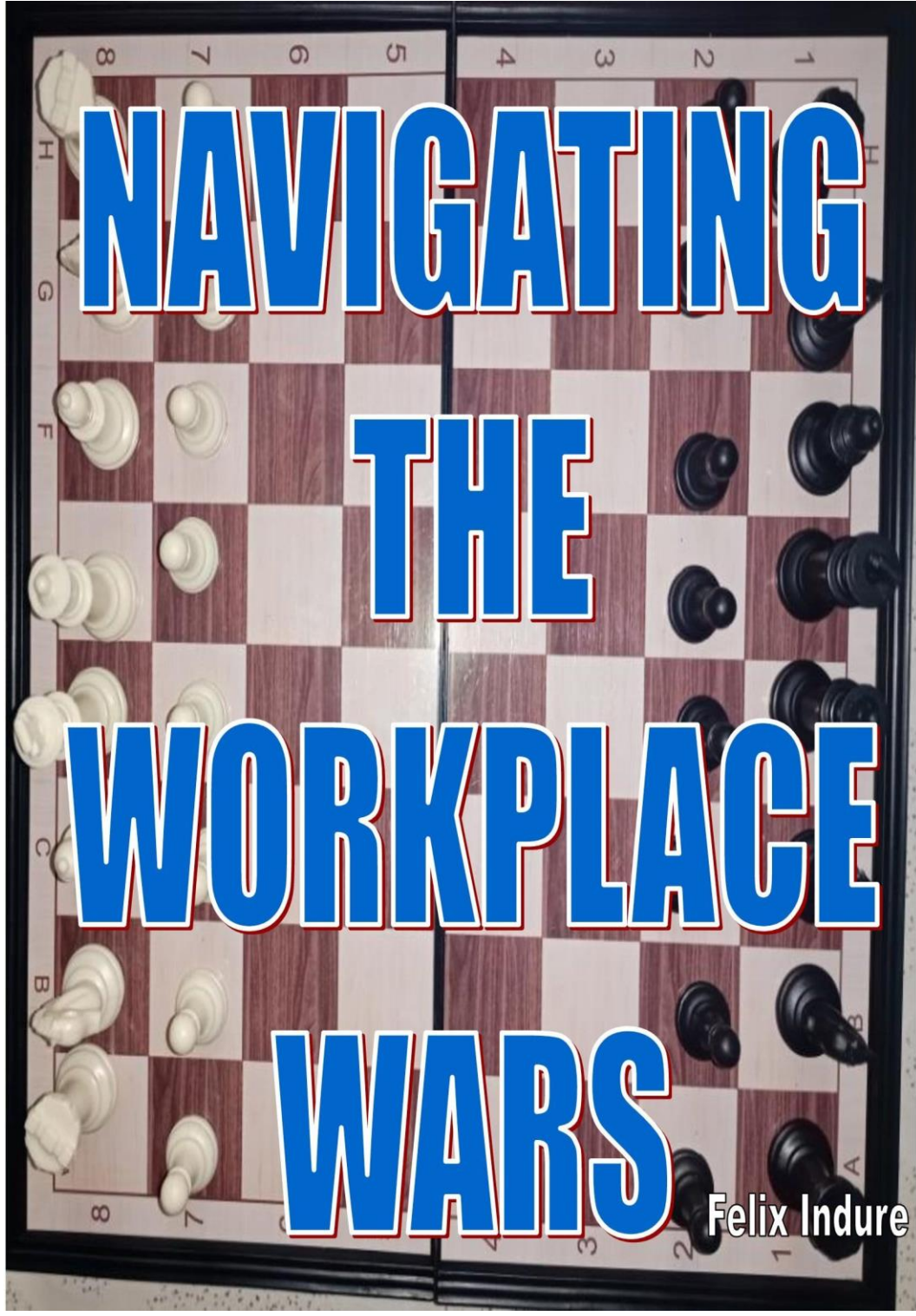




NAVIGATING THE WORKPLACE WARS

Felix Indure

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Navigating the workplace wars is a book intended to help workers know how to deal with workplace problems. Where no solution can be found in the short-run, it shows them how to cope and stay healthy.

This book is the work of non-fiction and the writer has relied mostly on his experience working in church organizations, private organization and government organization. The book is for education and spiritual purposes only, therefore, where the problem is technical, the author recommends seeking expert advice.

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Unless otherwise indicated, Bible quotations in this book are from New International Version (NIV) Bible.

Introduction

Most wars in the world are about resources. There is unrest in some Asian countries due to scramble for the black gold, petroleum. There is some civil strife in African as some tribes feel they are excluded in sharing of the National cake. Even in a largely peaceful country like Kenya, there is always upheaval within tribes and neighbours as they fight over rivers, water wells, pasture land and land boundaries. It should not be forgotten robbery, mugging and theft exist everywhere.

Measures are in place worldwide to tone down the effect of war, civil strife, tribal wars and neighbourly commotions. That is why we have armies, police, guards and courts of law to restore peace, solve most robbery, theft, mugging and civil cases.

Human contention is as old as mankind. The first recorded discord was between Cain and Abel. Cain was jealousy his works were not blessed as Abel's. He murdered him. Another tumult at workplace is when the early human beings were building the tower of Babel. Their language changed and they could not communicate with each other. Instead of killing each other, they saw the world as having limitless resources. They quit the tower building and spread all over the face of the earth. They hived for themselves resources that they could find wherever they went.

Even after spreading, dissension did not end. We are told of an account where Abraham's and Lot's workers were constantly

fighting over pasture and water wells. They had to separate and each went his own way. Communities and brothers kept dividing and migrating on the face of the world due to struggle for its resources. European countries colonised African and other countries as they scrambled for the countries' resources.

In the present world where countries exist and migrating requires some documentation, quitting a job in one country in favour of another country is not ones first choice. An organization that employs people has become the present day distributor of resources. If brothers like Cain and Abel could be jealousy of each other, relatives like Abraham and Lot could fall out; we expect similar wars at workplace. At workplace, we have people of diverse origin, we have people with various skills and we have people earning different amount of income. These differences contribute to wars at workplace.

Though many laws have been enacted and organizations structures spelt out clearly to eradicate conflict, workplace wars exist or they have never gone away. There are some human aspects that cannot be legislated, it just needs goodwill from other human beings to end strife, cope with it or avoid it. No law can force someone to be joyful, to be peaceful, to have self-control, to be kind, to be good and to be faithful. Yet if we could do these things that are above any law, we could never have workplace strife.

While everybody would like to be recognised, esteemed and appreciated, if no one does so, it does not lower somebody's

worth. If one has self-control he would brush away those who ignore him and continue creating value for his community. If one realises another has a superior talent, he should be joyful for him, because he would make his life easier. But naturally human beings would hate the one that is more talented and skilful at work. After David had killed Goliath, the women praised him that he had killed ten thousands while Saul had killed his thousands. Saul became angry with the song. He felt they appreciated and recognized David more than Him.

At workplace, a supervisor may become angry if the boss recognizes a junior worker. Most supervisors would always like to take credit for work done; they would want to have that exclusive authority to recommend juniors not the boss noticing juniors directly. Therefore they would grow angry of the recognized juniors.

Other than anger, employees at the workplace may face discrimination and prejudice. Discrimination is the unjust or prejudicial treatment of different categories of people, especially on the grounds of ethnicity, age, sex or disability. On the other hand, prejudice is a preconceived opinion that is not based on reason or actual experience. Both terms involve treating people incorrectly. Closely related to discrimination and prejudice is victimization.

Victimization is repeated, recurring, and systematic pestering. It includes disdain, disparagement, mockery and matter-of-fact

jokes; it is a fight that targets one's emotions. Its objective is to make the victim an outsider. Strategies of aggravation vary from juvenile antagonism to criminal injury. The object is subjected to personality assassination, verbal cruelty, belligerent behaviour and the cold shoulder treatment. Some victims are purposely overworked or are habitually singled out to do the most unpleasant tasks that no one else wants to perform. Colleagues may incapacitate the victim's efforts to work effectively, conceivably by withholding information. The victim is subjected to the mobbing by an alliance of co-workers. He is put under pressure by being deliberately annoyed or attacked, with the boss's consent.

Anger, discrimination, prejudice, and victimization results into other workplace struggles like jealousy, unhealthy competition, rivalry, sex-exploitation, alcohol/drug abuse and diseases. All the above become wars one must fight at workplace.

The wars are magnified if there are frequent transfers or turnover of personnel which makes it difficult for co-workers to bond and become familiar with the routine. There is Lack of clear goals which destroys the sense of unity amongst co-workers. The boss is unqualified - an insecure boss would devote a substantial amount of his time protecting his position instead of leading. The organizations structure is loosely defined - when staffs do not understand where their responsibilities begin and where they end. There is poor communication - when there is no free flow of information, gossiping would thrive, hurt

feeling would often remain unattended to and these are fertile ground for victimization. And employees compete among themselves to be in good standing with the boss.

While Cain – Abel differences have been solved in the past by communities separating and migrating, how would you solve hate in the present workplace? How would you deal with anger, discrimination, prejudice, sexual exploitation and the diseases you may contract since a worker puts you under pressure and stress? This book looks at how a victim of workplace wars would navigate these problems and many more. Enjoy reading.

Chapter 1

Workplace Anger

Definition of anger and its origin

Most employees were wary of him. Some claimed that seeing him only, churned their stomach. Rama was always gloomy and talked with anybody akin to quarrelling them. He was an angry man. Oxford dictionary defines anger as **a strong feeling of annoyance, displeasure or hostility**. Causes of anger are multifaceted but it is generally agreed everybody reacts to certain 'anger activators'.

The King James Bible constantly uses the word 'provoke' and 'kindle' to show that anger is activated. This activators often result from; childhood and upbringing, past experiences, current circumstances, health and well being, stress, injustice/unfairness, financial challenges, feeling slighted through insults/disrespect, work or relationship issues, accidents or bad traffic, violence or abuse and threat to ones authority/reputation whether real or imagined. The above activators are in no way exhaustive due to the complexity of anger but I have used them for illustrative purposes only.

During childhood and upbringing, children constantly ape their parents. Parents are the first teachers to any child. A child brought up in a loving and conducive environment is more likely to love. A child brought up where parents are constantly bickering and tempers flare over trivial matters is likely to behave the same way. Rama at one time was so emotional and

narrated to me about his childhood life. His mother was always complaining about his father. Both his parents drank. His father was always quarrelling about food lacking salt, excess tea leaves put in tea, a shirt not properly ironed and such petty matters. As they habitually drunk, they would squabble on top of their voices. Rama and his siblings watched from a safe distance recoiling and fearful like timid dogs with tails between their legs.

Rama remembers that in his basic school education time, no other student touched his books or pens without having a tongue lashing. They feared him, and this gave him a sense of pride. With time his anger affected some of his co-workers and made them sick.

Past experiences refer to how one was treated by someone or the circumstances they went through. They would still encompass childhood and upbringing, health and well being, stress, injustice/unfairness, financial challenges, feeling slighted through insults/disrespect, work or relationship issues, accidents or bad traffic, violence or abuse and threat to ones authority/reputation whether real or imagined. If they drove someone to be angry, they would still be angry if they think of them or imagine them happening. This person's anger would not spare his workmates.

Current circumstances trigger anger this way. Consider the case of Cain and Abel. Cain just became angry as he perceived his brother's sacrifice had been accepted by God. He was not

justifiable at all to be angry. He would have asked God why he rejected his sacrifice, but he remained obstinate and irritated. God was forced to reach out and ask him why he was angry and a scowl appeared on his face. He continued to tell him that if he had done the right thing, he would be smiling. Therefore the outcome of our actions, or if current circumstances deviate from our expectations, we may become angry. At workplace we may become angry when an employee is favoured by a supervisor or just angry since his work is outstanding or for a justifiable reason like he is late in meeting a deadline.

I mentioned health and well being to be another activator of anger. Meeks and Heit (1982) define health to be the state of one's body and mind and the way one gets along with others. They further break health into three. Physical health upheld by proper diet, exercise and enough sleep. Mental health - the ability to express one's feelings, think clearly, solve problems, feel good about oneself and express one's feelings in a healthful way. And social health; which refers to the state of someone's relationship with others. A person who is healthy is happy and feels good about himself, this radiates to those around him and he is likeable. A person who is unhealthy may experience pain, inflammation and mood disorders. These make him to be angry. A suffering worker may without knowing scold or exhibit outbursts of anger at his mates.

Stress is a stimulator of anger and saps one's energy. If one's favourite team is playing against an opponent, one has an

examination to take, one or his loved one is sick, one is to give a speech in front of a crowd for the first time or one has disagreed with a meaningful person, such situations cause stress. The visible reaction of a stressful person to those around him is being angry. Stress in one's life is extrapolated to his workmates.

How does injustice/unfairness trigger anger? King Solomon was emphatic that oppression makes a wise man mad. This means however wise a person is, mere injustice or unfairness can make him act foolishly since he is angry. If we go back to childhood upbringing, a step-child who felt he was treated unfairly compared to his other siblings might grow up being angry. In the work place where undeserving persons are promoted or given favours, the deserving ones would be angry. Situations like punishing the innocent and overworking a person results to anger.

Most persons feel empowered when they meet their financial obligations when they fall due. But financial challenges make one angry. Consider an example of a musician who sang a song to praise a presidential candidate who people did not like in his area. Consequently, his property was vandalised and his music shunned. Worse still, the presidential candidate he praised never recognised him. For that reason he sunk abruptly into need. He grew angry. At workplace, various causes may plunge someone into financial crisis. For instance, one may want to show off that he lives large, one may be conned his earning by

unscrupulous co-workers and one may have an over demanding spouse. This makes him spend more than he earns and as a consequence, he faces financially challenges. He becomes angry; the anger is vented on his co-workers.

Everybody would like to be recognised, esteemed and appreciated. Therefore, it is clear why people became angry when they feel slighted through insults or disrespect. After David had killed Goliath, the women praised him that he had killed ten thousands while Saul had killed his thousands. Saul became angry with the song. He felt they appreciated and recognized David more than Him. At workplace, a supervisor may become angry if the boss recognizes a junior worker. Most supervisors would always like credit for work done; they want to have that exclusive authority to recommend juniors not the boss noticing juniors directly. Therefore they would grow angry of the recognized juniors.

Work or relationship issues like not getting along well with one's spouse or co-workers may result into anger. Like Rama who I mentioned above, his anger spilled over to affect his marital relationship. He was always quarrelling his wife who retaliated by subjecting him to silence spells. She could not talk to him for weeks. As a result, since Rama loved his wife, he was affected by the silence that he found himself quarrelling work colleagues for no reason. He was always angry, but when narrating to me about this, he often regretted his outbursts that he stayed awake

at night brooding over his eruptions during the day. But pride would not bring him up to apologise to his victims.

Accidents or bad traffic is another cause of anger. People are always in a hurry and impatient to get wherever they are going. They find even short duration vehicle snarl-up a major inconvenience. They thus became angry and vent their anger afterwards on their colleagues.

Violence or abuse, physical, emotional or verbal makes one angry. No one would like to be abused in any way. Therefore, they will harbour anger to the abuser and even plan revenge. At workplace, junior officers are likely to be angry of abusive seniors. Senior officers would be angry of strong and violent junior officers.

Threat to ones authority or reputation, whether real or imagined makes one angry. Haman who served King Xerxes was revered by everyone. They showed him that respect outwardly by kneeling and bowing to him. Mordecai, a Jew refused to kneel and bow as such acts were reserved for God among the Jews. Haman noticed that Mordecai was not respecting him. He was so angry that he hatched a plan to exterminate all the Jews. We have seen African leaders sacking their cabinet members either because their handshake with them was frail, they failed to bow and show respect to them or failed to attend a public gathering they organised. The above happenings are closely mirrored at workplace. A worker may be sacked, he may be by-passed

when he needs to be promoted or his boss may always be angry at him for no reason.

Anger as a workplace war

Women are the most affected by anger at the workplace since they take tongue lashing seriously. Although in this book I will put my spot light mainly on victims of workplace war, whenever possible I will also highlight what contrite perpetrators of the wars can do to end them. Scientists agree anger causes heart disease, stroke, weakens immune system, worsens anxiety, causes depression, injures lungs and shortens life. Anger thus becomes a war at workplace one must steer clear to remain healthy. However, without looking at the health issues, most workers fear an angry person for he can:

1. Kill – I have mentioned Haman. He was angry because Mordecai did not kneel and bow to him. In his anger he planned to kill him! Cain was angry that God had accepted his brother's sacrifice and rejected his that he killed him. Anger is not something to be belittled. Even at the workplace, angry persons can kill. If a junior officer is poised to take over from an angry departmental manager, that manager could kill him by food poisoning or employing hit men.

2. Jail – an angry person could jail an innocent person wrongfully. Pharaoh, at one time, was angry with a wine steward and his chief baker. He jailed them.

3. Anger prevents both the victim and the perpetrator reaching their goals. Subordinate - supervisor anger would curtail their objectives. Anger would force a subordinate not to perform his work to his fullest capacity. He will just get by. This would deny him the coveted promotion. And since his work will force that of his supervisor to be an underachiever, the supervisor will also forfeit his promotion. Take for instance my boss who was intent on implicating me, we could have been assassinated by the economic crimes perpetrators, he as an informer and I as a key witness. Our purposes on earth would have ended just like that! But since the accused were sure they had committed no offense, they left the law to run its full course.

4. Anger causes conflict. I highlighted that anger causes diseases to the angry person and his victims. At workplace it kills the morale to work. It is actually proven a bad boss causes his employees to fall sick. If they fall sick, it results to absenteeism. Absenteeism slows down work, or it puts pressure on the remaining staff. This results into conflict especially if the angry person is still at work as he may continue yelling at his staff, who are then overwhelmed, would yell at each other. Accidents may occur; sabotage and downing tools for better pay or overtime, or extraneous allowance may rise.

Navigating the workplace anger

David counselled that one should refrain from anger and turn from wrath; he should not be upset, it only leads to evil. David came face to face with anger when he was almost pinned on the

wall with a spear by Saul. He was placed in the battle front as an in-experienced soldier by Saul in hope he would be killed. He was to be betrayed by Saul's daughter Michal, fortunately, she loved David and enabled him to escape before the assassins came calling. When it was impossible for David to live peacefully with Saul, he became a fugitive. As a fugitive, he had several chances to exterminate his enemy Saul but he did not take advantage of them, he never allowed anger to control him.

We learn from David as he has advised himself, **we should not be angry, it only leads to evil**. Saul in a spirited effort to kill David placed him in front of his army and even promised him that he would marry his daughter Merab if he served the King Saul diligently. It was a trap, Saul intended him to be killed by the philistines without him raising his hand against him. God protected David and he was so successful that Saul's officers and troops loved him.

In his desperate anger to exterminate David as soon as possible, he tried to spear him. David never became angry. Anger would have made him act foolishly; in any case, he did not know by leading the army, he was being eliminated. He was not to know he would be speared down. The bible says, in everything he did, he had great success, because God was with him!

But when David had successfully defeated the Philistines, Saul did not honour his promise to give him Merab as a wife. She was married off to Adriel of Meholah. Saul lured his attendants

to speak to David privately and lie to him that the King liked him, and wanted to give him Michal so that he became a son-in-law. When David said he was poor and did not qualify being a son in law, the attendants said Saul needed only 200 philistines' foreskins.

From David's account, if one has watched organizations like the churches, robbery gangs, the government and public companies, it is a strategy used even today by angry managers. If they hate a promising and an ambitious person, they would place him in the most sensitive part of the organization so that he messes and they dismiss him. Better still if that person becomes angry since he is being treated unfairly, he messes and they use that weakness against him. If the person is able to navigate these traps, the last trap would be killing him. Here they would use the sexual allure. Just like Merab was promised to David, a co-worker would be sent to sink the person. And maybe he dies in what is always termed as the love triangle. Unfortunately, most workers do not reach the stage to be killed. They became angry and that weakness is used against them.

To navigate this anger war therefore, the grandest thing to do is acknowledge God. Solomon said, 'trust in the LORD with all your heart and lean not on your own understanding, in all your ways submit to him and he will make your paths straight.' It was by divine providence persons like Mordecai, David, Daniel, Meshach, Shadrach and Abednego among others were delivered from anger motivated jaws of death. Workplace anger

especially from your bosses is so fickle, that one may not know its outcome. Only God can protect you from it. Knowing God reminds you that you should not be angry or learn the ways of an angry person and you should also avoid sexual immorality. Then, the angry person would lack options to trap you. You can be sure God will protect you from the angry person's other moves.

Another way to navigate around anger war is walk away. Solomon said starting a quarrel was like a breached dam; therefore it was wise to drop a matter before a dispute broke out. If you perceived your co-worker was hell bent on quarrelling, you could walk away by tactfully changing the topic. Or you could remove wood from the fire place to let the fire go out. What it means here is to look at what triggered past quarrel and eliminate it. Was it a messy desk, did your colleague find you browsing the internet, was a report late, does he quarrel you when you are alone in the office or when you are in a group? Did you quarrel him back? Find out what triggers him and remove it in the vicinity. If he quarrels at certain times, avoid him during those times.

Now if you are the angry person and you would like to curb your anger. Find out what triggers it. Nix et al are of the opinion that anger, just like poor food, causes arthritis, rheumatism, heart disease, goitre, diabetes, stomach ulcers and cancer. Therefore curb stress related anger by prayer, regular work-outs and having hobbies. Instead of trying to see intelligent and upcoming

persons as threats to your position, benefit from their skills and mentor them. We never hold any position for ever, sickness and death can remove us from any position, but one would have the satisfaction of helping others to take over from him.

Finally, if anger is a result of unfulfilled expectations, tone down ones expectations. James said, 'we all stumble in many ways....' Therefore it is wise not to expect perfection from our juniors or co-workers, appreciate what they can do and fill in the gap of what they cannot do. Everyone on earth has faults; together we are to strengthen each other. Anger just increases strife and magnifies our collective weakness. It would be ideal to heed Paul's admonition, 'in your anger do not sin; do not let the sun go down while you are still angry'.

Chapter 2

Workplace Covetousness

Definition of covetousness and its origin

Ganza conducted himself with decorum, he wore modestly and he was a problem solver at work. The management revered him because of these qualities and most co-workers were quick to notice this. They conjured pictures in their mind that he was wealthy at home living a relaxed and heaven on earth life. Most wished to live his life. Some wanted to walk in his limelight by being close to him so that it could be said, they did a task with Ganza. Yes, but not until one co-worker visited him at his bedsitter where he stayed. The guy looked at a rusting kerosene stove, a small table, two austere chairs and a bed with a thin mattress as if gazing at the eighth wonder of the world. Then he burst into un-controllable laughter till tears welled in his eyes. Amidst laughter that was sagging him he said, “Mr. Ganza, I thought you were living a good life, so we are better off than you!” He continued laughing till he was breathless.

That was a quality of a covetous person. They always think life is some competition and you must amass a lot of material possession than your workmates. But just what is covetousness? Merriam-Webster defines covetousness as, ‘marked by inordinate desire for wealth or possessions or for another’s possessions’. Oxford dictionary defines covetousness as having strong desire for things that other people have. **In this chapter I will consider covetousness as collecting material**

possession so as to be seen better than others, and if one notices another has the latest gadget he strives to acquire it so that he is always a head of the pack. That is not the end; he looks down on those who do not have and jeers at them and tries to prevent those who can have that material item from acquiring it.

Covetousness originates from greed coupled with not loving and valuing human life. Paul said that the love of money is the root of all kinds of evil. Money is not bad in fact Solomon said that money is the answer for everything. Money is needed for our day to day expenditure. That is why it answers everything. The source of evil things is what comes out of a person. From within a person's heart, comes evils thoughts. As money answers everything, the evil thoughts would love money to advance them. The evil thoughts in regard to loving money are what can be termed as covetousness.

Covetousness can be traced to the first human beings Adam and Eve; they ate the forbidden fruit since Satan had lied to them they would be like God, knowing good and bad. They wanted to take away what belongs to God. Covetousness is also seen in Cain who murdered Abel because he craved what was Abel's. Covetousness is therefore something ingrained in every human being. Only the love for God and fellow human being can suppress it. But if this love is lacking, covetousness will be triumphant. Now the workplace is not a place where

people seek God. Covetousness therefore, is perhaps the greatest war fought at the workplace.

