

**HRM, ITS BIBLICAL ORIGINS AND PERSPECTIVES**

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Keywords: HRM; origins; bible; values.**Abstract**

This paper intends to demonstrate that HRM originates from Egypt (Africa) and that its sources are indeed biblical. In order to attain that goal we shall deal with HRM and related concepts sourced from the Bible, with sufficient references from the old and New Testament. The Bible being the Holy book of the Christians, it contains Jesus Christ's teachings. We have used some of his teachings and related them to certain common HRM concepts such as HR Planning, Recruitment, Selection, Performance Appraisal, Wages, Employee Compensation, Employee Safety and Welfare and Employee – Employer's relationship which are clearly perceived from the verses. We could draw the conclusion that almost all the important aspects of HRM and leadership have been covered by the Holy Book prior to the antecedent theoretical development of the 18th century in Europe and the human relations movement of the early 20th century in USA. The methodology used is based on providing qualitative comprehensive framework model supported by Christian scriptures in order to demonstrate the early biblical origins of HRM contrarily to what is generally stated. This work appeals to those in leadership, management, staff and volunteer positions, public and private sectors organizations, churches, Para-church, and faith-based organizations, as well as Christian business leaders and Christian employees in all sectors to integrate and balance mission achievement with Godly principles, ends and integrity that only the creator of HRM and the universe can provide. Otherwise the practices and policy of HRM will be limited and inefficient in our organizations. The contribution of this research paper is to provide perspectives and a new framework for line managers, human resource department and leaders of all sorts

Introduction

At first sight, HRM as a well-developed field of study with a variety of techniques and mechanisms to achieve organizational purposes is said to be a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. Most literatures on the above mentioned concepts dealt with issues and traced the roots of HRM to Stage one (1900–1940s) which is all about the administration stage or states that during pre-historic times, there existed consistent methods for selection of tribal leaders (Jones & Bartlett, 2014). Moreover The link in between the Holy Bible and HRM functions has been the subject of abundant analysis and writings. However until recently, less attention was given to the possibility of the existence of a scientifically defined approach to HRM since 1391–1271 BCE during the existence of Moses in the ancient Egypt. The interest of such a hypothesis is that it will change the true origins of HRM, its early authors and the philosophy behind the practice of HRM nowadays.

Although much has been written about HRM, its origins and development, so far a questioning about its earlier origins bridging it with a new philosophy of practicing it seems not to have been sufficiently explored. In order to find an answer to the research problem which is the possible birth of HRM as a science in the ancient Egypt, I will trace the roots of the said discipline since 1391-1271 BCE during the existence of Moses, by demonstrating that there existed well defined techniques, policy and mechanisms to achieve organizational purposes through the strategic management of workforce. This shall be done through a qualitative approach consisting of content analysis, a chronological study of the bible and an analysis of historical documents.

The benefits of this research can be identified in the theoretical, methodological and managerial domains. Theoretically the study of the true origins of the HRM and its background will provide us a framework for an in depth analysis and a new paradigm of the discipline. The limitations of the concepts and theories relating to HRM will also be brought out in order to produce constructive propositions. Methodologically the paper used a



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qualitative approach based on content analysis, a chronological study of the bible and an analysis of historical documents in order to better understand and answer the research problem. It further extended the scope of scientific methods explored in a study as it involved interviews; questionnaires; Performance tests; observations; follow up focus groups and document analysis. In managerial terms it puts at the disposal of managers in general and the customs administration of Cameroon in particular, tools to better up their organizational performance and job satisfaction in a context marked by the absence of a real policy of human resource management in the said organization.

This paper comprises three main integrated parts which are first the conceptual and theoretical frameworks; secondly the methodological approach and thirdly conclusions and contributions of the research in the theoretical, methodological and managerial aspects.

What is Human Resource Management (HRM)?

HRM is a very broad concept, it is defined as a strategic approach to managing employment relations (Bratton, J. & Gold, J. (2003), an inevitable resource for the success of any organization (Bakke, 1966), a specific function in the organization (Amstrong, 2006), designed to maximize employee's performance (Johanson, 2009), concerned with how people are managed within organizations, focusing on policies and systems (Collins & Wood, 2009). It deals with specific activities (Paauwe and Boon, 2009) and industrial relations (Klerck, 2009). HRM involves leadership, human capital developer and strategic functions (Ulrich, D. & Brocklebank, W. (2005). It implies considering human capital as the most important asset (Bill Gates, 1996). It aims at strategic integration, high commitment, high quality and flexibility (David Guest, 1991). HR is also viewed as a synthesis of themes and concepts drawn from over a century of management theory and social science research (Sims, 2002). For the purpose of our work we shall limit ourselves to its origins; functions; its activities and developments.