Covetousness as a workplace war

People go to work in search of money. Since covetousness involves money, it is the greatest war at the workplace that has so many evils. To illustrate the extent of the evil; we look at Naboth's case. Ahab admired Naboth's vineyard. He wanted to buy it at whatever price or give him a better vineyard in exchange for it. Naboth refused since it was an ancestral inheritance. The sullen and angry Ahab went home and even went to bed sulking and refused to eat. When his wife Queen Jezebel found out what made him angry, he murdered Naboth and told Ahab to take possession of the vineyard. That is what exactly covetousness can do at the workplace. Let's look at some of its effects to appreciate covetousness is a real workplace war.

1. Insatiability and probably assassination – Solomon said, “My son, if sinful men entice you, do not give in to them. If they say, ‘come along with us... we will get all sorts of valuables and fill our houses with plunder...” At the workplace there is a group that coalesces together. This group transcends tribe, religion, gender and race. It is in fact amazing to see how evil unites people than good can. The motive of the group is to take advantage of the weaknesses of the organization and grey areas in the law of the country and loot its resources. They have common maxims, ‘if you find an opportunity use it! In their inner

circles they also say, 'when there is no opportunity, create confusion and utilize it'!

The group is commonly known as the deep system, the cartels or the untouchables. They would plunder an organization's resources. In protecting themselves, they would bribe their way out and if they cannot quieten dissidents, they assassinate them. Since such groups are found in every big organization, they draw together and unite over a large geographical area. It becomes a workplace war if one tries to ostracise himself from the group. They seem to effortlessly enjoy the good that the land can give. They are envied by many, and they set the standards of living. Everyone aspires to live like them.

2. Oppression and promotion of poverty. Covetous people at the workplace have one thing in common. They want to advance their career at the same time stifle that of their co-workers they consider a threat. This is common in church and government organization. That is why Jeremiah says, 'but your eyes and your heart are set on dishonest gain, on shedding innocent blood and on oppression and extortion'. Where the organization sets aside money for training its staff, covetous persons would train themselves and their cronies only. Deserving employees would be by-passed and if an oversight body questions the anomaly, the covetous person would have beforehand maligned the deserving persons. The covetous employees are keen that those who deserve promotion should stagnate in one position while they move up the corporate ladder. It is their desire that

their co-workers languish in poverty and should never compete with them.

Lofe remembers one time some employees of the Council of Kisiwa were promoted, a scale or several scales higher. When the ministry of Local government was conducting its audit, it discovered Lofe was a deserving case for promotion. But the covetous clique had already bribed them and maligned Lofe that he did not want a promotion for fear that he would be bewitched by his folks. He laughed preposterously at these allegations. But he quickly realised the ministry representatives had sided with the covetous group, when they agreed with them he did not want promotion since he valued his 'comfort zone' and feared the unknown. It was mind boggling! He was then almost five scales below the chief accountant, but he was performing the duties of the chief accountant, which fear of unknown were they talking about?

3. Rebellion and theft – Church organizations face a lot of rebellion if a group feels it is being denied part of the church cake. For any other organization, the junior staffs who feel sidelined by the covetous group would resort to stealing the organizations resources. We saw earlier that covetousness is ingrained in the soul of every human being. Whether poor or rich they are all covetous. When the poor feel they have been deprived by the rich, they would rebel and even resort to stealing. It becomes a real workplace war, you are working but

you barely have enough to fend your family, the option?
Stealing!

4. Injustice – covetousness leads to injustice. Consider that we have a group at work that has enriched and developed themselves academically while at the same time suppressing and denying another group these privileges. Since this privileged group is covetous, it would only allow another person to join it if he pays dearly in terms of bribes. And since the lowly group is disgruntled, it will extract small bribes from the organizations customers in order to offer services and survive. The end result is, those who do not have money cannot obtain what they deserve and want. That is why Micah aptly said, “both hands are skilled in doing evil; the ruler demands gifts, the judge accepts bribes, the powerful dictate what they desire – they all conspire together”.

In an organization it may seem everyone is united in doing evil, but the reality is that we have the group that is covetous that is eating the real meat and bone marrow, the remaining group is only reacting and trying to grab what has been left over. Like Micah, Isaiah agrees the organization seems united in doing evil when he says, “your rulers are rebels, partners with thieves; they all love bribes and chase after gifts. They do not defend the cause of the fatherless; the widow’s case does not come before them”. In this case, the fatherless and widows are the unprotected workers who are striving not to be covetous. They

are denied almost every right they deserve at workplace. It is a real battle they fight to stay afloat.

5. Moral decadency. As I said before covetousness is what comes from within, out of a person's heart. If covetousness is allowed to thrive at the workplace, other vices automatically emerge. Sexual immorality thrives as the lowly worker will do anything to fit or join the covetous group and enjoy its trappings. That is why it is common nowadays for people to say a woman with a big ass is more confident than a professor with several PhDs facing a panel of job interviewers. The woman would get the job because of her ass. Another vice as I have mentioned above is theft, the neglected low cadre workforce will resort to petty theft. Plucking the organizations property here and there being careful they are not caught. And as I have mentioned, murder is common, key informants and witnesses would be cleared.

Adultery like sexual immorality would be rampant. Some argue it is better to put food on the table and give children some fun. The vessel is not a bar soap that would be used up! You give it to the boss for favours and still the husband or wife would have it. Involuntarily, greed which is part of covetousness will rule, and with greed, every worker would strive to get money by malice, deceitfulness and lewdness. The middle level workers would peddle slander as they elbow each other to join the top management. The top management would be arrogant as they have the money and powers. At their own discretion, they

choose who joins the table, disregarding the organizations employment policy.

With this moral decadency, it is a tough war for those striving to live decently and abiding by law at the workplace. Note that everyone in the organization would profess to acknowledge God. They would sanitize their wealth to be God ordained. In the words of Micah, 'her leaders' judge for a bribe, her priests teach for a price, and her prophets tell fortunes for money. Yet they look for the LORD's support and say, "is not the LORD among us? No disaster will come upon us."

6. Temptations and lusts – covetousness encourages temptations and lust. The gullible person especially the youth would be lured into the get rich quick schemes. Everyone would admire those with fuel guzzler vehicles and choppers owned by the covetous persons. Everyone will do anything to have a piece of the pie enjoyed by the rich elite. But Paul cautions, "Those who want to get rich fall into temptation and a trap and into many foolish harmful desires that plunge people into ruin and destruction". You can clearly see covetousness has a ripple effect. Every wave of covetousness leads to moral decadency and even death.

Roja was a lady in her mid twenties. She had just finished her first degree and since she was hooked with a covetous civil servant, she was lucky to have gotten a chance to pursue masters degree immediately. She stayed in an apartment rented for her by her man. She drove a state of art car to the university.

To be precise, it was a Germany machine, Mercedes Benz, the latest model. She swam in wealth. She thanked God for her ass. It was the ass that attracted her man. She flaunted her ass regularly on social media and she was enthralled when she received within an hour millions of likes and thousands of comments.

Then she got pregnant. She did not mind. Her man was rich and he would be happy for the child. She was wrong. The man was unhappy. He grew worried! He wanted to protect his family and Roja's baby could dissolve his family, put him in the glare of publicity and the Corruption authority would start investigating how he acquired his property. He told Roja to abort the baby. Roja refused. Several days later she was found lifeless, trampled on by a hit and run vehicle.

The temptations that Roja went through are the exact ones young and naive employees go through at the workplace. It is a tough, dangerous yet an enticing war, will they prevail?

7. Covetousness shortens life. Jeremiah likened the life of those who seek wealthy hastily by unlawful means to a partridge. In his own words he said, "Like a partridge that hatches eggs it did not lay are those who gain riches by unjust means. When their lives are half gone, their riches will desert them, and in the end they will prove to be fools". Perhaps this can be clearly understood by the parable told by Jesus of a rich man. He had an abundant harvest and was sure to enjoy his

grain for many years. He told himself he would take life easy; eat, drink and merry. But he was to die that night.

If we revisit Roja's story, she allowed a man to hide her because of her lust for wealth, she did not consult her parents, and in the end she died young. She is a reflection of many persons who die young or are destroyed by covetousness at workplace. Many are lured by get rich quick schemes like selling drugs then they end up being addicted to them or they are gunned down by anti-narcotic squad. Some get away with proceeds of covetousness but many do not survive, like Jeremiah said, when they have lived half their life, the ill gotten wealth deserts them. What many people don't know is, wealth has its own dynamics and cannot be handled by everybody.

Navigating the workplace Covetousness

Paul was categorical that all God's commands, like you shall not commit adultery, you shall not steal, you shall not covet are summed up in one command; Love your neighbour as you love yourself. But since people are selfish, greedy and conceited, we cannot wish away covetousness. We have to live with it and navigate around it. Therefore, the love of God and neighbour will go a long way in shunning covetousness.

The proceeds of covetousness may look appealing and difficult to resist. But it is wise not to go along with covetous people or set ones foot on their paths. It is better to be lowly in spirit along with the oppressed than share plunder with the proud. This means, given two choices, you share loots with the covetous or

you live lowly, choose being lowly. But being lowly is only a better choice. There is the best choice.

The best choice is to ask God to give you all these. You don't have to be covetous. Young persons have discovered their talent in athletics, comedy and theatre and they have grown rich without being covetous. Young persons have asserted their prowess in information technology and they have become wealthy, without being covetous. God will make you discover an aspect of yourself that will make you get what you want without having to seize it from your organization or trampling and demeaning those who deserve something to get it.

Another aspect of covetousness is that, it is like gambling. Chances are you may get the wealth or you may lose it and never recover forever. That is why James suitably said, "You desire but do not have, so you kill. You covet but cannot get what you want so you quarrel and fight. You do not have because you do not ask God". For that reason asking God is a sure bet. Jesus himself said you cannot ask a father for fish and he gives you a snake. Similarly, you cannot ask for bread and he gives you a stone. Then he observes, if we human beings, as evil as we are, know how to do good things to our children, how much more is our Holy God willing to do good things to us if we ask!

Other than admiring and snatching away what the organization or others own, we do well to ask God. The blessing of God makes one rich and adds no pain with it. Therefore remember

once you ask, God immediately embarks on giving you your request. If you are ready to receive, he will give it to you instantaneously. If you are not ready, he will prepare you to receive the request. If you resist the preparation, he will give the request to your child or grandchild who would have been prepared to receive it.

But one thing you can be sure of, you will never go hungry or your offspring beg bread. God will take care of your basic needs. That's why the bible encourages you to live lowly, not because God cannot give you riches, but because you are not ready to receive and you are resisting preparation. Given wealth when you are not ready would be a source of pain to you than a blessing. It is like putting new wine in an old wine skin. It would burst and the wine lost. New wine should be put in new wineskins. Wealth and riches requires a new mindset of one who was poor. He cannot handle wealth and riches with the poverty mentality.

Chapter 3

Workplace Discrimination and Prejudice

Definition of Discrimination and Prejudice

Fuende was posted as an Internal Auditor by the Ministry of Local Government to work with Municipal Council of Kisiwa. The Deputy Town Clerk perused his papers, cleared and handed him to his supervisor. The supervisor was a lady. She motioned sullenly that he should sit on a visitors' chair in front of her desk. She contorted her face as if suddenly attacked by spasm of pain, or it pained her to see him sit on the chair? He sat down slowly as if the chair was made of pins. She then took a mirror, a comb, lipstick, mascara and other women accessories that he was alien to and laid them on her desk.

Combing her hair after removing her hijab, she presupposed to him that she must have been her father's girlfriend; she went ahead and asked if his father had ever worked in a government agency. He was taken aback and it took him about a minute for the shock to wear off then he gave her a resounding no. There was a gridlock and a sombre mood engulfed them for about ten minutes. He felt uneasy. He excused himself and asked her to direct him to his office. She dispassionately and indifferently gave him the direction and he could tell their relationship was going to be frosty.

He was right, at the end of the month; she had deliberately not forwarded his attendance register to human resource for his pay

to be computed. After the payroll was closed and he realised he was missing in it, she hastily prepared a payment voucher so that he could be paid outside the payroll. There were three colleagues who were posted to that council including Fuende.

A part from Fuende, the two had their salaries duly processed through the payroll. One colleague was from his supervisor's tribe and the other was a daughter of a prominent businessman in Nairobi. Then it dawned on him the brief Interview with his supervisor had been aimed at determining whose son he was. For ages, people have been very careful of who their children married or who worked for them. Abraham sent his servant to search for a woman from his people for Isaac to marry. When the servant thought he had found the right woman he asked her, 'whose daughter are you?' When Saul watched in awe as David went to meet Goliath he asked his Commander, Abner, 'whose son is that young man?' In short, his supervisor was trying to find out whose son he was. In other words, determine whether he could be respected or discriminated and prejudiced on the basis of his family status.

The payment voucher was to be approved by four officials and by the time the last officer had approved it, salary for the second month was due, Fuende survived on his savings. To add salt to the injury even in the second month, his boss did not forward his details to human resource for salary processing. This meant he had to work for three straight months without payment as the voucher payment system was cumbersome and every officer

signing the voucher was wary that he might be drawing salary twice, through the payroll and the voucher, so they were reluctant to process the cheque.

Municipal Council of Kisiwa was predominantly a Muslim organization; it was difficult to separate religion from the Council. Over ninety percent of its employees were Muslims. There is a Swahili saying, 'Waislamu hujuaana kwa vilemba', that is roughly translated in English; Muslims know each other by the turban. This means Muslims may appreciate and do well to each other but it doesn't matter what they do to non-Muslims. Fuende was a son of 'a nobody'; he could be discriminated and prejudiced on the basis of religion, being of nondescript origin, on the basis of tribe and the on basis of nepotism. But what is discrimination and prejudice?

Oxford dictionary defines discrimination as unjust or prejudicial treatment of different categories of people, especially on the grounds of ethnicity, age, sex or disability. On the other hand, it defines prejudice as a preconceived opinion that is not based on reason or actual experience. Both terms involve treating people incorrectly.

James asked, "Suppose a man comes into your meeting wearing a gold ring and fine clothes, and a poor man in filthy old clothes also comes in. If you show special attention to the man wearing fine clothes and say, 'here's a good seat for you,' but you say to the poor man, 'you stand there' or 'sit on the floor by

my feet.', have you not discriminated among yourselves and become judges with evil thoughts? Listen, my dear brothers and sisters: has not God chosen those who are poor in the eyes of the world to be rich in faith and to inherit the kingdom he promised those who love him? But you have dishonoured the poor. Is it not the rich who are exploiting you? Are they not the ones who are dragging you into court?"

But at the workplace, just like I said before, people are not there to seek God but to seek money and if possible use dubious means to get it. Therefore, people are classified or they classified themselves according to tribes. You could find a certain church composed exclusively of a certain tribe. Where the church is cosmopolitan, still there would be groupings according to ethnicity. Certain ethnic groups help only their own.

At workplace, certain tribes are branded entrepreneurs and thus lead in cutting deals. Others are considered faithful and therefore could be used to do dirty work with the assurance that they would die with the secret. Others are viewed that if given only some few crumbs of the loot, they are satisfied and they keep quiet. Yet others are shunned and avoided completely. They are not allowed to work near money as they keep no secret and would let a cat out of the bag unexpectedly. The last group is of a tribe that is just there, it is not concerned about what is going on and it has no desire to loot. Prejudice is thus based mostly on tribe and race.

Discrimination on the other hand is mainly based age, family, level of education and family status. Less discrimination is based on gender and disability as laws have been enacted worldwide to recognize women, transgender, agender and people living with disabilities.

Senior members of an organization are always guarded as they fear the young generation replacing them. The young generation is always tech-savvy and manner-less as it was brought up in a liberal society. Therefore without fearing job loss, the older generation finds it difficult to mingle with the incorrigible young generation. The young generation on the other hand, considers the older generation as dinosaurs and spent cartridges that have no use, only strict and stickler for meaningless rules.

In an organization, the first priority is to protect the family. All privileges must go to the family. Like in the World Wrestling Entertainment script of the bloodline, where the coveted prize has to remain with the bloodline by hook or crook, so it happens at workplace. Where an organization is composed of families and it mostly happens in government and church organizations as persons are employed politically, the family would discriminate against other workers.

Most employees were not employed with high qualifications but rose from rank to rank through experience. The younger generation is taking learning serious and one may seek a job

when he has a PhD. The less learned employees who are the majority would discriminate against these learned employees.

At workplace, employees from rich families or political families are respected and revered. By virtue of their parents' status, everyone pays obeisance to them. On the other hand, employees of poor parents are discriminated against.

Discrimination and Prejudice as workplace wars

Discrimination and Prejudice de-motivates the affected staff. It makes employees drag through the day like zombies; they wake up un-enthusiastic and have no energy to face the day. Discrimination and prejudice saps employee's energy and puts them under stress and mental pressure. If you remember the council Fuende joined above, he was referred to as a 'kafiri' which means infidel and also as 'mtu wa Bara' which loosely translates to uncivilised upcountry person. It was energy draining to work with people who had refused to recognise his worth on the basis of religion and nepotism. It was the first time he came face to face with discrimination and prejudice. Discrimination and prejudice is a tough war fought by victims at the workplace.

Discrimination and Prejudice results into one being excluded from key management meetings. Like the council Fuende worked for, the privileged group would hold their own meeting separately, before they decided to include the discriminated and

prejudiced. Promotions were dished to relatives and friends and performance appraisals forms rubbished and ignored. The discriminated and prejudiced persons would be given a bad name and hanged. This prevented anybody querying why such and such a person deserved promotion and he was not given.

Discrimination and prejudice encourages bullying. This is because even Junior staff come to notice that one is being treated unfairly and they disrespect him. The senior staff would also bully you but because they want to appear good or neutral, they would use junior staff and empower them to mob you. Support staff would refuse to help you, and you would find yourself on your own.

Discrimination and prejudice creates terrified, helpless and insignificant employees. Employees become frightened especially in signing documents as they feel it is a set-up. Employees can do nothing in face of bullying and they feel insignificant or they are made to. For instance, the work of a hard working discriminated employee is used by his opponent to gain visibility mileage in the organization while suppressing the brains behind the work. Consequently more deserving employees are forced to stagnate in one position while the undeserving ones quickly climb the corporate ladder. This kind of discrimination and prejudice was appropriately described by King Solomon when he said, "there is an evil I have seen under the sun, the sort of error that arises from a ruler: Fools are put in many high positions while the wise occupy the low ones. I have

seen slaves on a horseback, while princes go on foot like slaves.' The mental torture the discriminated and prejudiced go through is a real war!

Discrimination and prejudice is expensive and time consuming to the organization. This is because of misallocation of resources. If we look at Solomon's observation of fools occupying high positions, you can imagine the fumbling they would go through in policy making and the indecision they would face during a crisis. In addition since the wise employees are going through trauma for being treated unfairly, most of them would be sick or abuse substances to cope. These increases the organizations expenses in terms of hiring new staff, payment of retrenchment dues, treating affected staff, time wastage in absenteeism, legal costs as some may attack senior management physically and even death of key staff.

Discrimination and prejudice encourages negativity towards the organization and the privileged staff. The council Fuende was working for faced a lot of audit queries. It seemed the queries could never be solved as there was no way out. Then Fuende realised a part from discrimination and prejudice attributable to religion, the senior management discriminated the lower cadre staff by denying them favours. All training and night outs allowances were awarded to senior management only. Consequently, the junior staff hid information. Information needed to resolve audit queries was not accessible by the

senior management. This was because there was bad blood between the two groups.

Discrimination and prejudice promotes conflict. I have talked of lower cadre staff hiding information making the organizations problems to persist. I also mentioned absenteeism thus the organisation may fail to meet its deadline and have adequate staff to serve its clients. The above together with negativity of the discriminated class towards the organization and the privileged class can actually result into physical conflicts like fights and strikes.

Discrimination and prejudice affect the cohesion of an organization. Presence of conflict, negativity, terrified, helpless and insignificant employees, bullying and de-motivated staff destroys unity. And this confusion is a field day for the covetous staff to loot the organizations resources. Perhaps it is a reason why Local Authorities failed in Kenya and why most organizations are crumbling nowadays.

Discrimination and prejudice makes one to lose self-control. The stress and pressure put on the employee forces him to find an avenue to vent his frustration. An employee may thus become promiscuous, drunk or abuse drugs. This totally destroys his self-control and he may beat up other employees, he would steal the organizations resources and may be controlled by fits of anger.

Discrimination and prejudice promotes poor work culture. In a local authority Fuende worked for, a part from the town clerk, the town treasurer and the town engineer who their work was spelt clearly in the Local Government Act, the organisation had no structure. The reporting was cumbersome.

A section head did not have control over his staff. Therefore, the departmental head could give a key staff a leave or off-duty days without the knowledge of the section head. And it could happen just when that key staff had to give out a report and therefore the section head could be thrown in jeopardy. It also threw into disarray disaster preparedness of the council. You can imagine you as a section head having an emergency when you don't know the whereabouts of your key staff!

In addition the privileged staff arrived at work well after nine in the morning and left work between two and three. The rest of the discriminated staff was to arrive at eight in the morning and leave at five in the evening. Therefore, discrimination and prejudice results into poor work culture that is a real battle at workplace.

Navigating the workplace Discrimination and Prejudice

I have discussed that discrimination and prejudice becomes a workplace war depending on how one reacts to that unfair treatment. It is also evident according to King Solomon discrimination and prejudice are here to stay, man cannot

eradicate them. In his wisdom he saw fools riding horses and the wise walking, he did not stamp it out. Neither can we. We just have to navigate around it. The most effective way of doing so is through prayer and meditation, seeking solace in family and friends, taking care of one's health, taking ones annual leaves and off-duty days, learning more about coping and doing work-outs.

Firstly, Prayer and meditation is the most powerful tool to navigate around discrimination and prejudice. God discouraged discrimination and prejudice. He told the Israelites to be joyful in their festivals; the parents, the sons, the daughters, the male and the female servants, the Levites, the foreigners, the fatherless and the widows who lived in their towns. If your family is not recognised at the workplace, then you are as good as being fatherless, a foreigner (mtu wa Bara) and a widow; you have no one to defend you, you will be discriminated. The good news is, God is your father, He defends the fatherless and the widow and loves the foreigner.

Solomon said, "... I looked and saw all oppression that was taking place under the sun: I saw the tears of the oppressed – and they have no comforter; power was on the side of their oppressors." If one looked earthly at the discriminated and prejudiced at work, he would agree with King Solomon. But as I have mentioned above, God is a God of the fatherless, the widow and the foreigner. He mocks proud mockers but shows favour to the humble and the oppressed.

Therefore, if you are going through oppression and you feel overwhelmed; know that you are the favoured one of God. He is either preparing you for greater promotion or He is shaking you to unleash your full potential. You have to wait on him. Meanwhile, you can cope with oppression by; praying and fasting for one day each week as long as discrimination and prejudice persists while meditating as follows.

Wake up at 3 in the morning. Pray and thank God for your health and that of you loved ones. Ask Him to provide for your daily needs and of those who wait on him. Pray that He does not lead you to temptations but deliver you and your loved ones from the Devil. Then Sing 3 praise and worship songs. If you do not have any praise and worship songs recite **Psalms 27** audibly, but be careful you do not disturb other persons. It would be ideal to be in an isolated place. If this is impossible, just move your lips and make no sound.

Then make the following declarations loudly if you are in an isolated place, but if you are in a place you are likely to disturb other people, read them moving your lips but making no sound.

1. Oh, God, you said you are a refuge for the oppressed, a stronghold in times of trouble. See what my oppressors are doing to me and rescue me.
2. God, you promised to defend the fatherless and the oppressed, so that mere earthly mortals will never again strike

terror in him, see the terror they are causing me and act on my behalf.

3. God, why have you forgotten me? Why must I go about mourning, oppressed by the enemy?

4. God, you are my stronghold, why have you rejected me? Why must I go about mourning oppressed by the enemy?

5. Why do you hide your face and forget my misery and oppression?

6. God, they scoff, and speak with malice; with arrogance they threaten oppression.

7. God, you uphold the cause of the oppressed and give food to the hungry. You set prisoners free.

8. God may you defend me in my affliction and save the needy, crush the oppressor.

9. Praise be to the LORD, who has given rest to me as He promised. Praise God!

10. Give praise to the LORD, proclaim His name; make Him known among the nations of what He has done.

Send your angels to help me God, send your Holy Spirit to comfort me. I declare that you outwit my oppressors in the Mighty name of JESUS CHRIST, my Lord.