1. Stated origins of the discipline

HRM is said to have evolved as a field first in the 18th century in Europe. It was built on the idea that people were crucial to the success of an organization and as such their well-being was strategic to lead to performance (Robert Owen, 1771-1858 and Charles Babbage, 1791-1871). This was during the industrial revolution. HR emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856-1915). Taylor explored what he termed "scientific management". HR as it is applied nowadays is stated to be a product of the human relations movement of the early 20th century, when researchers began formalizing ways of reaching organizational performance through the strategic management of the workforce.

2. Stated Functions of the discipline

Human Resource Management functions can be classified into three categories such as Operative, Managerial, and advisory.

Operative functions deals with recruitment (developing a job description, publishing the job posting, sourcing the prospective candidates, interviewing, salary negotiations and making the job offer) ; training and development (growth, education, and management training) ; compensation and benefits ; performance appraisal ; ensuring legal compliance relating to employment; health and safety and employee and labor relations.

Managerial functions are concerned with Planning (foreseeing vacancies, setting the job requirements, deciding the recruitment sources, ascertaining to eliminate shortage or excess of employees); Organizing (developing and designing the structure of the organization); Directing or motivating and Controlling.

Advisory Functions is all about top management advice regarding maintaining high-quality human relations and employee morale and advising the heads of various departments on policies related to job design, job description, recruitment, selection, appraisals.



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3. Activities of Human Resource

Among HR activities we can cite the followings: High performance work practices; equal employment opportunity; Staffing; Job Description; Job Analysis; Human Resource Development; Job training; Leadership; Performance; Compensation and Benefits; Health, Safety, Security and Employee and Labor Relation...

4. The historical developments of HR

In this part we shall attempt to trace chronologically the evolution or development of the discipline.

- **1817:** Social responsibility era, Robert Owen formulated the goal of the eight-hour workday and coined the slogan: "Eight hours labor, Eight hours recreation, Eight hours rest."
- **1850:** Industrial revolutions and Trade Union movement era, trade unionism gave rises to personnel practices such as collective bargaining, grievance handling system, arbitration, disciplinary practices, employee benefit programmes, installation of rational and defensible wage structures.
- **1898:** Behavioral era, the earliest derivatives of Behaviorism can be traced back to the late 19th century where Edward Thorndike pioneered the law of effect, a process that involved strengthening behavior through the use of reinforcement.
- **1911:** Scientific management era, this laid out Taylor's views on principles of scientific management, or industrial era organization and decision theory.
- **1920:** Human relation era, it refers to the researchers of organizational development who study the behaviour of people in groups. It originated in the 1930s' Hawthorne studies by Elton Mayo and it resulted in the creation of the discipline of human resource management.
- **1950:** Systemic approach era, the earlier most influential suggestions were the comprehensive sociological versions of systems theory which were proposed by Talcott Parsons since the 1950s.
- **1960:** Contingency approach era, it evolved during the 1960s. It emphasized the importance of situational influences on the management of organizations and questioned the existence of a single, best way to manage or organize.
- **1997:** Talent management era, it refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field increased in popularity after McKinsey's 1997 research.
- **1998:** Performance management era, Armstrong and Baron (1998) defined it as a management system often used by the managers in order to align the goals of the company to the goals of their employees, thereby ensuring productivity.
- **2004:** Task specific Human capital era, popularized by Gary Becker. It is also worth mentioning the contributions of Theodore Schultz to this theory. The human capital theory refers to the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labor so as to produce economic value.

What about the Holy Bible and HRM?

This part of our work will consist in describing briefly the Holy bible while dwelling more on the "biblical origins" of HR as well as its features contained in the Holy Book.

1. Presentation of the Holy Bible

The English word "Bible" comes from *biblia* in Latin and *biblos* in Greek. The term means book, or books, and may have originated from the ancient Egyptian port of Byblos (in modern-day Lebanon), where papyrus used for making books and scrolls was exported to Greece. It is also called the Holy Scriptures, Holy Writ, Scripture, or the Scriptures, which mean sacred writings.

It comprises 66 books and letters written by more than 40 authors during a period of approximately 1,500 years. Covering nearly 4000 years of human history and God's revelation of Himself to and through man. The history of the Holy Bible is the history of God's involvement with mankind. This 1500-year-period begins with the writings of Moses, the first five books of the Holy Bible.

Its original text was communicated in three languages i



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e. Hebrew for the old testament, with a small percentage in Aramaic. The New Testament instead was written in Koine Greek. The first English translation was completed by John Wycliffe and soon after, King James authorized the English version that has come to be known as the King James Version. This was in 1611. The Bible itself claims to be the inspired Word of God, or "God-breathed" (2 Timothy 3:16; 2 Peter 1:21). While the Bible is certainly not the oldest book in history, it is the only ancient text with existing manuscripts that number in the thousands.