AMEN!

Repeat the prayer and meditation at **4 am, 5 am, 6 am (start fasting at 6 am)** then between **noon** and **2 pm**. Repeat the prayer and meditation at **4 pm (break the fast at 4 Pm)** before breaking the fast and at any other time before sleeping.

Secondly, seek solace in your family and friends to navigate discrimination and prejudice. Friends and family gives one a purpose in life. Though you are brought down at workplace, seeing yourself talking to your family and friends gives you a reason to keep pushing in life. You also empty your soul to them about what you are facing and this relieves stress. Family and friend acts like a cushion to your stress that will deter you from using alcohol and substance abuse to cope.

Thirdly, navigate discrimination and prejudice by taking care of your health. Other people's opinions of you do not matter. It is only God who created you that knows your worth. Consequently, do not slow down; take care of your health by eating properly and having enough sleep. Cast your burdens to God through prayer and do no brood over the events of the day.

Fourthly, take your annual leaves and off-duty days and rest as much as possible. Do not try to please those who don't like you by working during leave time. Take your leave, have a vacation. Visit a different place. Relax your mind.

Fifthly, keep learning more so that you perform your duties effortless with the highest skills and professionalism available.

Let your opponents have nothing to accuse you about your work. Do not be an eye servant; perform your duties without being supervised. Meet reporting deadlines with many days to spare as much as possible. Learn also about how to cope with your opponent and anticipate their next move.

Sixthly, have regular work-outs at least three days per week. This will relieve stress; it will purge your body of toxins and keep you healthy. You need a strong body to cope with discrimination and prejudice.

Chapter 4

Workplace Diseases

Definition Workplace Diseases

Mateka was in charge of the imprest section. He had to issue and keep imprest register of all imprests outstanding and imprests surrendered. He had to ensure all imprest holders surrendered their imprests before being given another imprest.

Mateka was just a junior employee who was not protected by 'law' - as the oppressed have no comforter and power is on the side of their oppressors - or politicians. Due to the nature of the work by members of the cabinet and the executive, imprest was taken on their behalf by their personal assistants. These assistants took the imprests and gave the money to their bosses. It became a challenge to surrender the imprests as their bosses or the personal assistants themselves were not keen to retain expenditure receipts. They did not keep receipts perhaps due to ignorance or they felt it was not necessary as it allowed someone to pry into the executives affairs.

The personal assistants would come back to Mateka for another imprest. Mateka would refuse since they had not surrendered the previous one. Feeling they were near power, the personal assistants would threaten and exchange nasty words with Mateka, spelling out unspecified sanctions on him. But he would adamantly refuse, as he was intent on doing the right thing. With nothing to do, they would tell their bosses who would call Mateka and order he either gives their personal assistants the

imprest or vacates the office. Mateka aiming to do the right thing closes the office and goes home.

Quickly, the executives hold a meeting to find a suitable replacement for Mateka. Everyone they chose refuses to take over the office. They cannot sack them or force them since they are aware that the employees are relatives of members of County Assembly who could impeach them due to gross misconduct. A week elapses; activities in the imprest section become grounded. The management is forced to call Mateka from home. They advise him to give as much imprest as they approve, they are the ones accountable for anything, not Mateka. Mateka balancing in his mind whether to lose the job or do their bidding, he decides to do their behest against his conscience.

The office is reopened and Mateka gives multiple imprests to one person. But his conscience accuses him. He starts drinking. He starts chain smoking. At the end of the financial year, almost all imprests taken by the executives' personal assistants are un-surrendered. The auditors are querying the status of the affairs. The query is thrown to Mateka to respond. He cries. But unknown to him, these events have lowered his immune system and a disease has started gnawing him.

Mateka was so valuable that he could not be replaced by any other worker. But the management also felt Mateka was such a nuisance that he should never be promoted. He should be left to stagnate where he is. He should retire in that position. He is

good controlling imprests, but he is not good enough to be part of senior staff. They leave him to rot and he rots literary!

Mateka develops a kidney failure, he requires weekly dialysis. Since his office has to run, the cabinet resolves that the organization would pay for his dialysis expenses. Within a year, Mateka is no more; he leaves a wife and young children. Most county staff attend his interment as they knew him personally; at least they had some war of words at the imprest office. The cabinet members at the committal praise how faithful and hardworking Mateka was. The rest is history. But it is evident Mateka passed away of Job related stress, causing him to be a drunkard and a chain smoker, who later gave up the ghost due to Kidney failure.

Foulis (2020) defines workplace disease as conditions or disorders that result from the nature of work. A workplace disease is one that is caused by work environment or activities that are part of the employees work. The common workplace disease gleaned from the Workmen's Compensation Act are; dermatitis, respiratory illness, musculoskeletal disorders, hearing loss, cancer, stress and mental health disorders and infectious diseases. For purpose of this chapter, workplace diseases shall not refer to the above definition. **Workplace disease shall refer to diseases caused by the war of nerves. These are disease not enumerated in Workmen's Compensation Act and are caused by workplace anger,**

victimization, work induced alcoholism and substance abuse. A case of Mateka's kidney failure.

Workplace battles like anger, victimization, jealousies, maligning, nefarious gangs, power struggles, personality clashes and work induced drugs/ alcoholism creates yet another workplace war; diseases. These diseases are not included in the workman's compensation Act as all organization would not include the workplace wars as the organization's working environment.

People go to work to improve their standards of living. Diseases and sickness lower the standards of living. One has therefore to fight constantly to keep the disease at the bay - those brought about by other workplace wars. Such diseases include; heart disease, asthma, obesity, diabetes, headaches, depression and anxiety, gastrointestinal problems, Alzheimer's disease, high blood pressure.

Diseases as workplace wars

To begin with, other wars fought at the workplace like mobbing increases stress hormones like cortisol and adrenaline. They also induce insomnia as the victim would stay awake the whole night brooding over what happened at work during the day. This causes the heart to pump blood at constant high pressure both during the day and at night. The end result of this is that, the heart muscles harden as they have no time to repair worn out tissues leading to heart disease. For a normal person, it is expected that the heart pumps blood at low pressure at night

since most body systems are at rest. It also gets time during this rest period to repair its worn-out cells and rejuvenate itself. Workers working in an unfair workplace environment have to fight hard to escape heart diseases.

Secondly, stress induced anxiety say due to discrimination and prejudice causes palpitations. Palpitations is that sensation that the heart is racing, pounding, fluttering or skipping a beat, often bothersome, but not considered as a heart disease. In addition it causes chest pressure, panic attacks, anxiety and insomnia. This leads one to contracting asthma. It becomes a double tragedy to fight discrimination/prejudice and asthma.

Thirdly, stress induced depression cause one to be immobilised. He has no desire to work-out but he is constantly eating. This stress can be brought about by any other work related war. The resulting effect of this stress is a sedentary person and hence obesity.

Fourthly, a person that is being fought at work releases stress hormones like epinephrine and cortisol. These hormones elevate blood sugar levels. This leads to diabetes. I have mentioned how Feunde was discriminated on the basis of religion, tribe and level of professionalism. This lead to another war altogether, he was victimized and given tough duties no one else wanted to perform. Worse still the management was intent he should fail like anyone else by denying him staff. But when he was not failing at any time, the management grabbed the credit of his work and assigned it to its buddies.

He knew he was being fought from day one when he joined the Municipal Council of Kisiwa. The fight continued even when counties came into being as essentially the same workers were inherited by the Counties. However, the discrimination increased as Counties hired locally as opposed to local authorities which sourced the higher cadre workers from all over the country. He fought the diseases war successfully for over ten years, but finally his body caved in. He became type two diabetic.

His supervisor behaved as if Fuende was pretending to be sick or they did care and openly mobbed him. He continued shouldering work burden that was not his. As a Christian, and a true one, he worked for God and not human beings. But his blood sugars remained high. He did fight to bring them down. He had no one to run to, all the advise he was given he later found them to be false, all help he was given he found it to be pretence. That illustrates how just a disease can be a workplace war.

Fifthly, pressure from other workplace wars lead to decreased immune function and even immunosuppression. This results to frequent colds and headaches.

Sixthly, being fought at workplace causes anxiety and depression. This is a war by itself as one has to try hard to relax, otherwise his health deteriorates.

Seventhly, gastrointestinal problem is another war to be fought at workplace. Stress causes nausea, heartburn and diarrhoea.

Hormones cortisol and adrenaline and change in blood flow away from the gastrointestinal tract slow down digestion and make food harder to absorb.

Eighthly, as the heart is not getting time to slow down and repair its worn-out parts, its muscles harden and one gets high blood pressure.

The above diseases mainly affect victims of workplace wars. However those fighting others consciously know they are not doing the right thing. Their conscience accuses them and it is not a surprise they also get these diseases. They echo exactly what King Solomon said, ‘those who dig wells for others fall into their own wells’.

Navigating the workplace Diseases war

The first action to take so as to navigate the diseases war is to **take charge of one's life**. Map ones time astutely. Once you chart well what you are supposed to do each day, you will approach your tasks in an organized manner. This will enable you to wade off most of your co-workers fights against you. You will as a result feel good about yourself and feel less pressure and these releases the feel good hormone that keeps you safe from diseases. Don't forget to entrust your plans to God. Commit to God whatever you do and he will establish your plans.

Next, if the pressure from workplace war is severe, **talk to a trusted person**. Solomon said that anxiety weighs down the

heart, but a kind word cheers it up. Therefore the dependable person will cheer you up with timely advice. And as they say, a problem shared is a problem halved; by unburdening to someone you will feel some relief. You will consequently be able to think objectively and navigate workplace wars without contracting work related diseases.

Spend some time with acquaintances. Good friends chosen carefully are like brothers born to help you in times of trouble. By talking to them, it will help you take your mind off your adversaries. This will guard you from anxiety and depression which is the major cause of diseases.

Get ample rest and sleep. Rest and sleep slows down the heartbeat and thus gives time for the heart to rejuvenate itself. Worn-out body cells are also replaced and removed from the body. It increases immunity as the body gets new set of cells to fight foreign bodies. Whilst you are exhausted, you are more liable to have accidents or become sick.

Get habitual exercise. Work-outs strengthen the body and for that reason, they keep you from accidents or becoming sick. Work-outs improve the way muscles burn sugar to give cells the needed energy for growth. Exercises relieve muscle tension and because exercise is fun, one relaxes. Work-outs control and prevents occurrence of type two diabetes.

Eat a well balanced diet. The importance of a well balanced diet cannot be over emphasized. A balanced diet is a daily diet

that contains the proper servings of carbohydrates, proteins, vitamins and minerals. Food from the healthful food groups help keep your body healthy.

Keep your appearance spick and span. Looking good enables you feel good about yourself. It also destabilizes your antagonists. They would be left wondering why the unfair treatment they are subjecting you to is not working. They will lack the zeal to torment you and this will spruce up your health.

Chapter 5

Workplace Drugs/Alcoholism

Definition Workplace Drugs/Alcoholism

Muema had been transferred to Municipal Council of Kisiwa as a principal accountant. He was thus four grades above the highest accountant in the council, accountant two. The accountant two was performing the duties of the chief accountant. Naturally it was Muema according to his seniority that was to perform the duties of chief accountant, then the accountant two would perform Muema's duties, that is, those of the principal accountant.

But the accountant two with the blessings of the head of department, decided Muema to be under Accountant two. The accountant two, read chief accountant was to assign duties to Muema. Though he accepted officially to do so, in reality he did not effect it. He kept gossiping to other employees that he could not assign duties to an employee who was senior than him. As a result, Muema had no duties to perform.

Every day he came to the office sat idle, perused newspapers and went home. He used to drink moderately. But the cold shoulder treatment he was being given by the head of department and accountant two forced him to find solace in drinking. He started drinking heavily. The head of department preferred working with accountant two than the new employee Muema. He clanged to the proverb that it is better the devil you

know than the angel you don't know. This continued for a half a year and Muema by then was a pathetic drunk. He drowned the pay cheques he had not worked for in alcohol. Luckily on medical grounds he was transferred to his home council.

Muema had become dependent on alcohol to cope with workplace discrimination. **Thus, workplace Drugs/Alcoholism is the dependence of one on Drugs/Alcohol to cope with workplace wars. Such a person opens many war fronts. He has to wage other wars as well as Drugs/Alcoholism war. Dependence means to rely on Drugs/Alcohol. It means a person cannot function properly without using Drugs/Alcohol.**

Drugs/Alcoholism as workplace war

If one wanted to serve God whole heartedly without distractions, that is, be a Nazirite, he was to refrain from alcohol. He was to abstain from wine and other fermented drinks and was not to drink vinegar made from wine or other fermented drink. He was not to drink grape juice or eat grapes or raisins. This was because alcohol is a mocker and beer a brawler and leads anyone a stray. A notable effect of alcohol to an employee is reduced productivity and poor performance. He can lose a job due to alcohol. One who is lead a stray to depend on alcohol just because he is being mistreated at workplace is not wise. He has opened many war fronts; he has to fight his antagonists at work, fight to remain productive, fight to maintain his performance and fight off diseases.

One who is dependent on drugs and alcohol will be perpetually late and absents himself from work. He has to find the drug or alcohol to steady his nerves before he goes to work. This gives his adversaries further arsenals to strike him. They can thus shift blame from themselves for oppressing their co-worker and claim he is an irresponsible addict to alcohol and other substances. They can celebrate and toss glasses of champagne for having won their war against the drunk. One soldier down, next...

Solomon asked, 'who has woe? Who has sorrow? Who has strife? Who has complains? Who has endless bruises? Who has bloodshot eyes?' He answered all those who drink for a long time fit the bill. This indicates another fact that a drunkard is not safe. He has wounds both accidental and those of being assaulted. He is not allowed to drive or operate a machine. He has to fight hard to stop drinking

We are told of an account where Noah drunk wine that he forgot himself and slept naked. Another narrative is that of Lot's daughters. They made him drunk and slept with him. These two accounts vividly tell us that alcohol and substance abuse inhibit discipline and promote bad behaviour in a drunk. A drunk can thus make poor decisions and his work opponents can frame him of sexual assault. If he actually engages in sex indiscriminately, he might contract venereal diseases. He becomes like a soldier going to the battle field without a firearm, protective clothes and taking no precaution.

People may like a drunken person for the wrong reasons. Like he parts with his money fast and they are the beneficiaries. They may also like them for being philosophical and talking the truth, thus they keep no secret – a gift on silver platter if his co-workers are doing surveillance on him. But the drunk would be fighting tooth and nail to retain his job. A typical case of the spirit is willing but the flesh is weak. Unless helped by professionals, it is a battle he is losing. Just like he lost that battle to his opponents and resorted to alcohol. An alcoholic has a disparaging effect on the organizations image and client connections. He may also be avoided by co-workers and his supervisors.

As alcohol and drugs take toll on one's body, he becomes sick. He would require medical attention frequently. This raises his medical claims from the organization, a battle he has to fight for as his opponents or the management may oppose all or some of the claims.

If any of medical claims fail, the drunken has to spend from his pay, savings or assets. This lands him into financial difficulties. A battle he will pay dearly for as he has other needs like taking care of the family and ensuring a steady supply of the drug or alcohol, or if he is being rehabilitated, the costs of rehabilitation.

The drunken will become gaunt as he neglects his health, drinking without eating, stress and anxiety when sober as he remembers his adversaries, or due to alcohol/drug related ailments. His physical strength will deteriorate.

When the drunken happens to be a boss or a supervisor, he has to fight another battle of retaining staff. Since he is being fought, if he managed to contain himself when sober, he will not when drunk. His anger will be visible and staff who cannot endure outbursts of anger will leave the organization. If employees do not leave the organization, there will be a Low morale amongst them. In addition conflict amongst employees and their boss is bound to heighten.

The other war the drunken have to fight is theft. Their financial difficulties will force them to pinch organizations property to ensure a steady supply of drugs/alcohol. Furthermore, if they are supervisors or bosses, they may not be of sound mind to guard the firm's property. Thus it will be stolen by dishonest staff.

Navigating the workplace Drugs/Alcoholism war

Navigating workplace drugs/alcoholism tactics would involve learning how to cope with stress and relaxing. As a result, coping with stress and depression is quite similar to navigating the disease wars. I replicate men here.

Firstly, Map ones time astutely. Once you chart well what you are supposed to do each day, you will approach your tasks in an organized manner. This will enable you to wade off most of your co-workers fights against you. You will as a result feel good about yourself and feel less pressure and these releases the feel good hormone that you will not be driven to drink or use

drugs. Don't forget to entrust your plans to God. Commit to God whatever you do and he will establish your plans.

Secondly, if the pressure from workplace war is severe, talk to a trusted person. Solomon said that anxiety weighs down the heart, but a kind word cheers it up. Therefore the dependable person will cheer you up with timely advice. And as they say, a problem shared is a problem halved; by unburdening to someone you will feel some relief. You will consequently be able to think objectively and navigate workplace wars without feeling the necessity to drink or use drugs.

Thirdly, spend some time with acquaintances. Good friends chosen carefully are like brothers born to help you in times of trouble. By talking to them, it will help you take your mind off your adversaries. This will guard you from anxiety and depression which is the major cause of drunkenness.

Fourthly, get habitual exercise. Work-outs strengthen the body. Work-outs improve the way muscles burn sugar to give cells the needed energy for growth. Exercises relieve muscle tension and because exercise is fun, one relaxes. Relaxation removes the need to crave alcohol and drugs.

Fifthly, keep your appearance spick and span. Looking good enables you feel good about yourself. It also destabilizes your antagonists. They would be left wondering why the unfair treatment they are subjecting you to is not working. They will

lack the zeal to torment you and you will not feel like drinking or using drugs.

Sixthly, have hobbies or do something you love to distract you from the day's events or the pressure you were subjected to by your foes like listening to music. Remember your opponents would do you no physical harm but they want you to have a nervous breakdown. Do not allow them to win.

Seventhly, become interested in your families affairs. Solve their problems, study the Bible together and be close. They will be an antidote to your stress. And seeing them happy will motivate you not to lose them by drinking and abusing drugs.

Eighthly, keep learning about how to cope with stress, how to outwit your opponents and how to work smart so that no one questions your work. Obtain the capability to soar and having greater responsibilities so that you are above your foes.

Ninthly, balance between work, family and spirituality. Have ample time for one's family and spiritual matters. Spend time eating a balanced diet and working-out.

Chapter 6

Workplace Favour Struggles War

Definition Workplace Favour Struggles

Proverbs chapter nineteen and verse six reads, ‘everyone tries to gain the favour of important people; everyone claims the friendship of those who give favours’ – Good News Bible. At workplace the senior management are the favour givers. They can give cash hand-outs, they can promote one to earn more or they can give one lesser responsibilities. Every worker therefore, is jockeying to obtain their favour. This may be a ruthless battle as they elbow each other and more so when the senior management loves gifts, praises and listens to rumours.

Ziba was a servant of Saul’s family. He saw a chance to please David and at the same time elbowing Saul’s grandson. He loaded a couple of donkeys with two hundred loaves of bread, a hundred bunches of raisins, a hundred bunches of fresh fruit and a leather bag full of wine. David who was running away from a coup by his son Absalom, found the provisions handy. This made him to promote Ziba to take over all Saul’s property elbowing Saul’s grandson.

Another person who sought favours was Haman. He wanted everyone to kneel and bow to him. When Mordecai could not kneel and bow to him, he hated him and all Jews. He hatched a plan to exterminate all Jews.

At work place we have workers who are skilled in collecting bribes and stealing the organizations resources. The workers take a generous amount of the plunder to their boss and they slander certain workers to being an obstacle in carrying out the pillaging. The dishonest boss would promote the unscrupulous workers and demote or make the honest workers to stagnate in one position. Therefore every other worker would become corrupt and they would compete to please the boss. It becomes a real battle for those who are trying to do good.

Workplace favour struggles therefore means senior management love praises and gifts, as a result most employees want to gain their favour by giving them gifts and praise. In giving the seniors praises and gift, the employees do not care about each other. There is a cut-throat war, they slander and malign each other to become the boss' favourite. The senior management encourages theft of organizations resources which are given to them secretly as gifts.

The whole arrangement is that, only the employees might be caught stealing by oversight authorities but the senior management would never be caught pilfering. In other words, the employees are used as a cat's paw. If they successfully steal the organizations resources and give their bosses, they are rewarded with protection, promotion and a percentage of the pillage.

Favour struggles as workplace war

A God fearing worker has to live with the slogan that 'he should not steal from his place of work, demonstrate that he can be fully trusted so that in every way make the teaching of God and our saviour Jesus Christ attractive'. If he has been stealing, he must no longer steal but must work doing something useful with their own hands such that he has something to share with those in need. He is also cautioned about oppressing the poor to increase his wealth and giving gifts to the rich.

When an employee allows himself to be used as a cat's paw to siphon the organizations resources, that is stealing. When he takes the resources he has stolen to his boss, that is giving gifts to the rich. When he slanders his co-workers so that he has enough room to pinch organizations resources, that is oppressing the poor. When he gets a percentage of the stolen resources from his boss, that is trying to enrich oneself. The grandest rule here is to share what one has worked hard for with one who does not have. An honest employee therefore has an overwhelming battle to fight; he is always under pressure to join the majority who want to get rich quick by hankering for favours from their bosses. It kills his morale to be faithful; it may look like goodness does not pay when those who engage in favour struggles live smoothly.

King Solomon saw foolish people riding horses. The horses can be compared with present day Posh or luxury vehicles. King Solomon attributed the state of these affairs to rulers.

Consequently, when bosses are happy of the gifts they have received from favour seekers, they circumvent laws and regulations to reward them. They give them promotions and other favours like protection at the expense of well deserving persons. It is common to see highly qualified and intelligent persons relocating to another country, abuse alcohol and drugs or commit suicide since they cannot believe a less deserving person rides a horse while they walk! That is a battle that is fought at the workplace by honest employees; will they keep going given that favours seekers are going places effortlessly?

When bosses encourage favour seekers to thrive, organizations start ailing. Saul the first Israelites king was expected to annihilate his enemies completely and destroy their property. But he loved favours that he left his soldiers to take their fattest livestock. When Samuel questioned about the animals, King Saul tried to defend his soldiers. In most organization since the managers have benefited from their subordinates gifts, they often become lax and leave internal controls to weaken. They wait until an oversight body queries about the state of affairs before they start having an elaborate cover up. The cover up may be, taking an advantage of weakness in law or using the honest employees (who do not seek favours) to solve the problems. It is a serious battle on their part since they know the management is not serious and would abandon their efforts as soon as the heat cools down.

There was a hilarious Whatsapp chat that was shared on social media. One person calls the other fancy names in succession. That is; My leader, honourable, my boss, my lord, my king, the chivalrous, the dependable one, the eminent, the esteemed, the knightly, the illustrious one, the virtuous one , the acclaimed one, the celebrated one... The person being praised then cuts the boot licker short by asking, 'should I send money to this line or you will give me another one?' the favour seek reaffirms courteously, he should send mobile money through that number. A text is then shared of a large amount of money sent to that number.

The conversion above though viewed by most netizens as amusing, at the workplace it is not comical at all! A person can actually get a promotion by massaging his boss' ego. That is why Solomon said, it is not the swiftest that wins the race, neither is it the strongest that win the battle. In this case, it is the favour seekers that win. Should honest workers become hypocrites and praise their bosses to get favours? You can imagine the battle they face. They have to massage their boss' ego or remain stagnant in one position for ever.

Navigating the workplace Favour Struggles war

When a workplace war involves leaders, rulers or bosses, the best thing one has to understand is that, the battle has become God's, he can only cast his burdens on God. Paul advised that everyone had to be subject to governing authorities since all earthly authorities, though they do not originate from God, have

been allowed to exist by God. However imperfect they are, they bring some order. Therefore at workplace where bosses have allowed favour struggles to thrive, one has three choices; waiting unto the LORD, seeking legal redress or quitting the job for another.

Daniel was one of the persons that faced a favour struggle war. His opponents were jealousy that he thrived at work. They came up with a plan to please the king so that they topple Daniel. They managed to please the king and changed the law that everyone should worship the king. There was practically no earthly means that Daniel could use to fight back his opponents. They thought they had cornered Daniel; he had no way but to worship the king or be feasted on by the lions. Had Daniel worshipped the king, his foes would have manipulated him further or smudged him to be hated by the king. Either way, Daniel would have been destroyed; eaten by lions or became an easy target for manipulation.

Daniel cast his burden onto God. Daniel's story appositely teaches employees going through the same situation the importance of relying on God. Daniel was thrown into the lions' den. God rescued him; no lion opened its mouth or scratched Daniel. The king, who was aggrieved that he had lost a good employee, went to visit the lions' den to find out if Daniel's God had protected him. He found Daniel alive and he was removed from the den. His opponents were to face his fate and it is said

before they even hit the ground, the lions had torn them to pieces.

As one waits on God proactively through prayer and fasting, he should learn how to cope with stress and depression as discussed under navigating diseases war and navigating alcohol and substance abuse war.

Kahi was put under pressure to follow the crowd at his workplace. His co-workers did tendering to procure services and goods. They helped their relatives and buddies to compile the tender documents. Then they knocked out all other bidders on technicalities like high price, failure to attach bank statement, failure to attach tax clearance certificate and poorly compiled information. Attaching bank statement was never a requirement of any law, but the clause was put there since the employees knew most clients would ignore it, and they did ignore it!

When it came to supplying the goods or services, the chosen suppliers rarely supplied. But few employees were given little cash to carry out a fictitious inspection and acceptance of the goods or services. They wrote a report that the service or goods were of acceptable standard and payment was made. The workers would then share the proceeds with their boss and leave a percentage with the supplier who aided the transaction.

Kahi did not succumb to her co-workers dishonest deals. Then without a warning their boss resigned and a new boss joined the firm. The boss followed the law to the letter and Kahi thrived for

once. Kahi was promoted and loved working with the organization. Over the years Kahi and his co-workers retired, though some did not make it to retirement. Kahi was glad he had spent the little he got and invested for retirement. His co-workers on the other hand, had run down the companies they had opened using illegal proceeds given that they had no knowledge to run a business. They also lacked patience as they were used to quick money. Kahi was glad that hoping in God is beneficial after all.

Chapter 7

Workplace Surveillance

Definition of Workplace Surveillance

The story of Daniel interestingly talks of workplace surveillance. It is said Daniel could do better work than other supervisors and governors of King Darius. Other supervisors and governors tried to find something wrong with his work but failed. Daniel was reliable, and did not do anything wrong or dishonest. They decided to monitor him outside workplace particularly zeroing on his religion.

Lendo was such an employee that faced Daniel's predicament. He was a chief internal auditor who was loved and esteemed by the chief executive officer. But he was hated by all heads of departments and supervisors since he did not tone down his internal audit reports. His reports deterred them from misusing the company's assets. They unanimously resolved to find fault with him and force him to step down. Their first option was to trap him with sexual harassment. They paid a lady called Nira to entice him into coitus activities and keep evidence or preferably inform them so that they ambush him in the act.

Lendo was married, but since his spouse worked in another county, he stayed alone in his work county. Nira wore suggestively one day passed by Lendo's office and invited him for lunch. Providentially Lendo was busy as he was required to meet the chief executive officer that evening about an audit

report. He was at the time indexing evidence so that it could be understood by a layman. Therefore, he politely refused the lunch invitation.

Days cumulated into weeks and a few months elapsed. Nira's financiers were growing impatient and pressured her to move with speed. Meanwhile, Buba was sent to ask Lendo if he was gay. He was also to ask him why he was not taking advantage of ladies that loved him like Nira. Nira was telling all and sundry that he loved Lendo. He was to tell Lendo if he did not like ladies, he would suggest some gay men to him.

Buba successfully met Lendo and delivered the message. Lendo told Buba that he was married and any other sex outside marriage would dishonour his God. He informed him he was not gay and he was not interested in any woman as he had a wife.

Lendo's opponents decided to break his marriage and carry out proper surveillance on him outside workplace to detect a weakness they could capitalize on. They reasoned that perhaps Lendo had noticed they hated him and had become wary of all the firm's employees. They would pay his landlord to monitor him and also check the waste he throws in the garbage bin. They hoped to get hold of condoms he had spent on whores and use the DNA to frame him.

Meanwhile, Nira was to visit him at home one Sunday wearing false nails. She would throw them in the house where Lendo would not recognise them so soon and hope that his wife would

see them when she pays him a visit. She would also squeeze a wig somewhere if she had a chance. Nira successfully paid Lendo a visit and threw artificial nails and a wig under the sofa set as Lendo fetched a drink from the kitchen. Unknown to Nira, Lendo's wife was chatting with a woman next door. Lendo had left the door open since he was taught that whenever a lady pays him a visit, he should keep all doors open so that they remind him not to fornicate. He should always think someone would pop in and find him in a compromising situation. Nira was seen clearly in a sitting room mirror at the neighbour's adjoining apartment, who had also left her door open to let in fresh air.

When Nira left, Lendo's wife rushed back and informed her husband what they saw. Lendo had informed his wife beforehand what he was going through and she was sympathetic. They brainstormed what the plant meant. It was at that time that Lendo opened up to his wife and told her even the landlord may be involved in the circus. He suspected the landlord inspected his trash. This was because most of his colleagues were familiar with his schedule. He had overheard that most co-workers knew every meal he ate daily due to fruits peelings and left-over's he threw in the dustbin. They also discerned that he hand-washed his clothes himself.

The landlord also monitored whoever entered his apartment and what time Lendo left and returned back to the apartment. Though the landlord was not keen enough on this, this was because he had other chores and he had to be careful not to be

suspected. In addition, Lendo was his best tenant, he was faithful to his wife and it was useless watching him for other women. If he had installed Closed Circuit Television Video cameras, he would have been perfect and Lendo's goose would have been as good as cooked!

As they were talking, someone rang his wife. He told her Lendo was unfaithful and sleeps messily with women. Even as they were talking a woman had just left his apartment. The wife just cried and thanked the caller. He informed his husband about the conversation and parts of the jigsaw puzzle started falling together in place. They both agreed someone was intending to separate them. Luckily she had arrived at night the previous day and probably no one saw her. That is why no one had alerted Nira that she was around. Lendo saw God was fighting for him by confusing his enemies.

Workplace surveillance therefore does not refer to installation of closed circuit television videos and presence of guard as an internal control measure to safeguard a firm's assets; **it refers to co-employees prying into ones private life. The snooping is malevolent as they are seeking a weakness to topple their co-worker.** Though installation of surveillance cameras would be to enhance the firm's safety, they may use them to get the employee's statistics and routine. They can also monitor his desk top computer and sites visited on the internet. They can tap his mobile phone, use secret GPS tracking on his vehicle and pay his neighbours to monitor him.

Surveillance as workplace war

It is a common phenomenon for human beings to exceed expectations if they perceive they are being watched for certain behaviour. For instance a disorganised woman would pretend to be neat and well organised if she perceives her fiancée likes order. She would even exceed his expectation in the courtship period. Therefore surveillance makes the victim hyper sensitive and always guarded. This creates a hostile work atmosphere as he must be sure a transaction is genuine and he stops believing in delegation. This becomes as an extra burden he has to carry.

In Lendo's case he would be constantly questioning why someone would be targeting his marriage and why people would comb through his private life. He would feel exposed and naked. Therefore his morale at work would be damaged and he would distrust other employees. This negative energy is injurious to himself and his subordinates.

Jesus showed an example by escaping from crowds and even his disciples to be alone and recharge his energy, mostly praying to God. There is a lot we have never been told about Jesus but all signs show he loved privacy. When the wine at the wedding held in Cana ran out, Jesus' mother approached him to salvage the situation. He told Jesus they had ran out of wine. Though Jesus answered her as if he would do nothing, the knowing mother told the stewards that whatever he told them, they should do.

This clearly shows that sometimes Joseph's family ran out of food stuff and Jesus miraculously multiplied it. You can envision Joseph waking very early to do his carpentry work. Mary prepares breakfast but Jesus' brothers and sister ravenously eat everything. Mary would cry, "What shall I do, you children ought to have known breakfast included your dad's share. Why aren't you considerate?" Then Jesus would answer, "Don't worry mum, pour water in the kettle, and cover that dish. Take it to father", the water would have turned into the best tea ever and the dish would have had a balanced meal. This must have happened. For Mary was sure Jesus would do something. Surveillance intrudes into an employee's privacy, and this denies him chance to relax and recharge.

Another reason why surveillance is a workplace war is that it hampers an employee from being financially independent. Kesho was a supervisor who did his job dexterously and honestly. Just like Daniel, the other supervisor and the head of departments hated him. And since they could not find anything against him, they spied on him. They found out that Kesho kept milk goats, thousands of chicken and did some kitchen farming. He saved on vegetable bills by having his own vegetables. He supplemented his income by selling eggs, chicken and goats. He was financial stable and was never afraid even if his firm delayed in paying salaries.

His co-workers decided to stress him till he stepped down. At night they poisoned his stock and trampled down his

vegetables. Saying that Kesho was devastated the following day is an understatement. Though he never stepped down from his supervisory role, he was financially ruined as he was in and out of the hospital treating a heart disease that developed due to shock.

Navigating the workplace surveillance

One of the grandest ways to navigate the workplace surveillance war is being honest and true to yourself. When your co-employees try finding something against an honest person they will find none. It happened so to Daniel, Lendo and Kesho above.

Then next way to navigate is putting ones trust in God. God will deliver you from traps set by your enemies or confuse them so that they blunder. In Daniel's case, God delivered him from lion's den and in Lendo's case; he confused them and exposed their ways. Unfortunately for Kesho, he did not cast all his burdens on God thus he got a heart disease due to the shock of what happened.

A part from living according to Gods principles one has to do his part and leave what he cannot do to God. One should stay observant of his surroundings. Notice the behaviour of those around him, are they spying on him? Is there anything unusual in his environment? Are there miniature gadgets attached on his car? Being watchful would reveal any anomaly.

One should inspect his devices. Check if the computer, laptops, smart phones; are they tapped? He should put passwords on his devices and delete browsing history.

One should also employ a VPN. An internet service provider can see ones internet traffic, logs and browsing history. A VPN scrambles ones traffic so that ISP cannot read it. It ensures you are not monitored and there are no activity logs.

One should be watchful with technology. Personal information should be confidential and should never be share on social platforms especially firm's Facebook, Instagram and employees' Whatsapp group.

One should keep learning about technology and attend cyber security workshops to know more about navigating electronic surveillance.

Chapter 8

Workplace Jealousies

Definition of Workplace Jealousies

Workplace jealousy is as old as mankind. Cain killed Abel because of Jealousy. It is said Cain was a crop farmer and Abel an animal farmer. When they gave sacrifices to God, Abel took the choicest and firstborn of his flock and offered to God. Cain just took some crops of the ground. This shows Abel was skilful and paid attention to details in his work. Cain did not care and just worked for the sake of working. Abel showed reverence, respect and thankfulness to God by carefully choosing his sacrifice. Cain showed a careless attitude and lack of respect to his Creator. Had he chosen the best of his crops particularly those above ground, his sacrifice would have been accepted. But he envied Abel for his care and skill. He killed him.

King Darius' Governors and supervisors were Jealousy of Daniel's skill and favour. They plotted to bring him down. But since he lived by God's principles, they found absolutely nothing against him. They decided to attack his religion. They coaxed the king to change the law that he alone was to be worshipped. Daniel broke the law and was thrown into a lion's den. God rescued him, instead his fate befell his foes and they were devoured by the same lions.

Basa was envied by his co-workers; he was young and more skilful than them. His supervisor kept suppressing him so that he

could not be visible to the Governor. He kept strengthening other sub-ordinates with hope that they would put in more effort and in time cloud out Basa. But he was in for a rude surprise, in that, the other workers preferred Basa to take all the major and unpleasant responsibilities while they idled.

Due to jealousy, he removed the small extraneous allowance Basa was paid from time to time for carrying out extra duties. He started oppressing Basa, like not signing his leave forms and hiding them. He created a Facebook page and was particular that Basa should like it and share it so that his bosses and the governor may be duped he was in good terms with Basa.

Though work ended officially at four thirty in the evening, he wanted Basa to work till seven in the evening. Basa refused to like his Facebook page and to work till seven and sought transfer. His jealousy boss hid the transfer letter and when wind of it got to the bosses, he lied to them they had sorted issues with Basa and he had withdrawn the letter.

Runu was jealousy of Musungu. Musungu had joined the County where Runu worked. Musungu was a young energetic man. He was skilled and sharp. He had risen rapidly over ranks and it was rumoured he was to replace Runu as a director. Runu had wind of it. She was so jealous that she decided to keep her position by hook or crook. She paid Rabswa to entice Musungu immorally.

Unfortunately Musungu had no moral standards and fell for Rabswa. Rabswa lured him to a beach bar where he drank silly and hard fun with her. Rabswa had dropped an overdose of sex enhancing drugs in Musungu's drink. Musungu breathed his last. Just like Abel and Cain, Runu had succeeded to exterminate Musungu.

On the onset of County Governments in Kenya, there were power struggles between County Assemblies and County Executive. The Executive did not want to strengthen the County Assembly; therefore they refused to release County Assembly's share of funds. The County Executive was expected to remit County Assembly's share of funds with respect to its budget directly to County Assembly bank accounts, where the County Assembly would manage its own transactions. It so happened that my boss was transferred to another department. He became Jealousy of me since he thought I would take his position. He therefore picked a file of a transaction he was sure it would implicate me and I would be jailed and gave it to the Kenya Ethics and Anti-Corruption commission.

The Kenya Ethics and Anti-Corruption commission looked at the file and decide to prosecute the County Assembly Clerk, his Procurement Officer and the supplier. They singled me as a key witness. I gave the following witness before a court of law.

You Honour, my duties and responsibilities as a county official were;

In the Integrated Financial Management Information System:

I was a **definer**. Being a definer meant I could introduce a new client into the system by capturing his details which included but not limited to; name, personal identification number, value added tax number, physical address, postal address and banking details.

I was a **PO approver**. **PO** approver meant that once procurement had committed a local service order or a local purchase order in the Integrated Financial Management Information System, and the client had provided the services or supplied the goods or raised an invoice, I would approve the service or purchase order so that the accounts could initiate payment.

I was a **validator**. Being a validator meant, once a voucher had been invoiced I could approve it for payment processing.

I was a **general ledger user**. Since I prepared all management reports and general purpose reports for stakeholders like the County Assembly, the Controller of Budget, the Commission on Revenue Allocation and the Auditor General, being a general ledger user enabled me to extract all reports from Integrated Financial Management Information System and customize them to suit the needs of specific users.

I was a **data entry clerk**. Being a data entry clerk enabled me to export payments that had been processed in the Integrated

Financial Management Information System to a Government - Pay system Owned by Central Bank. It is in this system that officers who are authorized to sign cheques on behalf of the County would sign them electronically giving central bank authority to transfer money from the County's bank account to the client's account.

Outside the Integrated Financial Management Information System

I examined physical payment vouchers mainly to ensure supporting documents were attached.

I reviewed bank reconciliations prepared by accounts officers.

I prepared both statutory and management financial reports.

I filed and was custodian of all paid vouchers.

I facilitated the Auditor General in their annual audits by providing documents and explaining financial aspects.

Your honour,

On 1st October 2013, I received a bunch of payment vouchers for examination. Included in this bunch was the American centre for planning foundation. On examination I saw that the Local Service Order and other documents were not attached. I wrote the missing items on a sticky paper pad and sent the voucher to

payments section to address the issue. They lost the paper pad, which is understandable since almost all vouchers I had examined that day had issues and they were likely to mix-up things. They instead went ahead and sought for authorization and approval for the voucher. Then they took the voucher to accounts for definition and payment initiation.

The accounts out rightly rejected the payment voucher mainly because it did not have the client's personal and banking details for it to be defined in the system. Other reasons for their rejection were that the voucher did not have a Local Service Order, the voucher originated from County Assembly and they doubted the examiner's signature.

This was brought to my attention and I consulted them. I explained to them the examiners signatures was the initials of my name and the beginning of my signature. I told them it was my standard practise to put initials of my name on any incomplete vouchers to enable me work with speed, avoid duplication at a glance and keep track of my work. I added that, I would have completed the signature once the voucher met the minimum requirement. I also shared with them that other than the Local Service Order the voucher lacked copies of certificates of persons who attended the training.

On the issue of the voucher being from County Assembly, we resolved that since the Head of Treasurer and the Chief Officer Finance were willing to assist County Assembly, we could

process it. This is because it was the prerogative of the executive to ensure County Assembly had its funds.

The accounts then took the voucher to procurement. The procurement rectified the voucher gave it to payments who brought it to me for examination. On examination, I saw that the clients name had changed to Ward Representative Association of Kenya. The client's personal details, bank details and the LSO were attached. Copies of certificates of all persons who attended the training were missing. I put the initials of my name on the examiners part of the voucher since it was incomplete by virtue of missing the certificates. I then send the voucher to payments without any conditions or queries; who were to seek authorization and approval signatures then send the voucher to accounts for definition and payment initiation.

When all the necessary signatures had been obtained, the accounts needed clarification if they should define the voucher in the system since it had my initials and not my signature. We discussed and came up with nine reasons as to why we should process the voucher.

i. We **could not stop the payment since** a third party dealing with any organization had to assume it had complied with its internal regulations and relevant laws, for purposes of enabling business efficacy.

ii. The County Assembly had **no staff** to conduct a competitive tendering process, the preferred method of procurement. This

left them with the option of requesting for quotations and direct procurement.

iii. Since they used direct procurement method, we went through the public procurement and disposal act subsidiary legislation 2013 and there was **no limit or threshold for services procured by direct procurement.**

iv. The **County Assembly had no bank account with money putting its ability to conduct the tendering** process in jeopardy. The county assembly had to coax or guarantee its clients of payment in some way or another. The county assembly was at the mercy of the executive which did not recognise it as a separate entity and in fact it was only recognized after the second elections under constitution 2010.

v. The **Government Training Institute was not ready to train county staff** since we had been trained by officers from the Ethiopian Government, supervised by World Bank just two months before this transaction to jumpstart using Integrated Financial Management Information System. We always single sourced **Government Training Institute** to train, and as it was not ready, we could trust the County assembly for having identified Ward representatives Association of Kenya, to meet their training needs at the time.

vi. **Copies of certificates** for all those staff who would attend the training could be attached on the payment voucher after the

training had actually been conducted then I would complete my signature.

vii. Since the original voucher, American Centre for Planning Foundation and the new voucher, Ward representatives Association of Kenya had been **stapled together**, they had become public document available for audit purposes and for any interested stakeholder to inspect and investigate them.

viii. Businesses are constantly **changing names** to redefine themselves or remain competitive. In fact the Government Training Institute had changed its name to Kenya School of Government.

ix. The county assembly clerk was **a signatory to Municipal Council of Mombasa Bank Accounts**. And at least one account was active, if he was intent on committing a fraud, he could have just paid the 4.2 M using the Municipal bank account and nobody would have noticed. But by humbling himself to seek funding from the executive exposing himself to public scrutiny, since this payment could be seen by Central Bank, the National Treasury and Controller of Budget, it showed he wanted to do things right.

After that discussion the accounts defined the payment voucher in the system. We had introduced an Integrated Financial Management Information System stamp which was stamped on a complete voucher. The definer signed her space and then sent the voucher to procurement who committed the local

service order in the system. The procurement brought the voucher to me and I approved the Local Service Order in the system. Then I put initial of my name on the Local Service Order to avoid possible duplication. I sent the voucher to accounts who invoiced it and signed their space on the stamp. The accounts brought the voucher for validation, I don't remember validating it, since we were validating salaries vouchers also at the time and we had shared the vouchers among two of us. But if the voucher had my signature on the IFMIS stamp, then it's I who did the validation. Later after the voucher had been processed for payment, I exported all payments that were ready for payment into the Government - pay system. Officers who were authorised by the County Executive to sign cheques on behalf of the County approved the payment in the system and this gave the central bank authority to transfer funds from the County's bank account to Ward association of Kenya bank account.

That was the end of my testimony. You can now clearly see what jealousy could do. If I had not been careful on what I was doing and God had not protected me, a co – worker's jealousy could have landed me into hot soup. The colleague was so sure he had fixed me, but when I was only required as a witness, he got annoyed. If you looked at my duties keenly, you could clearly see due to staffing constraints at the time, the duties were not properly segregated and it was lenient enough on part of the Kenya Anti-Corruption commission to take me as a witness and not a party to the transaction.

The Workplace jealousy occurs when one co-worker feels uneasy or apprehensive regarding the aptitude of another member of staff. It may also arise due to personality clashes and tribal differences. While most workplace jealousy may lead to death, loss of job and resignation of the victim, some workplace jealousy may help the jealousy party to develop himself and be a better person as he competes with his victim.

Jealousy as workplace war

Jealousy is a workplace war as it prevents the victim from earning that promotion he deserves. If you look at the case of Musungu and Basa above, they were denied promotion. Musungu was eradicated to prevent him from being promoted. Basa was stifled, his work used to make other workers outstanding so that he may not be in the limelight to be promoted.

Workplace jealousy is a war as it forces the victim to leave a job due to bad blood. An incitement may also be made such that he is sacked. Governors and supervisors of king Darius instigated Daniel to be sacked by being thrown in a lion's pit. Jealousy may also lead to death. Musungu in above account was killed due to jealousy.

Someone said jealousy is like taking poison and hoping your victim dies. It is not only the victim that is affected by jealousy; the jealousy party may actually get a disease for bottling up negative emotions against someone else. The diseases I discussed in Chapter four, Workplace diseases may actually

attack a jealousy party. Furthermore, what a jealousy party may wish against another may befall him especially if he is contending with a God fearing person. Haman wished to hang Mordecai, he was hanged himself and the supervisors and governors who wanted Daniel to be feasted on by lions, were themselves gorged by the lions.

Like Basa who was not recognised for the extra duties he performed above his designation, jealousy is intended to cause the victim to receive little or no recognition for his performances. Jealousy ensures he stagnates in one position for ever.

Jealousy has another intention of ensuring the jealousy party gets preferred and interesting work assignments. The victim like in case of Basa performs the most hated chores and takes a larger workload than it is necessary.

Navigating the workplace Jealousies

Since Jealousy like most workplace combats is a war of nerves; that is, people play with each other psychologically, one should remain calm. It's imperative to stay optimistic, kind and professional in the workplace to avert and minimize workplace jealousy among ones co-workers. But remember God cautioned Cain about his attitude and implored him to change; he did not. Therefore, whatever you do, the jealousy party may not modulate his jealousy.

As the jealousy party may not soften his jealousy, it advisable to cast ones burden onto God. A jealousy person is like a green

snake in green grass waiting to bite you when you least expect. He is like terror of the night, and the arrow that flies by day. He is like the pestilence that stalks in darkness, and the plague that destroys at midday. But whoever trust in God would be saved from the jealousy's person snares and his deadly pestilence. Musungu did not escape the snare of Runu as he never obeyed God's command to flee from sexual immorality. On the other hand, Daniel escaped the destruction planned by king Darius supervisors and governors by being honest and avoiding unscrupulous deals.

Other than depending on God, one should remain humble and modest. This enables jealousy persons not to be intimidated by your skills and can in fact start competing with you than planning to kill you.

In addition to being modest, try to empower others by teaching them new skills. You will not only forge friends from foes, but you will also sharpen your skills. Support and respect your co-workers. Listen patiently to your co-workers if they need your attention.

Another way of outwitting jealousy persons is being willing to discover and try new stuff. Jacob's uncle was jealousy of him and did not want him to leave his service to him. He had inquired of magicians and he was told he was blessed due to Jacob. He wanted therefore, to retain Jacob at all costs. So he deceived Jacob that he should linger for a while so that if the sheep gave birth to sheep of certain colour, they would belong

to him. When all sheep gave birth to that colour, Laban changed the colour again. It was practically impossible for sheep to give birth to the new colour. But Jacob tried a new thing by influencing their mating choices as he watered them, and the sheep gave birth to that colour! Laban had to agree God was with Jacob.

If one is talented, don't demean you co-workers, look at aspects of their abilities and praise them. If they see you more talented, remind them of their abilities. Be vocal about their accomplishments

You can also navigate jealousy at workplace by setting professional and moral standards of your conduct. As we have seen in the story of Daniel, Musungu and Basa, your antagonists would seek your weakness to topple you. When you work professionally and you are morally upright, like in the case of Daniel, your jealousy co-workers would find nothing against you, to bring you down.

Chapter 9

Workplace Maligning

Definition of Workplace Maligning

David had been toppled from his kingdom by his son Absalom. Running as a fugitive Ziba joined him with foodstuffs which he found handy and he liked Ziba for that. Perhaps Ziba had looked at a past event where David was running as fugitive from Saul. Abigail had provided David with foodstuffs and when David ascended to the kingdom, he married Abigail. Ziba had gathered from the event that David rewards a favour and he wanted to be in his good books, positioning himself for favours. Ziba knew David was a seasoned fighter that had outsmarted an experienced King like Saul. He had been fugitive from Saul, and Saul with all his powers, was unable to kill him. Therefore he knew Absalom was no match to David. The kid had never tasted difficulties or major wars.

Ziba was taking care of Mephibosheth, Saul's grandson who was crippled. In order for him to travel, he had to rely on Ziba to prepare a horse or a donkey for him, and set him on its back. Therefore when David saw Ziba alone, he asked where Mephibosheth was. Ziba defamed him that he had remained behind since he was sure the Israelites would restore his grandfather's kingdom to him. This angered David; nevertheless, he was happy with the provisions brought by Ziba. He stripped Mephibosheth of all Saul's property and gave it to Ziba.

County governments in Kenya use a system called Integrated Financial Management Information System (IFMIS) to electronically pay its clients. This system depends on County Integrated development plans (CIDP), annual plans and annual budgets. Unfortunately, these documents are prepared by junior managers without the input chief officers, executive members and the governor. Apart from the documents not having harmony amongst themselves, the projects the executive will undertake to actually execute would not be in line with the CIDP. This means what projects the governor wants to implement, he would implement them, whether they are in the plans or not.

Buja was an employee in XYZ County tasked with assigning codes to expenditure in the system. The governor of the county wanted to construct a plant that would recycle waste. The project did not feature in the CIDP and thus could not be in the annual plans and was not in the budget. Buja coded the expenditure under garbage collection. Garbage collection was a wrong code since garbage collection was a recurring expense while a recycling plant was a development or capital project. Recurring expenses are such expenditures the county needs to run its day to day activities. Development expenditures are expensed once or for a fixed duration of time. They have a beneficial impact on future generations for a long period of time.

All payment staff noted the anomaly, the executive members and the governor wanted an interim payment done as soon as possible as they had signed an agreement with a contractor. A

trial to explain to the executive that a supplementary budget was needed and the county plans should be modified, fell on deaf ears. Besides as in accordance with the constitution, the public needed to participate in endorsing a project of such magnitude. The executive prevailed against the payment staff and the payment was made.

When Bufe was preparing financial statements, he classified the project under recurrent expenditure as garbage collection expenses. The external auditors noticed the anomaly and Buja was taxed to explain why the expenditure was coded as such. Buja knowing that Bufe was on leave, she maligned him that he was inexperienced and did not know what he was doing. She had classified expenditure as construction of civil works-recycling plant. The auditors were auditing around the system and therefore, they did not log in the system to verify Buja's claim. Were the auditors keen, they would have noticed such an item did not appear in the CIDP, annual plans or the budget. They discussed the draft audit report with the governor, and raised the issue. They told the Governor that Buja had classified the expenditure properly in the system but Bufe had coded it wrongly in financial statements. They added that Bufe's reporting was misleading. The governor was annoyed; he promoted Buja to be a director of financial services and never recognized Bufe as long as he was a governor.

Over time it was discovered that Buja did the coding haphazardly as she knew Bufe was in bad books with the

executive and she could always blame him. But it was too late. Buja had enjoyed trappings of power for a long time while Bufe had been maligned. Bufe was forced to pass very many journal entries to correct Buja's errors and introduce budget items like construction of civil works-recycling plant that did not exist in the original budget to escape coding problems. In the long run, Bufe's budget was different from the approved budget, but the auditors only checked the total figures, since the amount agreed, they were satisfied. But the line items differed.

The human resource of Kisiwa County made in clique promotions and employed their family members and family members of their conies. Basa who was a long time employee was not promoted despite the fact that he had performed the functions of a higher office for more than seven years. When the External auditor asked the human resource why the employee was not promoted, they maligned him that he had refused to be promoted and he was also facing some ethical issues they did not mention. The truth was, the human resourced had colluded with Basa's supervisor not to promote him.

What therefore is Maligning? The Cambridge university dictionary defines maligning as, 'to say false and unpleasant things about someone, or criticize someone unfairly.' Ziba said false things about Mephibosheth to gain David's favour and was given Saul's property. Buja vilified Bufe to obtain the Governors favour and was promoted. The human resource of Kisiwa County slandered Basa so that they could camouflage hiring

based on nepotism, their circle of loyalists promotions and receiving a bribe from Basa's supervisor so as not to effect his promotion. Therefore, for the purpose of this chapter, **maligning shall refer to saying false things about someone so as to obtain a favour at workplace. The favour includes but not limited to promotion, bribe, crooked hiring and stopping someone from ascending the corporate ladder.**

Maligning as workplace war

Maligning is a workplace war as it makes someone hesitate to speak up and defend themselves. In the case of Bufe above, since it was an outsider and an oversight organization that spoke in favour of Buja to the governor, there was no way Bufe could have been given audience by the governor who knew little or nothing about accounting and financial systems. Bufe had to suffer silently from maligning.

Persons who are maligned experience work related stress or anxiety just like those who are mobbed. Unlike mobbing which involves a group of employees and is systematic over a long time, maligning is done by one employee or few employees at one favourable time to the maligning person(s), but with enduring repercussions. The maligned person can develop work related disease. The person who maligns others can also be stressed, be anxious and develop diseases as he is constantly afraid of being found out or his victim retaliating.

Maligned person takes full leave days and they want to be as far as possible from the organization. This is a war since if they are

skilled; they deny other employees an opportunity to learn from their skills.

Maligned person may quit the organization raising the organizations turnover.

As maligned persons take full leave days and quit the organization, the organization consistently misses its targets. Targets includes; reporting timelines, expected sales and percentage growth.

The maligning party is always living in fear of retaliation. They are always wary the innocent party would strike back one time, thus affecting their work.

Maligning causes the flow of information to be distorted. Like Bufe in the above account was forced to come up with his own budget and line expenditure items. Though his budget was more realistic as it portrayed the true picture, it was different from the approved budget. It made it difficult for someone to follow the flow of events from CIDP, annual plans and budget. And since Bufe was doing creative accounting, he would be economical with information just to avoid trouble.

Maligning encourages preferential treatment; Buja and Ziba in the above accounts were treated properly while Bufe and Mephibosheth were scorned.

Maligning can make talented and problem slowing employees to shut up. If Bufe and Mephibosheth had new ideas I doubt if they

would share them with the governor and the king respectively. Like Bufo could have advised the governor to carry out a supplementary budget to bring in items not in the budget, harmonise the budget with annual development plan and harmonise the annual plans with the CIDP, but since he was out of favour with the governor, he only lived for survival.

Maligning advances vices like tribalism, nepotism, favouritism and bribery. This makes promotions and hiring to remain in-clique activity and promotions and hiring lack diversity. Promotion is not based on performance appraisal while hiring is not competitive.

Navigating the workplace Maligning

It is difficult to prove one is being maligned since the deciding party would have taken a rigid one sided decision. In the narrations in this chapter, David had sided with Ziba. The Governor had sided with Buja. The innocent party would only depend on God to vindicate them. Like the psalmist, their prayer would be; 'arise, Lord, in your anger; rise up against the rage of my enemies. Awake, my God; decree justice for me.'

As maligning thrives mostly in political settings and where vices like tribalism, nepotism, favouritism and bribery are allowed to thrive, one should set clearly his moral and professional standards. This enables bosses to discover within a short time, the other party was slandering. David discovered Ziba was lying and told Mephibosheth that he had given all of his grandfather's property to Ziba. Mephibosheth was not pained with the decision

and he replied that David had already done enough for him, Ziba could keep the property. After all, all Saul's relatives were all to die. David changed his decree and gave, Mephibosheth half of Saul's property. That is how damaging maligning is. Like in the case of Buja and Bufe, it was known Buja had maligned Bufe when the governor's term was well over.

Maligned person should emulate Mephibosheth. They should not bottle up jealousy in their heart. They should not take revenge, but leave wrath to God. They should not repay evil for evil or insult for insult but bless those who wrong them. God will avenge for them.

Maligned persons should learn to cope with stress, depression and anxiety as discussed in chapter 4 and 5 of this book.

Chapter 10

Workplace Nefarious gangs

Definition of Workplace Nefarious gangs

Mamisheni and nine others met immediately after religious meetings. They never met anywhere else save for a few workplace board meetings. This gave an impression that they were discordant and they never knew each other personally. They worked in the same firm. In their meetings, they always discussed how to circumvent the organizations internal controls and grab some monies. They singled out which employees to bribe, which one to neutralize, which ones to frustrate and which ones to eliminate. Most of them worked in the finance department. They worked like an organized crime. A part from the ten members they had other members scattered throughout the organization. The members spanned a group of top management to lower cadre staff and outside clients.

The networks ensured; the procurement rules were flouted, the Imprest system was abused and the internal control systems weakened. The particular breach of internal control system was making payment without supporting documents or destroying some documents immediately after payment. The team took advantage of the weaknesses in the law to perpetuate their vice.

Mamisheni colluded with suppliers who availed documents like delivery notes and invoices. They then prepared the service or purchase order and gave the client. Most of the groups

procurement method was direct procurement, request for quotation or restricted tendering. They would have some five clients who were the only ones privy to these tendering method and who were given the purchase or service order and some notified to having failed to clinch the contract so as to make everything look legitimate. In a worst scenario, these five clients could just be five companies of one person.

Mamisheni and group waited for external auditors to query insufficient and unsupported payments before they quickly came up with documents to satisfy the auditors then destroyed them thereafter. Auditors never asked about most of these irregular payments as they did sampling audit only. The group falsified the organization documents to show the organization was growing for instance, recognizing none existent revenue as received. Creditors' records are deliberately not kept properly so that they could benefit from double payments. Most group members were paid fictitious claims like fraudulent reimbursement of medical expenses, per diem and travelling abroad expenses.

Any employee who stood in their way was transferred to a less active section so that he idled for having no work to do. The group had informers in the oversight organizations such that when an honest employee reported an extra-ordinary event, he was quickly sidelined. The group would then work with the oversight body to expunge the report from its files.

It was believed the group paid clients for services not rendered or for goods not supplied and then they met the suppliers at undisclosed place and divided the burgle amongst themselves. No one could prove this assertion, but that was what folks talked about. Perhaps it was a rumour or comedy for entertainment purposes but one thing was clear, Mamisheni and his group were very powerful. Everyone in the organization was to toe their line or be sidelined and isolated. The gang was an organization within the organization. Its members were wealthy despite earning just modest salaries.

Workplace nefarious gangs can be defined to be a group within an organization that pursues different ideals for which the organization was established to pursue. The main goal of the nefarious gang is to enrich its members by exploiting the weaknesses in the organization's system and the country's law to loot money. While the organization does not identify a single person to bully, it clears and isolates persons who prevent it to pursue its goals. The gang, as it runs the organization, promotes those who are loyal to it and leaves those who want to do the right thing to stagnate in one position till they retire or quit the organization.

Nefarious gangs as workplace war

Nefarious gangs become a workplace war for honest individuals who want to do the right thing. This is because honest individuals would be sidelined by this group and deployed to perform tasks they were not employed to do. Consequently they

would be by-passed when promotions are done as they watch less deserving persons being promoted.

Secondly, a zealous employee who wants to do the right thing would ultimately be fired. He could be trapped in his zeal or if he has no moral standards, he could be trapped in sexual harassment.

Thirdly, victims of workplace gangs face mental and health problems or commit suicide. Everyone has a conscience and if one is forced to work against his conscience, he develops health and emotional problems. Take for instance an employee who had reported a malpractice to an oversight authority, then it is reported to the gang; the gang buys the report and destroys it. The employee is deployed to do some mundane tasks. Many years pass, he sees less deserving persons being promoted but he is stuck in one place. Then he comes to know it was his report to an oversight body that put him in the quagmire, definitely he develops mental and health problems or commits suicide

Fourthly, as I have said before, conscientious employees would be isolated or barred by their bosses/co-workers to access most information. This would make fewer people to interact with them. They may not be told about meetings or social events. They may be set up to fail by being given a deadline that are impossible to meet or not enough information to complete their work. New workers would automatically avoid them. Since everyone spends the greatest portion of his twenty four hour

clock at work, this is actual torture, zealous workers pay dearly for being good in such organizations.

Navigating the workplace nefarious gangs

Navigating the workplace nefarious gangs is tricky as it touches on ones spirituality and the laws of the country. It also tickles most human desires as a person is enticed of being rich and enjoying luxurious life for little or no effort if he is loyal to the gang. One has to know a number of things to have the determination to navigate this war. This is because as we saw above, the gang controls deployments, controls promotions and controls the whole organization and has networks in other organizations. This is what one should know.

Firstly, it is better to take refuge in God than to trust in human beings. 'Do not put your trust in princes, in human beings who cannot save. Stop trusting in mere humans who have but a breath in their nostrils. This is what the Lord says: cursed is the one who trusts in man, who draws strength from mere flesh and whose heart turns away from the Lord.' Nefarious gangs crave loyalty, they want people to put trust in them, and this is wrong, never put trust in them.

Secondly, nefarious gangs live wicked life, and one time they would be completely annihilated. 'This is what the wicked are like – always free of care, they go on amassing wealth. The wealth of the rich is their fortified city; they imagine it a wall too high to scale. People who have wealth but lack understanding are like beasts that perish.' If one loves evil rather than good,

falsehood rather than speaking the truth, one day people would say, 'here now is the man who did not make God his stronghold but trusted in his great wealth and grew strong by destroying others!'

Thirdly, better a little with the fear of the Lord than great wealth with turmoil. If wealth makes you look at your back always for fear of being chased by economic crimes authorities or a nefarious gang, you better be content with the little you have and work hard to get rich honestly.

If you have the three points above in your mind, it would be time to navigate the nefarious gang.

Firstly, know that whoever grabs a stray dog by the ears is someone who rushes into a quarrel not their own. This means at the workplace you expect all people to work ethically upholding a certain set standard. The presence of nefarious gangs at workplace is likened to stray dogs in the streets. The gangs should not be there in the first place. You did not put them there. And you cannot single-handedly remove them from the workplace.

Understand that the gang exists since there is a major weakness in the oversight bodies. Therefore, you cannot depend on oversight bodies; this now becomes only a battle that should be left to God to tackle. Do not therefore hold the gang by its ears thinking you would crush it, you will be bitten severely. What you have to do is mind your own business and

do everything ethically. Do not join the gang, don't trust it, it may be there one time, the next moment it is not there. God's law are above any earthly law. By doing the right thing and not meddling with the gang, they will ignore you. They would even promote you to handle most sensitive areas of the firm. Believe it or not, even where there is anarchy, everyone wants things to move orderly and obey the minimum law of the land.

The gang as evil as it is, would not like to be on the bad side of the law. That is why it will work with honest people minding their own business to do honest work to cushion them from negative publicity. Do not report malicious actions of the gang you come across in the course of your work. You can only report if your work is oversight in nature like auditing or a law specifically requires you to do so. Fortunately, if you are honest the gang would hide most of its activities from you and you would not have anything to report.

Remember Rahab the prostitute, she hid two spies in her ceiling. When asked by the country's government sleuths if she had seen two Israelites enter her brothel, she knew she was under no obligation to report to them. She was not ready to take a street dog by its ears. She quickly answered, 'you people know, men enter here and go, how was I to know they were Israelites. They are not here, they came and left'. If you remember Rahab's account, know that the oversight authorities know of the existences of nefarious gangs, they are the ones who should have prevented them from mushrooming in the first

place. Don't carry their responsibility thinking you can annihilate the gang. It was the country's security to ensure non-citizens never entered its boundary; they should not have put the extra burden on Rahab.

Secondly, when you follow God's principle and become a man of excellence; working without being supervised, honest in your dealings, being morally and ethical upright, even the gang would appreciate you. But remember those unscrupulous employees who want to obtain favour with the gang would malign you. King Darius did not worship the God of Abraham. Daniel did. It is the godly qualities of Daniel that made him a man of excellence at work that made king Darius to like him. But governors and his fellow supervisors craved the king's favour and pried on Daniel.

Just like Daniel was thrown in a lions pit, your malicious co-workers may cause the gang to isolate you and deploy you to areas you would be idle. Do not be bitter. Learn how to cope with stress and depression as outline in Chapter 4 and five in this book. Then work as hard as you can. Be content with your salary that you are earning genuinely and save a big chunk of it. Create an asset and start earning extra income. The gang will in time notice you were maligned and will deal with your foes. Even if they don't do so be comfortable, keep learning, the gang may be removed by forces of nature, you may get another good job, or would in time quit the firm and establish a thriving business.

When wickedness flourishes, good people hide. Therefore mind your business and live the best you can, not minding the gang. Be like the psalmist who sang, 'in the shelter of your presence you hide me from all human intrigues; you keep me safe in your dwelling from accusing tongues. Hide me from the conspiracy of the wicked, from the plots of evildoers.'

Chapter 11

Workplace Personality clashes

Definition of Workplace Personality clashes

A folk tale is told of a lion that was sleeping and the hare kept playing with his mane thus constantly waking the lion. Whenever the lion woke up, the hare would run away. The lion was extremely irritated with the disturbance. As a result, the lion then pretended to be in deep slumber. And when the hare came to play with his mane, he caught him. The hare pleaded with the lion not to make a meal of him. The hare implored the lion to summon all wild animals, tell them the story and if they were aggrieved and felt the lion should eat the hare, then it would be okay. The lion quickly agreed as he was sure all animals would like the hare punished.

When all wild animals had assembled, the lion narrated to them what had transpired. All animal shook their heads in disgust. It was not proper for any animal to disturb the lion's peace and sleep; he was the king of the jungle. When the lion asked if he could devour the hare, all animals unanimously agreed. But the cunning hare told the lion to hold on. Then he told the lion that he really regrets for acting foolishly and disrespecting the king. And while the lion told the other animals the story, all were visibly sympathetic to the lion except one. The lion asked angrily, 'which one'. The hare pointed at the warthog and said, 'you see he is still laughing at you!'

The lion saw two of the warthog's tusks protruding at both sides of his mouth and though they were exposed teeth of someone smiling. He was incensed. The warthog sensing danger, took off swiftly to his den. The lion having forgotten the hare pursued the warthog and lost both the hare and the warthog. The outward appearance and the way warthog conducted himself, looked like he was smiling at the lion's misfortune. But it was not true, that is how personality clashes are.

Personality clash in the workplace is where workers find themselves at odds with one another owing to incompatible personalities, mismatched cultural backgrounds, and conflicting approaches to work or merely a divergent viewpoint on life. Personality clashes can arise when employees don't comprehend or admit differences in each other's personalities.

An employee might assume their co-worker is impolite since they have an uncomplicated personality trait and tend to say anything on their mind. Some employees may seem to be happy always as they are ever smiling. Others may seem to be sad as they are gloomy always. Some employees are talkative yet others prefer to be guarded. Other workers may just consider coloured employees to be dumb and their counterpart to be bright. In African setting where most traditions demeaned women, male workers may consider women to be inferior having no ideas, while men to be superior, full of ideas.

Rama was always talkative as a supervisor. Most of his subordinates hated him because he looked like he was scolding someone. Workers could be talking excitedly then when one announces Rama was coming. Each would take to his desk and pretend to be deeply immersed in his work. But that never stopped Rama from talking. He would tell someone to adjust the brightness of his computer so as not to destroy his eyes. He would tell a worker to ensure support staff wiped dust on his desk so that he does not catch flu. He would ask a worker why he looked gaunt, if he was sick, if he had breakfast. He talked of very reasonable things that if you listened carefully, you would see he was a very concerned supervisor. Yet the tone of his voice scared many workers and they interpreted it to be scolding.

Jumbe was a worker who thought white workers could not do manual work perhaps because they are not strong enough or he considered the chores dirty for them. He was surprised when one day the support staff had forgotten to clear and clean the Conference room, Anise told everyone to get out for ten minutes. She cleaned the room and arranged the furniture. She did a thorough job that when he called other co-workers back to the room, Jumbe was left marvelling.

Samuel saw Eliab's personality and his physical built and remarked in his heart, 'surely the Lords anointed stands before God.' But God told him, 'do not consider his appearance or height, for I have rejected him. God does not look at the things

people look at. People look at the outward appearance but God looks at the heart'. Personality clashes therefore are dependent more at how a human being looks at the outside appearance of others.

Personality clashes as workplace war

Personality clashes as workplace results to development of acidic and hostile working atmosphere. Rama, who I mentioned above, was forced to work with workers from his tribe as all other employees sought for transfers and were deployed in other departments. The workers who left cited a hostile environment that made it difficult to work with Rama.

Personality clashes at workplace results in poor culture. Like for instance Rama was only working with his tribesmen denying his unit the advantage of diversity of persons. In addition, his unit communicated mostly in vernacular other than the National language.

Employees who communicate on cross purposes or misunderstand each other due to personality contributes to decline in productivity and morale amongst the labour force.

Personality clashes just like prejudice leads to deterioration in employees' mental health and an increase in work related anxiety and stress.

In their bid to avoid the workplace due to the hostile environment created, most workers absent themselves or take sick days just to be out of the duty station.

Like in the case of Rama, most talented workers sought to be deployed to other departments, personality clashes as workplace war, hinders the ability to attract and maintain the best talent.

Navigating the workplace Personality clashes

Communication spoken and enhanced with written one would clarify misunderstanding

Look for the good and positives aspects of you co-workers and avoid dwelling on what pisses you.

Whenever there is a grave misunderstanding between two or more co-workers each, a Mediator should be chosen to arbitrate between the hostile parties.

Desist from judging the book by the cover. Listen carefully to the other party and ask questions or tell them to repeat where they are not clear.

Appreciate all human beings and even if your perception makes you consider them to be good for nothing, know they are valuable. Like a Swahili proverb; 'Baniani mbaya kiatu chake dawa' loosely translated as 'a bad Indian but his shoe is medicine', know everyone is valuable. The proverb means, that though the Indian is ugly and good for nothing person, but he has a life saving item, just when you are on the brink of your life, he is the only one who can save you.

Chapter 12

Workplace Formal Leadership Struggles

Definition of workplace formal leadership struggles

Andy was the departmental head. He had five sectional heads namely, the information technology director, the internal audit director, the revenue collection director, accounting services director and procurement director. All these directors had a potential of taking over from him. They also had to be loyal to him to remain directors, as he had power to appoint anyone to be a director, and also to enjoy monetary benefits.

The head of the department had authority to pay his directors any amount of extraneous allowance provided it did not exceed his salary. Therefore the favoured director could earn twice his salary. There was no way to check the authenticity of the extraneous allowance payment making it a powerful tool for the head of department to use it as a carrot. He could dangle the carrot in the eyes of directors to force them to do what he wanted and not its initial purpose to motivate staff.

The section heads therefore, jostled to win his favour. They elbowed each other and there was a cut-throat competition among them akin to enemies fighting. It also revealed poor structural formation. While the internal audit needed to report on the weaknesses of all heads of department, the internal audit director was to be careful not to antagonize Andy. Signifying

that, for the internal audit director to receive any favours, he had to ignore Andy's financial malpractices.

The director of revenue collection could misappropriate revenue or he could be used as a cat's paw by the head of department in siphoning some revenue for his personal gain. The revenue director could be paid a percentage of the pillaged revenue. It was tricky for the internal audit; if they decided to be loyal to the organization, they could be deployed before their report reached the chief executive officer and lose all the favours indefinitely.

The procurement had to accept fixing in direct procurement or skewed procurement in favour of the head of department and his cronies. However, the director of procurement could gain by getting kickbacks. He was seating on a pedestal. He either did what the head of department wanted or be deployed and miss all favours including promotion for doing what the head of department wanted.

The information technology director was to ensure he destroyed all audit trails of irregular payments and leaked revenue.

The director of accounting services had to make certain all his reports were doctored to ensure the head of department was performing his work above par. The reports were to show revenue had been increasing each year. The expenditure reports were to depict wastage had been curbed and the expenditure remained within the budget boundaries. He had to show the head of department had been paying creditors timely

and had sealed all revenue leakage loop holes. Failure to do this, he forfeited his position including benefits and may never pick up.

That is a typical scenario in a county government financial department set-up. Every director had to understand on the onset of his job that he could not do the right thing, unless the head of department was principled. He had to fathom that he had no job security in that position except if he pleases the head of department. He had to understand the head of department could destroy his job prospects and future promotions based on gossip and not facts.

Having the above facts in mind, automatically a stiff competition between directors for leadership arose. They would also want to utilize the shortest time possible to get the largest financial gain available as they were not guaranteed a future in the position. Every section head had to sing the song of the head of department. This created animosity between them and the needs of the staff they supervised were ignored. There was a war among the directors each eyeing to replace the head of department. There was a war among directors, each striving to be the best favourite to the head of department. There was a war among the departmental staff, since they lacked leadership but they were expected to deliver. Therefore, what is formal leadership struggles?

Formal leadership struggles is the unhealthy competition among formal leaders. Though they have been given power

formally, they rarely use that power to influence their subordinate's actions. Rather, they use it to outdo each other and to gain financial and other work related monetary benefits instead of leading.

Formal leadership struggles as workplace war

As leaders are trying to outdo each other and only concerned about financial gains, no meaningful promotions are made. Promotion is based on friendship, nepotism and tribalism. No performance appraisals of staff is done and when done it is skewed since the leaders do not know what their staff do. An employee, who may be by-passed in the promotions, may be the one doing all chores.

As the leaders endeavour to look good in the head of department's sight, they may slander each other. A leader doing the right thing and is likely to outshine the others may be targeted for defamation by other leaders. For instance, in Andy's the account, the director of information technology's activities were not discernable by the eye. He was the only one that would choose to be less corrupt. But other directors were under pressure for their reporting, they could falsely accuse him of tampering with the system. He could want to produce system logs to prove he was innocent. But the head of department could just side with them accusing the information technology director to save his skin. It would be better for him to say the system was tampered with, than be exposed of financial misconduct.

As leaders fight each other, communication is beset. For instance, it is difficult of a director whose position is hanging in the balance to recommend staff for promotion. A director who is in bad books of the head of department, either genuinely or by malice cannot recommend staff promotions. He may also withhold information from the head of department or filter information from head of department to his subordinates. Hostility among directors may affect flow of information, thus the reliability of accounting reports may be questionable as the director of accounting services needs information from all the other directors and he has to explain how he handled internal audit queries.

As communication breaks down, action may be taken on rumours. The head of department or any of the directors may take action swiftly on the basis of rumours in their attempt to save their face or cool down fires from an emerging problem.

Conflict would not be solved conclusively. Most matters would be swept under the carpet as most decisions could be wrong for action having been taken on basis of rumours.

The head of department, directors and their subordinated are likened to be under an oven. Each is feeling their own heat. They all would have issues to contend with. The directors, instead of providing leadership, would be protecting their position. This causes work related stress and anxiety. If the

stress and anxiety persists, workers may become sick, absent themselves from work or quit the job.

As there is no leadership but only a fight for positions, such an organization is never ready for change. It is difficult to institute changes to the wary and disunited staff, whose first reaction is to resist.

Navigating the workplace formal leadership struggles

When one faces formal leadership struggles at workplace, he should do something no one else is doing. Paul was absolute that there was no law against the fruits of the spirit. When persons are struggling and showing animosity to each other the best way to fight that war is to be different. One should be joyful, peaceful, kind, good, gentle and having self-control. These qualities would enable him to reach out to others other than fighting. He would not be part of the useless wars but he would be recognized as different, and since these qualities appeal to anybody he would be liked.

A person should also be choosy. Not all wars are worthy fighting. When everyone is fighting for favour one should be developing himself by learning more and improving his health. Education broadens ones chance and he looks outward. He does not see the present position as the only chance in his life worth dying for at any cost.

As other leaders are fighting and denying their subordinates vital communication, one should maintain lines of communication and communicate clearly. All information from above, one should ensure it reaches all subordinates in its originality not filtered or adulterated.

One should also understand office politics. What is the aim of the struggles? Is it only for monetary gain and positions? Is the motivating factor sustainable, what is its long term impact on sub-ordinates? What is its long term impact on leadership and the organization? Does it have positive impact? Do struggles revolve around a person, like being loyal to a person? Is there a way of demystifying the struggles so that they don't revolve around a person?

One should be a catalyst for ensuring everyone is well informed and abreast with everything that is happening in the organization. Verbal communication should be reinforced by written communication for clarity.

Chapter 13

Workplace Rivalries

Definition of Workplace Rivalries

Todie found himself in a fierce competition. He arrived one day at work several minutes late since he had to change a burst tyre. The reserved parking for employees at his duty station was full. He was mesmerised by the state of affairs. Usually the parking had been three quarter empty. He was forced to pay for a parking slot at the nearby parking bay. He immediately saw a problem a head. If he were to miss a free employee parking space every day, he would be drained financially. He had taken a loan to purchase his car and he was still paying for his mortgage. He could not afford to lose more money on parking! Then an idea occurred to him, he could take a train or bus to work. It was cheaper.

He paid his parking fee and parked the vehicle. Then he walked to his office. Though commuting using bus or train was cheap, he liked the convenience of his car. It could act as an office when he wanted to escape disturbance from his co-workers and clients. He also liked relaxing and meditating in his car during lunch hour. He would have to talk to their engineer; he must craft a parking space for him. He knew the engineer was a resourceful man and could come up with a parking space from nowhere.

Todie and his colleagues' salaries had been revised upwards after the recently negotiated collective bargaining agreement came into force. As a result, his co-workers decided to buy cars. There was a stiff competition among workers to outwit each other in buying the best vehicle possible. This caused the parking lot to be full to the brim. Those who designed the parking lot had not envisioned a situation where every employee would have a car. They assumed some would use public transport system. As a result the parking lot was full.

Todie had also noticed when he bought a new suit, most employees both new suits. When he received gift shoes from his aunt in Paris, several workers bought the best imitation of the shoes. The work place was like a folk tale I heard when I was young; I guess one of Aesop's fables. A businessman selling caps had a nap under a tree one afternoon. He was tired of hawking caps and could do with a short nap before resuming his work.

While he slept with one hat on his head, several monkeys up the tree, descended the tree, took all caps from his bag, wore them and pretended to be asleep. When the man woke up and picked his bag to move on, alas! There was no cap in it. He turned and looked at all sides. All was clear and he saw nobody. Beads of perspiration started forming on his forehead. His goose was cooked. How would he eke a living with his stock gone?

He picked up a stone and threw it away in disgust. The monkeys picked fruits from the tree and threw them away imitating him.

Surprised at fruits being thrown in the direction he threw the stone, he looked up the tree. To his shock, the tree was full of monkeys wearing his caps! He slowly removed his cap, held it in one hand and scratched his head wondering what to do. He noticed the monkeys removed their caps held them and scratched their heads mimicking him. An idea crossed his mind, to be sure it would work, he placed his hands on the head and looked up. All monkey imitated him. He threw his cap in his bag. All the monkeys threw their caps down in the bag. He quickly collected those caps that missed the bag and went away. The man had taken advantage of the monkey's imitation for his own good.

Todie realised he was the pacesetter at work; he wanted to influence his co-workers positively. He applied to the organization to fund his second degree and was glad when the chief executive officer accepted his request. Predictably most of his co-workers furthered their learning by obtaining funding from various sources.

Workplace Rivalries refers to competition amongst co-workers that does not focus on accomplishing any work related objective. It takes place between contemporaries with similar jobs, equivalent titles or similar skills. For instance in the case of Todie, his co-workers competed with him to buy cars, shoes and enrolling for further education. Co-workers usually compete in carrying out wedding ceremonies, celebrating birthdays and purchasing or building their houses.

Workplace rivalries may be harmless but they can degenerate to be workplace wars. In this chapter, we concentrate at them being workplace wars.

Workplace rivalries can lead to jealousy, victimization, peer pressure and spending beyond ones means. Spending beyond ones means can lead to debt which puts pressure on a worker and can result to him being attacked by stress related diseases.

Rivalries as workplace war

Where one is under peer pressure to acquire each and every item his colleagues buy, he will be under stress as he would be unable to control his monies. He would just be following a crowd. This stress would kill his happiness and would result to work related stress and by extension stress related diseases.

Believe it or not, where one employee has for example built a nice house and the others are yet to do so, they would become envious to the extent that teamwork between the co-workers would be stifled or be nonexistent. What the co-workers would not have in mind is, the seemingly successful co-worker might have been assisted financially by a spouse, and he might have inherited a business or some money. Competing with such a person who has another source of income while one only depends on salary is futile!

Workplace rivalries create negativity and hostility between employees who seemingly know how to manage their salary well and acquire assets as compared to those who don't.

As Workplace Rivalries degenerates to negativity and hostility, it decreases morale amongst workers and productivity declines.

Navigating the workplace Rivalries

One can navigate workplace Rivalries by recognising everyone has his own journey and there is no need of being pressured to acquire what others have. One worker maybe from a family of orphans and could be supporting his siblings. Another maybe an only child and unmarried, therefore he has a lot of freedom to buy material things. One may be aping a rich model and another may be living modestly according to Bible principles. In fact the Bible advises that we should not put our hope in human beings, who when they pass away, their thoughts and plans perish with them. We should have our own standard and defend it.

One can navigate workplace Rivalries by making workplace rivalry to be beneficial. Like Todie described in this chapter realised instead of influencing his workers to be materialistic and be consumers of every latest trend, he could influence them to develop themselves. Acquiring more knowledge is beneficial especially if one expects to be rich. Wealth has its own dynamics and cannot be handled by anybody. One needs knowledge and wisdom to handle wealth.

Lastly, one can navigate workplace rivalries by living modestly and keeping his personal life private. As far as possible, ones private life should not crop into the workplace. One should

desist showing co-workers what he owns in private, what he does in private and how he lives in private. He should shun gossip and concentrate on his job. Unless he is known personally by some or all co-workers, it is unwise to talk of his private life. It is analogous to boasting which triggers rivalries as others endeavour to prove they are superior to him.

Chapter 14

Workplace Role definitions

Definition of workplace Role definitions

County Zed had just embraced the new financial system recommended by the World Bank. Payments were to be made electronically. Since data entry in the system required employees of the clerk calibre, the chief financial officer did not see the need of accountants near the data entry point. Therefore he dealt with procurement clerks and data entry clerks who had no accounting background.

In a government institution like County Zed, the chief executive officer of the county, employees and the general public were not concerned about accounting practises and policies; they just wanted to see payments made. The employees wanted salaries to be paid on time, the general public wanted suppliers and their refunds to be paid on time and the chief executive officer wanted everyone to be satisfied. If everyone was satisfied, that translated to votes and he was assured he would stay the county's head for yet another term.

Therefore, the best persons the chief financial officer could deal with were clerks. The accountants would question everything. They would ask, was this expenditure properly procured? Was this item budgeted for? Does the budget vote show this expenditure can be done? Then they would be careful to enter

the expenditure in the system and match it accordingly to the vote and item description.

On the other hand, clerks had no qualm. They expended an item wherever there was a vote. If the county wanted to purchase computers and the computer vote had no balance, they would quickly commit it under computer accessories. The accountant would have advised the county to carry out a supplementary budget and increase the computer vote. Everyone in the county would thus support a clerk than an accountant. The process of carrying out a supplementary budget was lengthy and tedious.

It was only when the accountants were preparing financial statements that they realised; the information in the system was unreliable. An instant was when a revenue clerk was tensed and did not want the client to queue for a long time waiting for the receipt. Or he did not want his supervisor to think he was inefficient. He would thus in the melee issue a receipt of stall rent to a client under house rent revenue stream. The accountant reporting revenue received would thus give misleading information that on that month, quarter or year, the stall rent revenue fell as compared to the previous month, quarter or year. The opposite would be for house rent. It would be reported that house rent rose as compared to the previous month, quarter or year.

Similarly as I supposed above, when purchase of computers is coded under computer accessories, the report would be

misleading. It would show no computers were purchased in that month, quarter or year as compared to the previous years. While computer maintenance expenses shot up astronomically for the same month, quarter or year as compared to previous months, quarter or year. But again, the auditors would see new computers in offices. How were they acquired? Were they donations?

An accountant reporting directly on the basis of data contained in the system would give a very misleading report. While the system in place in county governments allows some end year adjustments to recognise an asset or liability, it does not allow adjustment of over 80% of transactions to correct their votes. An asset or a liability arises where the client pays in advance or arrears and also where the county pays in advance or arrears.

Another challenge was where clerks were allowed to enter opening bank balances, imprest balances, creditors' balances and debtors' balances in the system. For bank balances, they entered the bank statement balances instead of the reconciled bank balances. Then as I said revenue clerks may post one revenue item to a wrong classification, they may also post an item to a wrong bank account. Reconciling bank statements with the statement expenditure and receipts in the system becomes impossible for accountants. It was expected when the bank statement is uploaded in the system, the system automatically nets off similar items and the accountants only needs to concentrate and explain the outstanding items. These should be

duly explained in the reconciliation statement. But in an occasion where the system cannot net off 80% of the transactions, no reconciliation can be done in the system.

The best an accountant could do was to export data from the system to excel spreadsheet and carry out financial modelling. He would reclassify the data and carry out bank reconciliations, prepare financial statements and the do data analysis. His roles thus became that of a clerk, junior accountant, senior accountant and a management accountant.

Therefore, what is workplace role definition? Management books and subjects define role definition as a situation where everyone knows what they are doing. When roles are clear, people know what is expected of them, how to behave and what they need to accomplish. If they see the importance of their contribution to the firms overall success they are further motivated to execute their roles.

But for the purposes of this Chapter, **role definition is a situation where 20% of employee shoulder 80% of the workload and 80% of employees do only 20% of the work. The roles are not clear, thus the working 20% employees must fill the gaps visible in the workforce for an organization to move forward. The 80% workforce can choose to work or not, they are under no obligation to work and they are the most powerful due to political and family connections.**

Role definitions as workplace war

With less than 20% of the working force doing 80% of the work, the 80% are left to spread malicious rumours. In their idealness they also steal the firm's assets. Take for example a county that has employed garbage collectors. They include drivers, general workers and inspectors. Then the same county contracts a private entity to collect garbage.

But since the collective bargaining agreement and employment laws protect county employees, the garbage collectors cannot be sacked. They are rendered idle as a private collectors takes over their work. The employee would rise each day and idle at their work station gossiping. They would then resolve, since Jembes, spades, forks and other implements are idle, they could as well as take them home or sell them. It becomes a war to the internal audit; they cannot question the management's decision of contracting an outsider to clean the county while it has hired workers without being considered enemies.

To ensure everything gets done, the 20% of the working force would be compelled to re-do the work of others. For instance when I was explaining what role definition is, I talked about accountants. If data input clerks had accounting knowledge or were strictly trained to code expenditure properly, the accountants would only prepare reports. But the goal of clerks is to move forward with work and it does not matter which direction, the accountants are forced to re-code the revenue and expenditure then analyse, make financial reports and interpret

them. This is a war to them as they are overworked; they stay long hours and are fatigued.

Departmental heads may take advantage of employees staying late and request to be paid extraneous allowances with some little stipend or overtime to these employees. Consequently, there is no cooperation among the 20% and the 80% of the employees as the later feel the former are favoured.

The 20% of employees are faced with yet another war, communication depreciates. This is because the 80% of workers in their effort to make the 20% of employees realise they also need extraneous allowance, stipends or overtime, they would hide vital documents and information.

The other war is that there is no cohesion among employees; they work independently being suspicious of each other. The only thing that holds them together is fear of losing the job. Most workers especially the 80% group, do not understand their role and do anything that is available. This makes response to disaster and disaster management to be poor.

The other war occasioned by role definition is that a lot of energy and resources are wasted. Just think of paying idle employees, paying extraneous allowance and overtimes that could be done away with if everyone was working. Then think of machinery, equipment and vehicles lying idle since some services have been sub-contracted. This wastage results to yet

another war, corruption which really stresses the employees who want to do things right.

Another war is that of attitude. Most employees have a negative attitude at work. Some feel overworked and some feel underworked. Some feel underpaid and others feel under deployed. These feelings cause them to be negative. Negativity unnerves everyone.

Managers working under this condition of role definition, have to contend with disloyalty to the organization. Most of the negative and discontent workers would leave an organization in spur of a moment. There are always looking for green pastures and ready to forsake it at any moment. This leaves managers and supervisors helpless when key employees desert the organization.

As the workplace is divided into 20% and 80% groups, coupled with disloyalty of most workers to the organization, we have rude employees that would not listen to their supervisor. Some due to depression can even beat up their supervisor.

Yet another war is that employee's cannot concentrate on the job without getting distracted. They are always distracted to find new opportunities, they are distracted to steal or sale the organizations resources, they are distracted to absent themselves for some time. It becomes a herculean task for a supervisor to manage these groups.

Employees are also not able to take the available training opportunities as they do not understand how they would impact on their life. The organization therefore has to contend with inefficient workers.

As most employees are idle they cannot enhance their skills and continue learning from job experience.

As 80% of workers would withhold documents and information from 20%, the latter would also withhold information from the former especially from top management. It leads to either group not being well informed on certain aspects of the job.

Poor work habits form as most employees having nothing to do, would arrive at work late and leave early.

It is impossible for 80% to plan their daily work as they have to be at the duty station to see how the cookie crumbles.

As most workers see no need to train and those who train are eyeing an outside job, inefficiency starts cropping in their job.

Most workers lack sense of responsibility, they feel all their work is taken by the 20% and the 20% lack sense of responsibility as they feel they are being overburdened.

Discipline at the workplace greatly deteriorates; employees are just disciplined to such extent that they avoid being sacked.

As the 80% who may be support workers are disgruntled, they would fail to clean properly the offices and working stations. In

addition, since the 20% are overwhelmed with work, they would fail to keep the working area neat.

Lastly, employees become negligent, as discipline declines, as they lack sense of responsibility and loyalty to the organization. Consequently they fail to use proper protective equipment and accidents at work may soar.

Navigating the workplace Role definitions war

If one finds himself in the 20% group, he should try to manage work related stress and exhaustion. Using methods of managing stress highlighted in chapter 4 and 5 would prove invaluable. He should also cast his troubles on God. If he belongs to the management group, he should try to influence policy to include all workers in the organizations objectives.

When one finds himself in the 80% group, he should use the idle time to learn more and develop himself. It is also a period he can spend more quality time with his family. He should remain obedient, arrive at work punctually and leave at the stipulated time.

Both groups of employees should avoid reprehensible activities, like stealing the organizations resources. They should respect their superiors, be disciplined and have a sense of responsibility.

It is said whoever is faithful in small deeds is also faithful in big ones. If the two groups of employees are looking outward the organization or hope the organization would change or they would change it, they have to cultivate good practises. It becomes prudent to go against the crowd. While others are late, they absent themselves, they are negative, they are disloyal to the organization, they are indisciplined and lack sense of responsibility; one who wants to navigate these wars should do the opposite. He should be present always, he should be punctual at work, he should be positive, he should be loyal to the organization, he should be disciplined and he should have sense of responsibility. By doing this he would tame all fierceness of these wars as there is no law against doing good. On the contrary, by doing evil, it would crop even in his life outside the workplace. As a result he may commit a crime and he could be imprisoned outside the workplace.

All employees should work hard in whatever their hand finds to do. If they are in 80% group, the management should notice their work and pull them in the 20% group. It is even better if the entire 80% group is merged with the 20% such that it becomes 100%. This can only happen if all employees do zealously whatever they find to do.

Chapter 15

Workplace Sexual exploits

Definition of workplace Sexual exploits

The United Nations High Commission for Refugees (UNCHR) defines sexual exploitation as an actual or attempted abuse of someone's position of vulnerability - such as a person depending on you for survival, food rations, school fees, books, transport or other services – differential power or trust, to obtain sexual favours, including but not only, by offering money or other social, economic or political advantages. It includes trafficking and prostitution.

Msaifi was a lady that had children from four different fathers. The men did not trick or use their influential power to obtain sexual favours from her. She is the one who indentified the men and lured them passively to sleep with her. When she got pregnant of each man, she cut the relationship and sued for child maintenance. A part from earning her salary, a generous amount of the salary of the three men is deducted at source and remitted to her account. The men did not bother carrying out DNA test to establish if the children were their biological kids due to shame and in bid to protect their families. In any case if they did they could have lost their job 'for exploiting a lower cadre employee'.

Mpole was sent by board of directors to ensnare Mchapakazi to sleep with her. The reward was immense. She was to be given

a house, a car and promoted instantly if she succeeded in her endeavours. Part of the agreement was she must have a child with Mchapakazi as an irrevocable proof and she should never reveal the secret to anyone. The day she did, she would surely die. She liked the agreement as she could do anything to bid poverty good bye. She did not see any harm in that, she agreed.

Mchapakazi was a valued employee and he had intimated to leave the organization and chase his personal interests. All board members agreed they would not let him leave the organization as he had been instrumental to its growth and he was vital to its future survival. They hatched a trick to use his weakness to trap him to remain so that it does not look like they refused to let him go. They pleaded with him to remain with the organization for one year, and then they would release him. Since he had worked with the board cordially and they had supported him in all his decisions, he agreed to their plea. They signed an agreement that he had to work for only one year where he had to devote his time mentoring the vice-president of the firm, who would take over from him.

With goodies swung before her face, Mpole moved swiftly. She remained at work till late in the evening as she knew Mchapakazi stayed late at work. She brew coffee and took it to him, surprised there was still someone in the company at that hour, Mchapakazi asked Mpole why she was still at work, she told him she stayed alone and thought spending some more time at work would ease her loneliness. Mchapakazi accepted

the coffee and had pity on Mpole. To Mpole that was a win. She had not imagined things would move that fast, she even expected he would reject her coffee. She would now play the next card. But it was not necessary to play another card as Mchapakazi gave her work to type for him manuscripts he was planning to publish with the management journal; a monthly magazine for chief executive officers.

Typing the manuscript for him meant sitting on another desk in his office where they would each feel the others presence. She brew coffee each evening, typed the manuscripts. He reviewed some manuscripts and corrected the errors. For the corrected manuscripts he would ask her to read aloud for him to feel how they sounded. She willingly with enthuse read them. He corrected where it sounded inappropriate and was glad to have such a devoted helper like Mpole. A week went by, when he decided to pay Mpole a week's wage for assisting him, she refused and said she enjoys the work and would like it to be free. When he became aware that he could not persuade her to take the money, he returned the money in his briefcase. He drove her to her apartment as it had been the norm for the past one week.

But refusing the money, Mpole had really affected Mchapakazi. 'Which kind of woman was this, refusing money for that hell of work? Maybe she really found joy doing it, maybe it smoothers her loneliness, maybe she does not have a lot of needs', he kept thinking about this till he fell asleep. That night he dreamt he

was with Mpole in Seychelles coast having a good time. He woke up abruptly; it was a quarter past one in the morning. 'My goodness!' he cursed, 'I am glad it was only a dream. I cannot imagine having romance with that junior staff.' He tried to sleep again.

The next day, after he had drove Mpole to her flat, she alighted and invited him to peer inside her house. He did not refuse as she saw Mpole was a responsible lady that conducted herself with dignity. When she reached the door, she opened it and encouraged him in. Immediately he stepped in, she closed the door claiming she did not want bad eyes looking at them. He liked that line; he himself did not want anybody seeing him there. Then she faced him with an infectious smile spreading her arms in embrace. He felt pity for that graceful soul. It pained him to see her lonely and sad. Perhaps he lighted up her life. He accepted the embrace and they hugged each other. Then she lifted her face inviting him to kiss her, he understood the invitation. 'Just one and then I get out,' he thought as he lowered his face to kiss her lips. That was the point of no return. Mpole had a child with Mchapakazi.

She was seven months pregnant when the board of directors summoned Mchapakazi and asked him if the rumours they had heard that he impregnated a junior staff were true. Mchapakazi being a good natured man accepted that they were true. The board looked surprised. After several minutes of silence, the chairman told Mchapakazi a predetermined decision the board

had already discussed six months ago when Mpole told them she had proved she was one month's pregnant. The board had waited for the pregnancy to grow and when it was five months, they gave Mpole the house. But the other gifts were to wait till she had given birth to evade suspicion. The board would give her the other gifts as a child's present. Mchapakazi visited Mpole as frequently as he could in her new house which he understood to be a gift from her uncle. And the lie would not backfire since one of the board members was actually her uncle!

The board revoked its agreement with Mchapakazi to leave the organization within one year for gross misconduct; taking advantage of a junior staff. Thereafter each time Mchapakazi requested to leave the organization, Mpole was sent to micromanage him and cry to him why he wanted to leave her. She managed to hold him in that company till he retired. At that time he had three children with Mpole and five with his legal wife. Mpole never placed any condition on him except that of leaving the organization as the board paid most of her expenses. In addition, Mpole never asked for marriage and she remained in the shadows never provoking Mchapakazi's wife. In fact, her relationship with Mchapakazi remained clandestine that his wife never knew he had another woman and children. Therefore, he loved her for never nagging him and was glad to have such a woman in his life; though, she had made him to shelve his ambition and dreams.

Yuno, was transferred to the headquarters of their organization. He was to take over from the acting head of finance who would deputise him. But the acting head of finance madam Luri did not want to leave that position. She organised for Ranimu, her faithful girl, to sleep with Yuno so that he would be found guilty of sexual misconduct. This would deny him the position according to the firm's policy, if Ranimu said it was rape and not consensual sex. Luri organised a get together for key employees of finance department so that they could get to know each other. They were to spend a whole week at a leading coastal hotel inducting the incoming head of department.

Ranimu was close to Yuno throughout the induction workshop, but one jealousy employee telephoned Ranimu's husband, who stealthily entered the hotel at night, located Yuno's room and strangled him and made it look like he drowned in the bath tub. He found Ranimu in the room. The whole issue was hushed down and Luri paid dearly to ensure the verdict of Yuno's demise was 'drowned in a bathroom tub'. Though things did not go as she wanted, all the same, she managed to eliminate Yuno and become the head of Finance department as no other suitable employee among the existing ones could be found.

If you look at the definition of sex exploitation mentioned on the onset of this chapter, it implied a more powerful person takes advantage of a less powerful one. But if you look at the above three stories, **a less powerful or junior employee is using sex to trap or forcefully obtain favours, including but not limited**

to, money, other social, economic or political advantages and entangling the senior person in the job so that he does not leave the organization. For purposes of this chapter, this is the working definition of sexual exploitation at workplace not that of UNHCR.

An interesting tale of sexual exploitation from the Bible is that of Judah and Tamar. Judah had three sons; Er, Onan and Shelah. His first son married Tamar. But because Er was so wicked in God's sight that God terminated his life. As the custom at the time was, if a brother died without a child, the surviving brothers would take their brother's widow. They would do so according to their seniority and thus give their dead brother a child.

Onan was thus to take Tamar and give Er a child. Onan reasoned that since the child by Tamar would not be his but his brother's child, he would not give Tamar a child. God became angry with him and killed him. Judah became afraid of Tamar. He thought that if Shelah tried to give Er a child with Tamar, he would die. Therefore, he politely chased Tamar to go and stay with his parents as a widow till Shelah had grown up, then he would take her as a wife.

Shelah grew up and Judah never made any attempt to bring Tamar back. In time Judah's wife, Shua passed on. Tamar reasoned that, since Judah did not want to give her his son and his wife was no more, she could as well as trap him to marry her.

An opportunity availed itself when Tamar heard that her father-in-law was going to shear his sheep in Timnah. She took off her widow's clothes, covered herself with a veil to disguise herself and then sat down at the entrance to Enaim. It was on the road to Timnah.

When Judah saw her, he thought she was a prostitute, for she had covered her face. Not realising she was his daughter-in-law; he went over to her by the roadside and said, 'come now, let me sleep with you'. 'And what will you give me to sleep with you?' she asked.

'I'll send you a young goat from my flock,' he said. 'Will you give me something as a pledge until you send it?' she asked. He said, 'what pledge should I give you?' 'Your seal and its cord, and the staff in your hand,' she answered. So he gave them to her and slept with her, and she became pregnant by him.

After she left, she took off her veil and put on her widow's clothes again. Meanwhile Judah sent a young goat in order to get his pledge back from the woman, but he did not find her. He was told there was no prostitute beside the Enaim road, there has never been any. Judah resolved that she could keep the items otherwise he would become a laughing stock. After all he honoured his part of the bargain by sending the young goat but he did not find her.

About three months after the incident, Judah was told that his daughter-in-law, Tamar was guilty of prostitution and as a result

she was pregnant. Judah perhaps happy that he would then get rid of her and he does not have to give her to Shelah, ordered that she be burned to death.

As she was being brought out, she sent a message to her father-in-law. "I am pregnant by the man who owns these," she said and added, "see if you recognize whose seal and cord and staff these are."

Judah recognized the woman was intelligent and had trapped him since he was reluctant to give Shelah to her. She went ahead and gave birth to twins.

Sexual exploits as workplace war

When a junior staff confidently approaches a senior staff and probably uses the word 'I indentified you', or 'I saw you are much suited', there is a lot of probability she has been sent. That indentifying you mean, 'they' have indentified you for her. It is really a battle because few men would refuse a sexual advance from a woman. They would think of the effort she had put in to talk to them. As many are still thinking of putting her off politely, they find themselves having slept with her. Then she has the power to manipulate them through her bosses or if the man had to be accused of sexual harassment or breaching the firm's policy, it is done and dusted.

Though pity is a poor foundation on which to build any relationship, a junior staff who invokes this feeling in a good natured man, does not fail. The man would be moved; not

knowing his desire to help would land him into hot water. Msafi was able to entice senior managers into sex and got child maintenance from them. Mpole managed to stir pity feelings in Mchapakazi who lost forever by abandoning his dreams. Yuno was not lucky as he was murdered in cold blood. Such tough wars are waged by some employees.

Navigating the workplace Sexual exploits

Workplace sexual exploits are sexual activities between a senior officer and a junior officer. The junior officer makes the advances mostly by invoking pity feelings in the senior. He/she may also capitalize on the senior's loneliness, weakness and need to be accepted and loved.

In the above scenario, the best tool to navigate workplace sexual exploits is to flee from sexual immorality. One has to understand when Satan wants to make you fall, he would not come to you like that black or red creature with horns and gigantic thongs in his hand, he would come like what you wished to have. When junior staffs want to bait someone into copulation, he/she would be sure of himself/herself because such a character is cunning and a liar. When he/she is sent by other senior employees, they choose the best and instruct them well. The money they pay or promise to pay them, is the motivation that makes them want to win. The lowliness and vulnerability of these junior staffs is enticing.

This workplace war is easy to win, yet many are felled by it. It is a difficult war even for the strongest of men. Samson fell for it,

not once but twice! Samson gave a riddle to Philistines to solve within seven days. But the Philistines blackmailed his 'wife to be' to coax him into explaining the riddle for her. Failure for her to do so, they threatened to burn her father's household. Her nagging and crying - just like Mpole did to Mchapakazi - made Samson to explain the riddle to her and she told it her tribesmen. The woman was never to be his wife as he was given to Samson's companion. Delilah was the second woman to lure Samson to disclose his secret. Unlike the first one who was blackmailed, Delilah was rewarded to carry out the exercise. He fell for her and it painfully led to his death.

To navigate sexual exploits war, just flee sexual immorality. Do not pity or admire the man/woman wooing you. For the lips of the adulterous man/woman drip honey, and his/her speech is smoother than oil; but in the end he/she is bitter as gall, sharp as a double-edged sword.

Chapter 16

Workplace Technology

Definition of workplace Technology

Yesua used to log in his official email and leave the status us logged in on the office desktop. His co-employees used to see it and advised him to log out but he argued he had nothing to hide; all his emails were work related. Then one day a malicious colleague wrote an abusive email selected the address of his boss from the saved accounts in his email and pressed the send button. Luckily Yesua was in the boss's office. They were discussing next week's office budget. Then a message popped in the boss phone. He told Yesua to hold on as he read the message.

Alas! The message was from Yesua! It had used the wildest obscene language available to demean the boss. The boss looked at Yesua unbelievably; she then chased him out of her office. When Yesua reached the door and was turning the knob to open it, an idea came into his boss's mind. She called him back. He told him to sit down open his email on phone and read the message he had just sent her.

Yesua was surprised. His boss told him at first he thought it was Yesua but given that they had been together in the office for the past two hours and he had not touched any gadget, then his email account was hacked. His boss counselled Yesua to recover and secure his account. Yesua thanked his gods for

saving him; such an email would have seen him lose his job. Though his boss thought his account had been hacked, Yesua knew it was not. It was his carelessness, by leaving his email logged in at the office. Suppose he was elsewhere when the email reached his boss? No one would have believed he did not send the email; he would have lost the job.

Mundia created an office Whatsapp group. It turned out that most of the senior management in the group did not talk of official things but personal things, jokes and shared memes. Mudida did not know that the Whatsapp group had become a surveillance tool. Anything he posted was scrutinized and the bosses discussed secretly about his posts in another Whatsapp group. They discussed his tone in the posts and what he could have meant and so on. They also discussed his last seen on Whatsapp group. Like at one time he was last seen in the group at one forty in the morning. The bosses started wondering, what he could have been doing at such ungodly hour? Why did he stay up so late?

Over time, the Whatsapp became a nuisance as it was a channel the bosses communicated meetings or requested for more information from junior workers. Usually the bosses communicated during the weekend and late at night. They cropped into one's private life and made life miserable. They made sure they followed this up by a phone call if they saw the person the message was intended to reach was not online for some time.

Facebook, Twitter, Telegram, Instagram and any other social media have become surveillance tools at workplace. Colleagues will befriend or follow one with the very goal of combing through ones posts to find anything incriminating or a weakness they would later use against one. For those who post everything and where they are, it has allowed co-workers be part of their private life secretly. They screen shoot vital information and keep it. It is a superb data collection tool.

Technology as workplace war

Technology surveillance makes the victim hyper sensitive and always guarded. This creates a hostile work atmosphere as he must be sure a transaction is genuine and he stops believing in delegation. This becomes an extra burden for him to carry.

One feels exposed and naked. Therefore his morale at work would be damaged and he would distrust other employees. This negative energy is injurious to himself and his subordinates.

Jesus showed an example by escaping from crowds and even his disciples to be alone and recharge his energy, mostly praying to God. There is a lot we have never been told about Jesus but all signs show he loved privacy. When the wine at the wedding held in Cana ran out, Jesus' mother approached him to salvage the situation. He told Jesus they had ran out of wine. Though Jesus answered her as if he would do nothing, the knowing mother told the stewards that whatever he told them, they should do. This clearly shows that sometimes Joseph's family ran out of food stuff but Jesus miraculously multiplied it.

You can envision Joseph waking very early to do his carpentry work. Mary prepares breakfast but Jesus' brothers and sister ravenously eat everything. Mary would cry, "What shall I do, you children ought to know breakfast included your dad's share. Why aren't you considerate?" Then Jesus would answer, "Don't worry mum, pour water in the kettle, and cover that dish. Take it to father", the water would have turned into the best tea ever and the dish would have had a balanced meal. This must have happened. For Mary was sure Jesus would do something. Surveillance intrudes into an employee's privacy, and this denies him chance to relax and recharge.

Navigating the workplace Technology

One of the grandest ways to navigate the workplace surveillance war is being honest and true to oneself. When your co-employees try finding something against an honest person they will find none.

Then next way to navigate is putting one's trust in God. God will deliver you from traps set by your enemies or confuse them so that they blunder. In Daniel's case, God delivered him from the lions in a den.

A part from living according to God's principles one has to do his part and leave what he cannot do to God. One should stay observant of his surroundings. Notice the behaviour of those around him, are they spying on him? Is there anything unusual in his environment? Are there miniature gadgets attached on his car? Being watchful would reveal any anomaly.

One should inspect his devices. Check if the computer, laptops, smart phones are tapped. Put passwords on the devices and delete browsing history.

One should also employ a VPN. An internet service provider can see ones internet traffic, logs and browsing history. A VPN scrambles ones traffic so that ISP cannot read it. It ensures you are not monitored and there are no activity logs.

One should be watchful with technology. One should maintain personal information confidential and never share it on social platforms especially firms Facebook, Instagram and employees Whatsapp group.

One should keep learning about technology and attend cyber security workshops to know more about navigating electronic surveillance.

Chapter 17

Workplace Unhealthy Competition

Definition of workplace Unhealthy Competition

County governments introduced some reforms with the objective of speeding up service delivery. This was named Rapid Results Initiative (RRI). In RRI, departments met and gave the county secretary the targets that they expected to achieve within 100 days. The target had a matrix for easier monitoring and evaluating the goals. The matrix showed a goal, what needed to be done to achieve that goal, the responsible person who would co-ordinate the activities, what results would be in place after a goal had been achieved and budget needs in terms of money needed to achieve that goal.

Everyone was animated that they would be paid some stipend during the a hundred days. For a department like Transport and Infrastructure it was easy to monitor and evaluate the results. For instance, a road before it was improved could be photographed. Then the road could be photographed again when it had been primed. It could be photographed again to show work in progress and the final road would be photographed.

For a department like finance and economic planning they could show bank reconciliations, posting of ledgers, closing of ledgers and preparation of quarterly financial statements. Then from the financial statement, comparative notes, one could be able to

garner finance department reduced the creditors owing at the beginning of the quarter as compared to the end of the quarter. The debtors should have increased to show more revenue had been identified, or they should have reduced to show more cash had been collected. Imprests should have reduced to show the surrender system was efficient and asset should have grown to show the county was becoming more and more solvent.

For a department like social services, it had to show the number of drug addicts it had at the beginning of the 100 days, the number that it had rehabilitated and the number at the end of the period.

The first RRI report I witnessed, the Transport and Infrastructure department carried the day. Not because they did a good job than the other departments but because their reporting was visual and could be understood by a laymen and thus the evaluators were impressed. Finance was the last department in achieving its goal. This was because printing cashbooks alone needed more than 10 books of 300 pages of size A4. The financial statements required 100 pages. The ledgers required 18 books of 250 pages. The monitoring panel was overwhelmed with the books and did not look at them. Compared with Transport and Infrastructure 50 page coloured book showing infrastructure before and after works, with a matrix showing the percentage completion at the end of the book, Finance Department was a joke.

Social Services Department was unable to report great progress as it was not practicable to rehabilitate a drug addict in 100 days. It was also not feasible to exceed a certain number of addicts due to room space available. Social Services Department also depended greatly on Health Department to treat the addicts. It could not succeed without them.

Finance Department having become last; it silently vowed to sabotage the Transport and Infrastructure for the next cycle of 100 days. It would not pay the contractors; neither will it pay the Transport and Infrastructure Department RRI members, to discourage them.

The Health Department decided to concentrate on the goals that boosted its RRI rating and not those that boosted Social Services like treating drug addicts. In a nut shell, almost all departments were interdependent with each other. RRI called for severing the links since RRI was also used as a yardstick to promote employees. In the first circle no finance employee was to be promoted.

In the second cycle, the finance was the winning department. They came up with creative accounting and produced a 90 page book with neat tables, flow charts and comparatives of their achievements. Transport and Infrastructure was last as the Finance Department had refused to release interim funds to contractors and contractors abandoned the project. Transport and Infrastructure department could not accuse finance of non-

funding since it had paid all the contractors just five days before the RRI period ended.

Health Department came second as it showed having immunised 100% children in the county; those who came to the hospitals and those they tracked at their homes. It had also some good data treating various diseases and dealing with casualties. Health Department had the advantage that it collects some minimal fees and used this in its RRI and could not be sabotaged by Finance Department. All other departments that depended on Finance Department for funding had little to show at the end of the second RRI cycle. Finance Department had facilitated them between ten to five days before the RRI period ended. This placed them in a position of having no excuse for not achieving their goals and they could not blame Finance Department for non-funding! All finance RRI members were earmarked for promotion after the second cycle.

Herrity (2023) defines workplace competition to be games or contests where co-workers compete for prizes or recognition. Competitions can encourage teamwork, boost morale and enhance certain professional skills. These competitions typically centre around ideas and values of the company and help inspire team members to work together to solve problems. For example, you might create a competition to enhance the teams' creativity by offering a prize for the person who creates the most unique slogan for the company.

For purpose of this chapter, I will not borrow from Herrity (2023), **workplace competition is where different departments compete with each other to achieve the targets they have set detailing; the goal, activities required to achieve the goal, timelines in executing the activities, the responsible person to coordinate the activities and the expected results to show the goal had been accomplished or the percentage completion. Unhealthy competition occurs when the departments sabotage each other where their activities overlap; they cheat on results achieved and hoard information that could help another department.**

Competition in this chapter does not refer to games organized by an organization to facilitate bonding and relieve stress of its workforce as shown by Herrity (2023). Competition involves doing the actual work one does while working.

Unhealthy competition as workplace war

Unhealthy competition fashions a battle of egos. The departments that win are proud of themselves, yet the other department that that did not win would resent the arrogance of the winner. For instance if the sales department is declared the winner, there is a high possibility the manufacturing department produced goods of quality and abided with all quality control measures. The product was satisfactory and users could make repeat purchase. There is also a likelihood the management accounting department did research and ensured the cost of production was low to eventually make the sales affordable.

There is also a probability the advertising department targeted only those persons likely to buy the product and sales were boosted. The sales department therefore, should not have basked in the glory alone. A battle for supremacy amongst the department would occur if one department is favoured.

Notice that in any organization the departments are interdependent. No department can exist without the other. While in business world they recognize this and you will not find a lot of friction between production, finance, sales & marketing and advertising department, it is not so in government and church organizations. Like on the onset of this chapter I talked of Rapid Results Initiative. This programme does not include all employees of the department. This is because it targets key results area in the department. Areas that contribute less or are considered unimportant to further the department's performance are ignored. The employees who have not been included on the RRI train would hoard information. This is because they know the RRI team is paid motivation money while they are left out. In addition, the RRI members may be promoted while they stagnate.

As we have two groups in a department, those chosen to speed up key results area and those left out, formation of unhealthy alliances crop up. These may sabotage the department's performance as we saw above, for instance like hoarding vital information.

Competition among departments destroys team work. Instead of members of the organization considering one another as a larger team to achieve a common goal, they look at each other as antagonists.

Unhealthy competition leads to sabotage. As departments depend on each other, a loser department that feels it aided the winner to take the trophy may in future sabotage the winner. I talked of the finance department sabotaging the transport and infrastructure department. Employees within the department, due to formation of unhealthy alliances, may sabotage its endeavours.

Competition leads to unreasonable expectations. I talked of the social service department rehabilitating drug addicts. They expected to rehabilitate a number of addicts in 100 days. Unfortunately, human beings are not like products you can precisely time, they are very unpredictable; therefore any expectation to change a human being is unrealistic. Another unrealistic expectation is targeting to get such amount of sales. We should appreciate a product passes through various stages commonly termed as **Product life cycle**. There are stages you cannot achieve certain sales. It is expected very few sales are made at product introduction and equally at product decline, unless the product is innovated like for instance, change from analogue to digital.

Unhealthy competition leads to cheating. There are instances the Transport and Infrastructure Department of a county

government used roads build by the National Government through National Highways Authority and Urban Roads Authority. Since the evaluators knew nothing about roads, they awarded the department high marks for cheating. I talked of Finance Department resorting to creative accounting. Any other department could cheat. Everyone wants to have monetary rewards including promotions, so they would cheat.

Navigating the workplace Unhealthy competition

To ease the battle of ego, each department should be compelled to recognise the help they got from another department. Where their activities overlap or they depend on another department such should be included in their report. This war is better navigated by policy setters and the management. Failure to do so, the management has set employees to fight against each other leading to all other battles I have mentioned in this book

The head of department should ensure any stipend or overtime paid includes even those staff left from the RRI wagon. Promotion should also consider those staff working on non-key results areas.

Departmental heads should be encouraged to avoid cheating as these impacts the conscience of employees told to write the fraudulent report. It may also lead to disaster, where an organization says it has build a certain safety structure like a dyke when it has not, only for it to rain immediately and it floods killing people who thought they were protected.

Chapter 18

Workplace Victimization

Definition of workplace Victimization

Amba had just joined a local government from a private firm. He hoped for a smooth transition in life. He was the youngest and the only one employed competitively due to ongoing reforms to streamline local governments. Other employees had been hired politically either through their relatives working in local authorities or through councillors. Therefore it did not matter much whether they worked or not.

Amba found himself being given the hardest work which no one else wanted to do. However he did not find the work hard as he had dealt with even more harder work in private organizations where he was first employed. Consequently he helped his department to meet strict deadlines and to be named the most improved department. When it was time to promote the deserving employees from his department due to improvement of the department, the head of department made sure Amba's name did not feature on the list.

She reasoned Amba had to remain middle cadre staff to continue doing the tasks he was doing and taking up those of senior management hoping he would soon be promoted. When he realises he had been duped and he was just chasing a mirage, she and most of the employees would have retired. The strategy was to muzzle Amba so that the town clerk would not

know what was going on. They would always ensure they talked on behalf of Amba to the town clerk.

Amba did not know he was being harassed since he was a hard worker and a Christian. He did the work diligently as doing it to God and did not care what went behind him. The management of the department took credit and assigned it to their families and buddies so that they would climb the corporate ladder. Then a problem arose, Amba wanted a transfer to be near his ailing mother and wife. His efforts were thwarted and he was maligned to the town clerk that he had changed his mind to stay with the local authority; he no longer wanted the transfer. His request letter was hidden by his head of department...

Mwasi was a qualified lady, who was to replace the head of finance in organization Z. However, the acting head of finances paid quite a number of workers such that they demonstrated to reject Mwasi. The firm's activities came to a standstill for three days. The management decided Mwasi to be a section head in finance department so that the employees get used to her. Once they were familiar with her, she would replace the acting head.

The acting head immediately removed competent workers in Mwasi's section and gave her known troublesome and incompetent employees. Mwasi was forced to do the chores on her own as she had practically no one to help her. She became depressed. Luckily, the top management got wind of what was happening and upgraded her salary to a full head of department, though she did not become the head as she was being mobbed

by other employees who were loyal to the acting head of department. The acting head of department had powerful political connections that it was hard to deal with him.

Therefore what is workplace victimization?

Victimization is recurrent, repetitive, and methodical stalking. It includes disdain, disparagement, mockery and matter-of-fact jokes; it is a fight of emotional terror. Its objective is to make the victim an outsider. Strategies of aggravation vary from juvenile antagonism to criminal injury. The object is subjected to personality assassination, verbal cruelty, belligerent behaviour and the cold shoulder treatment. Some victims are purposely overworked or are habitually singled out to do the most unpleasant tasks that no one else wants to perform. Colleagues may incapacitate the victim's efforts to work effectively, conceivably by withholding information. In some cases, perpetrators have lacerated a victim's tyres or hacked into his laptop and smart phones. The victim is subjected to the mobbing by an alliance of co-workers. He is put under pressure by being deliberately annoyed or attacked, with the boss's consent.

Victimization may point to a weak organization structure that is brought about by;

1. Frequent transfers or turnover of personnel which makes it difficult for co-workers to bond and become familiar with the

routine. This slows down performance and results into the workload growing putting the remaining team under pressure.

2. Lack of clear goals which destroys the sense of unity amongst co-workers

3. Unqualified boss. An insecure boss would devote a substantial amount of his time defending his position instead of leading. He even encourages victimization by pitting co-workers against one another.

4. Loosely defined structure. If staffs do not understand where their responsibilities begin and where they end, the lazy ones would single a hard worker to victimize.

5. Poor communication. If there is no free flow of information, gossiping would thrive, hurt feeling would often remain unattended to and these are fertile ground for victimization.

6. Jealousy. I have looked at jealousy in a previous chapter. Jealousy in a weak organization structure will force employees to compete among themselves to be in good standing with the boss. They will also cordial single out a scapegoat to bully as this gives them a sense of unity, the boss would usually join and side with them as it is a group that praises him.

The person that is likely to be victimized is someone who stands out as different. Like in the case of Amba above, he was young and did not have friends or relatives in the local authority. For Mwasi, she was a woman who was highly qualified, picked to

head a predominantly male workforce. Other persons that could be bullied are; a self-assured individual, a reserved individual, a youthful person, an elder person and like Mwasi, a person better eligible for the job.

Whoever is singled for victimization, his co-workers become spiteful and barefaced towards him and they therefore experience a sense of relief from their own personal anxiety. As harassment intensifies, it becomes habitual; the target is isolated and finds it increasingly hard to cope.

Victimization as workplace war

Victimization de-motivates the affected staff. It depletes employee's liveliness and puts them under stress and mental pressure. It is energy draining to work with people who congregate themselves against one. King Solomon said reckless words pierce like swords. The victimized employee therefore has wounds to nurse, and unfortunately, the unhealed wounds are poked habitually.

Victimization creates terrified, helpless and insignificant employees. Employees become frightened especially in signing documents as they feel it is a set-up. Employees can do nothing in face of bullying and they feel insignificant or they are made to. Their ego is attacked. For instance, the work of a hard working Victimized employee is used by his opponents to gain visibility mileage in the organization while suppressing the brains behind the work.

Consequently a more deserving employee is forced to stagnate in one position while the undeserving ones quickly climb the corporate ladder. The case of Amba described above depicts this state of affairs. This kind of Victimization was appropriately described by King Solomon when he said, “there is an evil I have seen under the sun, the sort of error that arises from a ruler: Fools are put in many high positions while the wise occupy the low ones. I have seen slaves on a horseback, while princes go on foot like slaves.’ The mental torture the Victimized go through is a real war!

Victimization is expensive and time consuming to the organization. This is because of misallocation of resources. If we look at Solomon’s observation of fools occupying high positions, you can imagine the fumbling they would go through in policy making and the indecision they would face during a crisis. In addition since the wise employees are going through trauma for being treated unfairly, most of them would be sick or abuse substances to cope. These increases the organizations expenses in terms of hiring new staff, payment of retrenchment dues, treating affected staff, time wastage in absenteeism, legal costs as some may attack senior management physically and even death of key staff.

Victimization encourages negativity towards the organization and the privileged staff. This is because there would be bad blood between the victim and the privileged staff.

Victimization makes one to lose self control. The stress and pressure put on the employee forces him to find an avenue to vent his frustration. An employee may thus become promiscuous, drunk or abuse drugs. This totally destroys his self control and he may beat up other employees, he would steal the organizations resources and may be controlled by fits of anger.

Victimization promotes poor work culture. The pressure of being harassed can drive even a normally stable person to despair. Victims may absent themselves, and in case they are by-passed in promotions, they may use the firm's time and internet to search for a new job

Navigating the workplace Victimization

A victimised person should calm himself by managing stress and anxiety. He should also fast at least one day in a week meditating and seeking divine guidance. Then he should approach each person of the mobbing gang individually and not as a group and settle any scores with him. He may find out that some do not even have anything against him but they vilify him due to peer pressure. Jesus advised we should settle matters quickly with our adversaries.

The victim should communicate well with his supervisors. As I pointed before, the person being victimized maybe more educated than his supervisor and peers. In such scenario, the victim should communicate clearly to his supervisor and give him peace of mind that they are not competitors but he is subject to him. God put him there as leader and he respects the

arrangement. He should talk with his peers and supervisors regularly and keep assuring the supervisor he is subject to him. Such communication would make his plans and those of his department succeed as where there is counsel things move smoothly. Talking frequently to ones supervisors and co-workers also acts as a remedy to stress.

In communicating, the victim should be affectionate and pleasant. King Solomon encouraged that a soothing tongue is a tree of life and a gentle answer turns away wrath. Therefore, being careful about what one says to others and how one says it, endears others to him. This is because a gentle tongue can break a bone. For one to be a good communicator, he should enrol for classes and learn what he can on communication. He can also read books on communicating like 'How to Talk to Anyone' by Leil Lowndes. He should practise communicating before a mirror having the goal to season his conversation with salt. This makes him to be full of grace when he talks and having knowledge to give a suitable answer to everyone.

One can also navigate the victimization wars by being reasonable. One is at the workplace to work, not to fight. If co-workers tease one, he should not try to match them by doing the same. One gains nothing by blurring the boundary between good and bad behaviour. One should always treat others with respect and dignity, and he is more likely to receive the same from them. One should learn more about his work and perform high-quality work. He should be dependable and reliable.

Another way of navigating victimizations is ignoring what ones antagonists are saying. One should not be easily hurt with words. One should not pay attention to every word people say because everyone has at one time innocently talked bad things about someone else.

If the victim has done all he can to reach out and settle his differences with his enemies, he has remained calm and ignored their insults and still they pester him, he should leave the battle to God. What he should embark on is manage work related anxiety and stress and fight off work related diseases. He should be sure the eyes of God are roving all over the earth to strengthen and uplift those who acknowledge him. God searches the hearts and rewards each person according to what their deeds deserve. The victim should try as far as possible to live at peace with everyone. Nothing endures forever; the victimization would come to pass.

Chapter 19

Work-pace differences

Definition of Work-pace differences

Haraka worked as the deputy chief accountant of County Y. He coordinated all accountants and ensured all their work was consolidated on a timely basis. From the consolidated data, he derived management reports, financial statements, variance analysis reports and vital statistics to depict how the organization was performing. He also carried trend analysis over five year period and made two years comparison of data.

The county needed to publish its annual statements quarterly and annually. Haraka ensured the financial statements were on the in tray of the chief accountant at least one week before publication of quarterly reports and at least a month before publication of annual financial statements. This afforded ample time for the chief accountant to review and suggest any corrections to the statements before they were available in the public domain. Unfortunately, the chief accountant never looked at them and Haraka was always forced to publish them one day before the statutory time allowed for publication elapsed.

The chief accountant would only scrutinize the statements keenly if the general public discussed any aspect of the statement. That was the time he called the deputy chief accountant to take him through the statements and explain certain aspects and avail him evidence of certain figures. These

was the moment Haraka hated, it would mean his workflow was interrupted and he had to go back several months and even years searching for work he had archived. He did not like being summoned on short notice just to go over history. But he was glad over time he became organized and could tackle anything over a short notice.

What are work-pace differences? Work pace-difference for the purpose of this chapter is a situation where a leader does not provide leadership like coming up with work plans to guide activities of his subordinates. He does not specify his reporting deadlines and when he would review work done by his staff. Staffs are left to organize themselves. Their leader may interrupt them without notice seeking more information about past work, interrupting their current work flow and making them to overwork tackling past work and trying to meet the present deadlines.

Work-pace differences as workplace war

Work-pace differences put employees under pressure as they have to meet the present deadline as well as explaining past work to their boss. It makes it difficult to employees to plan activities of the day, as they may be interrupted to do a different chore all together. Work-pace differences makes subordinates to be very carefully and are forced to review their own work. Where their work is excellent, their boss takes the credit. Where it has errors, they bear the burden.

Work-pace differences encourage resentment. For instance where a published work had an error, the boss would hate his

subordinate and accuse him of trying to undermine him. On the other hand, the subordinate will hate his boss for never reviewing his work. The boss is only reactionary, waiting for an event to happen, before he does the work he would ordinarily have done.

Navigating the work-pace difference

A subordinate faced with work-pace differences should institute controls which would guide him to be accurate in his work. He should complete the work early and review it himself or ask a colleague to help. The best way is call the work. Here one employee reads the work and the other listens. Then they correct mistakes.

Another thing a subordinate should do is to file their work sequentially, both in soft copy and hard copy. He should also practice retrieving past work so that when called upon to produce past work, he does it effortlessly.

Subordinate should constantly develop themselves and keep learning so that they become men of excellence in doing their work. The boss is an authority, they must respect, if he is not working, they have to fill the void by being organized. With time they would be glad they took up the extra responsibility, Just like Haraka did.

Chapter 20

General methods of navigating all workplace wars

Having adequate sleep

Leech (2023) lists the importance of sleep to include improving concentration and productivity, reduces depression, supports a healthy immune system, reduces body inflammation and improves emotions and social interactions. Enough sleep therefore makes workers to be excellent in what they do, keeps them healthy, makes them gracefully and enhances their communication. These are deadly arsenals a victim of workplace wars needs to wage his war.

Enough sleep improves concentration and productivity. One who has slept well wakes up with energy and zeal. He concentrates on his activities. Since he is motivated, he motivates his subordinates by induction. He is able to solve problems and think of ideas. He avoids accidents and takes precaution. All this has a ripple effect on improving production. Improved production and paying attention to details removes all triggers that one's enemies would use to find fault in one.

Sleep strengthens ones heart. During sleep the heart reduces its pressure as there are not many activities taking place. The heart is not pumping blood aggressively to the lungs and to the body as when someone is awake. This allows the heart muscles to rest and relax. They are also rejuvenated and strengthened. If

one stays awake for longer, it means high blood pressure is sustained for a long time and the heart has no time or limited time to replace it's worn out cells, thus the heart weakens. One needs a strong body to fight of workplace wars; sleep ensures the body remains strong.

Sleep reduces depression. Sleep allows the subconscious mind to work and solve your problem and also ensure you achieve your goals. Sleep deprivation means the subconscious did not work out solutions for your problems. It did not also come with away to achieve your dream. This weighs down on your subconscious and the impact is you feel depressed. On the contrary you will be upbeat having no depression - these keeps at the bay, work related diseases.

Sleep reduces body inflammation and improves emotions and social interactions. WebMD Editorial Contributors (2022) define inflammation as a process by which your body's white cells protect you from infection from outside such as bacteria and viruses and you feel pain from the nearest gland to the point white cells are attacking the foreign bodies. However, in diseases like arthritis, inflammation is triggered even when there are no invaders for white cells to fight off. Enough sleep reduces body inflammation. Getting enough sleep makes one relaxed and he communicates reliably making friends and associating well with people. Sleep improves ones emotions, and one is not unnecessarily angry despite the pain he may endure. Thus being cheerful, he is well poised to fight workplace wars.

Having enough exercise

Semeco (2023) defines exercise as any movement that makes ones muscles work and requires the body to burn calories. He goes ahead and enumerates importance of exercise as; makes one feel happy, helps one lose weight, it is good for muscles and bones, increases ones energy levels, reduces risk of chronic disease, helps to keep the skin healthy, enhance brain health and memory, improves sleep quality and relaxation, reduces pain and promotes better sex life.

Exercise makes one happy. Exercise encourages production of hormones serotonin and norepinephrine which suppress depression. It also lead to production of hormone endorphins which makes someone feel good. Exercise therefore is an antidote to work related stress and anxiety.

In addition, exercise is good for muscles and bones. Exercise strengthens bones and muscles. Strong bones and muscles make one steady therefore reduces injury.

Eating balanced Diet

A healthy diet is composed of carbohydrates, proteins, vitamins and minerals. Work related stress and anxiety consumes a lot of one's body food. When one is stressed he burns a lot of blood sugar, his body cells became worn out, that is why he feels fatigued. A balanced diet would ensure body food is replenished and cells have enough building materials to replace worn out

cells. This gives the victim of workplace wars vibrant energy to face his wars.

Shun destructive coping mechanisms like substance abuse and alcohol

While moderate use of alcohol is okay for anyone, alcohol and drugs should not be used to cope with workplace wars! Solomon said it is better to win control over oneself than over whole cities. Therefore, one should remember Lamuel's mother advice that he should not to drink wine or have a craving for alcohol. She argued that alcohol would make him forget laws and ignore the rights of people in need. She added that alcohol was for people who were dying; those who wanted to forget their misery. Being fought at work does not mean you are miserable only confined to die; it means you are worthy that's why folks are preventing you to have what you deserve. Avoid alcohol and drug so that you are alert to fight skilfully.

Stay in touch with friends, family

The bible advises that we should keep meeting with one another. It also counsels that a neighbour is more important than a relative who is far away and we should treat neighbours right. Friends and family would remind one to keep fit; they would warn one of injurious habits. They would be sure to share with one their feelings and such small talks relieves ones stress and he forgets the turmoil he faces at work. He is even more revitalized to face his adversaries.

Like wood in a fire place, if they are more than one, they keep burning. But if you pull all others and retain only one, it will glow and soon goes out. That fire to live keeps burning when you have people encouraging you and when you know your life matters. Therefore, Staying in touch with friends and family enables one to successfully battle workplace wars.

Ask for help when you need it.

Workplace war may be so intense that one is depressed. When one feels he cannot go on any more, he should ask family and trusted friends for help. By just sharing his troubles or when they pray for him, he will get the strength to carry on.

Learn to relax and be stress free

Staying hydrated is a way to hold back worry. Water will improve one's mood. And improvement in mood staves off worry.

Sticking to a daily program helps in containing stress, wake up early do some work-outs, have breakfast and go to work. Ensure you arrive on time or earlier. Leave work only at the stipulated time, work hard while at work.

Having a hobby is another way of handling stress. Doing what you love increases the feel good hormones. This distracts your mind from brooding over the events of the day. This makes one to relax.

Minding ones finances is perhaps one of the major stress reliever. One should live within his means. He should save at least ten percent of all his incomes before he spends anything. Being debt free and having some little savings enables one to relax and to face the future with boldness.

Reading the scripture draws one to God and he comes across comforting verses that shows persons who passed through what he is going through and how they overcame their wars. It is encouraging, soothing and uplifting. One realises he is not alone and God would help him.

A proper diet allows the body to renew itself and remains strong to fight off workplace wars. If one knows that one is keeping his enemies in check, this contributes to his relaxation.

Additional methods of learning to relax and restoring ones joy and passion in life are listed by Madden and Morris (2023); spending time outdoors, taking a warm bath, taking a warm drink, spending time with a pet, meditation, mindfulness, disconnect from technology, writing a journal, aromatherapy, taking quick breaks, focus on ones breathing, visualizing, muscle relaxation and having a biofeedback session.

Prayer, fasting and meditation

Prayer and believe in God affects our hormonal system. It spurs our immunity to diseases and increases positivity. Fasting detoxes the body and makes one think clearly. Meditation enables one to draw near to God and cast his burdens to Him. It relieves one as he knows his problems are being dealt with by the Creator of the universe.

Therefore, if you are going through a workplace war and you feel overwhelmed; know that you are the favoured one of God. He is either preparing you for greater promotion or He is shaking you to unleash your full potential. You have to wait on him. Meanwhile, you can cope with workplace war by; **praying, fasting and meditating for one day each week as long as a workplace war persists as follows.**

Wake up **at 3 in the morning**. Pray and thank God for your health and that of you loved ones. Ask him to provide for your daily needs and of those who wait on Him. Pray that he does not lead you to temptations but delivers you and your loved ones from the Devil. Then **Sing 3 praise and worship songs**. If you do not have any praise and worship songs **recite Psalms 73 audibly**, but be careful you do not disturb other persons. It would be ideal to be in an isolated place. If this is impossible, just move your lips and make no sound.

Then make the following declarations loudly if you are in an isolated place, but if you are in a place you are likely to disturb other people, read them moving your lips but making no sound.

Declarations

1. God you have said that you have not despised or scorned the suffering of the afflicted one; you have not hidden your face from him but you have listened to his cry for help. My bones suffer mortal agony as my foes taunt me, saying to me all day long, 'where is your God?'

2. Because of what my enemy is saying, because of the threats of the wicked; for they bring down suffering on me and assail me in their anger. My comfort in my suffering is this: your promise preserves my life.

3. Look at my suffering and deliver me, for I have not forgotten your law. As you are a refuge to the oppressed a stronghold in times of trouble, deliver me from this trouble.

4. Teach me your paths Lord; lead me in a straight path because of my oppressors. I say to God my rock, 'why have you forgotten me? Why must I go about mourning, oppressed by the enemy?'

5. You are my stronghold God. Why have you rejected me? Why must I go about mourning oppressed by the enemy? Why do you hide your face and forget my misery and oppression?

6. Defend the afflicted and the needy; crush the oppressor.
Rescue me from oppression and violence.

7. Defend the weak and the fatherless; uphold the cause of the poor and the oppressed. I have done what is righteous and just; do not leave me to my oppressors.

8. Redeem me from human oppression, that I may obey your precepts. They have greatly oppressed me from my youth, but they have not gained victory over me.

9. The lord is my strength and my defence; he has become my salvation. He is my God and I will praise him, my father and I will exalt him.

10. My God is my rock, in whom I take refuge, my shield and horn of my salvation. He is my stronghold, my refuge and my saviour - from violent people you save me.

11. But I trust in your unfailing love; my heart rejoices in your salvation. Oh, that salvation for Israel would come out of Zion! When the Lord restores his people, let Jacob rejoice and Israel be glad.

12. The LORD is my rock, my fortress and my deliverer; my God is my rock, in whom I take refuge, my shield and the horn of my salvation, my stronghold.

13. The LORD is the strength of his people, a fortress of salvation for his anointed one. Then my soul will rejoice in the LORD and delight in his salvation.

14. The salvation of the righteous comes from the LORD; He is their stronghold in time of trouble. Oh that salvation for Israel would come out of Zion! When God restores his people, let Jacob rejoice and Israel be glad.

15. Truly He is my rock and my salvation; He is my fortress, I will never be shaken. My salvation and honour depend on God; he is my mighty rock, my refuge.

16. But I pray to you, LORD in the time of your favour; in your great love, O God, answer me with your sure salvation. Charge them with crime upon crime; do not let them share your salvation. But as for me, afflicted and in pain - may your salvation, God, protect me.

17. Show us your unfailing love, LORD, and grant us your salvation. Come, let us sing for joy to the LORD; let us shout aloud to the rock of our salvation.

18. Sing to the LORD a new song, for He has done marvellous things; His right hand and His holy arm have worked salvation for us.

19. The lord is my strength and my defence; he has become my salvation. I will give you thanks for you answered me; you have become my salvation.

20. My eyes fail, looking for your salvation, looking for your righteous promise. My soul faints longing for your salvation but I have put my hope in your Word.

21. Surely God is my salvation; I will trust and not be afraid. The LORD, the LORD himself, is my strength and my defence; he has become my salvation. With joy I will draw water from the wells of salvation.

Send your angels to help me God, send your Holy Spirit to comfort me. I declare that you outwit my oppressors in the Mighty name of JESUS CHRIST, my Lord.

AMEN!

Repeat the prayer and meditation at **4 am, 5 am, 6 am (begin fasting at 6 am)**. Repeat the prayer and meditation between **noon and 2 pm**. Repeat the prayer and meditation at **4 pm** before breaking the fast and at any other time before sleeping.

If you would like to learn more about fasting and meditation, get hold of my book, **‘Never Get Weary or Weak: How Meditating and Fasting Gives You Vibrant Strength And Detoxes Your Body’**

Further Reading

Introduction - Bible verses quoted directly and indirectly

Genesis 4:8-10; 11:4-9; 13:1-7; 13: 7-12; 1 Samuel 18:7,8;
Galatians 5:22,23

Chapter 1 - Bible verses quoted directly and indirectly

1 Samuel 18:18; Esther 3:2-10; 1 Samuel 19:10; 18:28; 19:11-13; Psalms 37:18; 1 Samuel 18:17-19; 1 Samuel 18:20-27; Proverbs 3:5, 6; Proverbs 17:14; James 3:2; Ephesians 4:26

Chapter 2 - Bible verses quoted directly and indirectly

1 Timothy 6:10; Ecclesiastes 10:19; Genesis 3:5; 1 Kings 21:2-16; Proverbs 1:10-13; Jeremiah 22:17; Micah 7:3; Isaiah 1:23; Micah 3:11; 1 Timothy 6:9; Jeremiah 17:11; James 4:2

Chapter 3 - Bible verses quoted directly and indirectly

Genesis 24:23,27; 1 Samuel 17:55; James 2:2-6; Ecclesiastes 10:5-7; 4:1; psalms 9:9; Isaiah 10:18; Psalms 42:9; 43:2; 44:24; 146:7; 72:4; Joshua 22:4; 1 Chronicles 16:8

Chapter 4 - Bible verses quoted directly and indirectly

Ecclesiastes 10:8; Proverbs 16:3; 12: 25; 17:17

Chapter 5 - Bible verses quoted directly and indirectly

Numbers 6:2-21; Proverbs 22:16; Titus 2:9, 10; 1 Samuel 15:18-26; Romans 13:1; Daniel 6:4-24

Chapter 6 - Bible verses quoted directly and indirectly

2 Samuel 16: 1-4; Esther 3:6-11; Ephesians 4:28; Titus 2:10; Proverbs 22:16; Ecclesiastes 9:11; Romans 13: 1-7; Daniel 6:7, 16-24

Chapter 7 - Bible verses quoted directly and indirectly

Mark 1:35; John 2: 1-10

Chapter 8 - Bible verses quoted directly and indirectly

Genesis 4:3-9; 30:27-31:24

Chapter 9 - Bible verses quoted directly and indirectly

2 Samuel 16:2- 19:29; Psalms 7:6

Chapter 10 - Bible verses quoted directly and indirectly

Daniel 6:1-17; Psalms 146:3; Isaiah 2:22; Jeremiah 17:15; Psalms 73:12; Proverbs 18:11; Psalms 49:20; 52:17; Proverbs 15:16; 26:17; Joshua 2:1-7, Psalm 31:20

Chapter 11 - Bible verses quoted directly and indirectly

1 Samuel 16:6-13

Chapter 12 - Bible verses quoted directly and indirectly

Galatians 5:22, 23

Chapter 15 - Bible verses quoted directly and indirectly

Judges 14:12-20; 16:6-30; Proverbs 5:3-4; Genesis 38:1-30

Chapter 16 - Bible verses quoted directly and indirectly

Mark 1:35; John 2: 1-10

Chapter 18 - Bible verses quoted directly and indirectly

Proverbs 12:18; Ecclesiastes 7:7; Matthew 5:25; Proverbs 15:1, 4, 22; 25:15; Colossians 4:6; Ecclesiastes 7:21; 2 Chronicles 16:9; Jeremiah 17:10; Romans 12:18

Chapter 20 - Bible verses quoted directly and indirectly

Psalms 22:24; 42:10; 55:3; 119:50; 42:9; 43:2; 44:24; 72:4; 119:134; 82:3; Exodus 15:2; 2 Samuel 22:3; Psalms 14:7; 18:2; 28:8; 35:9; 37:39; 53:6; 62:2,7; 69:13,27,29; 85:7; 95:1; 98:1; 118:14,21; 119: 81; 119:123; Isaiah 12:2,3

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NAVIGATING THE WORKPLACE WARS

Solomon said, "I looked and saw all oppression that was taking place under the sun: I saw the tears of the oppressed – and they had no comforter; power was on the side of their oppressors." Whilst most nations are not under war or civil strife and slavery has been greatly eradicated, yet oppression still exists. Solomon ruled a very peaceful Israel, for that reason, the oppression he saw must have been workplace oppression.

Why should workplace oppression exist at all? King Solomon continues to answer, 'there is an evil I have seen under the sun, the sort of error that arises from a ruler: fools are put in many high positions while the wise occupy the low ones. I have seen slaves on a horseback, while princes go on foot like slaves.'

You can clearly see that oppression exists since human beings are not efficient at allocating resources. King Solomon termed it as an error. That is, persons who do not deserve certain positions at work are given the positions. They become rich and strong. They drive luxury cars (being on horseback). On the other hand, persons who should hold those high office (the wise), struggle in life (walk on foot). The human error King Solomon saw, results to weak organization structures.

Weak organization structures make the wise or the deserving persons (who are denied what they warrant) to have wars at the workplace. Unfortunately the less deserving ones would have grown so powerful and rich that the deserving ones are oppressed and they have no comforter; because power is on the side of their oppressors (the less deserving ones).

Weak organization structures are evident when; there are frequent transfers or turnover of personnel which makes it difficult for co-workers to bond and become familiar with the routine. There is Lack of clear goals which destroys the sense of unity amongst co-workers. The boss is unqualified - an insecure boss would devote a substantial amount of his time defending his position instead of leading. The staffs do not understand where their responsibilities begin and where they end. There is no free flow of information and hurt feelings remain unattended to.

Weak organization structures as a result of man's error breeds Jealousy, discrimination, prejudice, anger and many other vices. This book recognises that while organizations exists to serve an important role in the society and contributes to order and discipline, man is to error. Consequently, some people would still face workplace war even in the most esteemed and prestigious organizations. The book for that reason, prescribes ways they can navigate or cope with these wars.

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