Tradition credits Moses as the author of Genesis, as well as Exodus, Book of Leviticus, Numbers and most of Book of Deuteronomy. Rabbinic Judaism calculated a lifespan of Moses corresponding to 1391–1271 BCE. Jerome's Chronicon (4th century) gives 1592 for the birth of Moses while the 17th-century Ussher chronology calculates 1571 BC (Annals of the World, 1658 paragraph 164). He is said to have received his name from the Pharaoh's daughter in ancient Egypt where the Hebrews lived for 400 years. He is also known as an important prophet in Christianity, Islam, the Bahá'í Faith, and a number of other Abrahamic religions. Rohl uncritically accepts the chronology of the Exodus mentioned in the Hebrew Bible even though there exists serious contradictions. Therefore, not surprisingly, according to him, the Exodus happened c. 1447 BCE (D. M. Rohl, A Test Of Time, 1995).

2. The biblical origins of HRM

In this section we intend to demonstrate the biblical origins of HRM. In order to attain that goal we shall correlate each variable of the concept of HRM with its corresponding reality in the Holy bible, implying the earlier existence of the said discipline i.e. in **Ancient Egypt**, civilization in northeastern Africa that dates from the 4th millennium bce and precisely at the Exodus of the Hebrew people from Egypt (13th century bce) as illustrated below.

Table 1: HRM biblical features

HRM features	Author	HRM Biblical features	Bible references
a strategic approach to managing employment relations	(Bratton, J. & Gold, J. (2003),	Motivation is not by fear. In fact, don't even motivate primarily by carrots and sticks.	Eph 6:9: "And masters, treat your slaves in the same way. Do not threaten them, since you know that he who is both their Master and yours is in heaven, and there is no favoritism with him".
an inevitable resource for the success of any organization	(Bakke, 1966)	Workers should be viewed with respect and treated as real People in the image of God who are more than just a pair of hands, but are also creative and resourceful and a source of ideas. Contrarily to what was happening in Egypt in between the egyptian (masters) and the slaves (Hebrews people).	Eph 6:9: "And masters, treat your slaves in the same way. Do not threaten them, since you know that he who is both their Master and yours is in heaven, and there is no favoritism with him."
a specific function in the organization	(Amstrong, 2006),	God created man in his likeness and made him for a little while lower than the angels, crowned him with glory and honor, and have appointed him over the works of his hands to be treated with care, honor and dignity in	Acts 17:26 Psalm 8:3-6 Psalm 8:5-8 Genesis 1:26-27 Genesis 9:6 1 Corinthians 15:48-49 Hebrews 2:7



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		any organization or civilization	
designed to maximize employee's performance	(Johanson, 2009),	<p><i>"For the Spirit God gave us does not make us timid, but gives us power, love and self-discipline".</i></p> <p><i>"No discipline seems pleasant at the time, but painful. Later on, however, it produces a harvest of righteousness and peace for those who have been trained by it"</i></p> <p><i>"Do you not know that in a race all the runners run, but only one gets the prize? Run in such a way as to get the prize."</i></p> <p><i>"He who observes the wind [and waits for all conditions to be favorable] will not sow, and he who regards the clouds will not reap."</i></p>	<p>I Timothy 1:7 NIV</p> <p>Hebrews 12:11 NIV</p> <p>I Corinthians 9:24 NIV</p> <p>Ecclesiastes 11:4 AMP</p>
concerned with how people are managed within organizations	(Collins & Wood, 2009).	<i>"You shall not oppress your neighbor or rob him. The wages of a hired servant shall not remain with you all night until the morning."</i>	Leviticus 19:13 ESV
focusing on policies and systems	(Collins & Wood, 2009).	The employee should not be mishandled or treated with disdain. This will result in adverse effects for the organization. Here 'God' may be taken as an allusion for predefined protocols and standards.	<p>Leviticus 25:43</p> <p>"You shall not rule over him ruthlessly but shall Fear your God."</p>
It deals with specific activities	(Paauwe and Boon,2009)	Jesus, Moses, David, and Paul, for example, were all skilled communication masters, preachers, and organizers,etc for group meetings even in a hostile environment in front of a mass of people and secular authorities.	<p>Genesis 12: 1-2</p> <p>- Exodus 3: 4-10</p> <p>- Joshua 1: 1-6</p> <p>- I Samuel 8,9 and 10</p> <p>- I Kings 19: 9-21</p> <p>Proverbs 11:14 NIRV</p>



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Deals with industrial relations	(Klerck, 2009)	Employer and employee deserve the same respect. Moses killed the egyptian who was maltreating the Hebrew slave and intervened as a judge to avoid quarrel and fight among Hebrews workers in Egypt in the vein of establishing dignity and respect in industrial relations. Every man is equal and therefore everyone deserves equal respect. In an organization, the employer may have the control and the employee may be working under him. But, both the employer and employee deserve the same respect “And God said, Let us make man in our image, after our likeness”.	Exodus 2: 13 Philippians 2:4 2 Samuel 18:2 – 18:4 Psalm 15:1-5 ESV
HRM involves leadership	(Ulrich, D. & Brocklebank, (2005). W.	The first leaders mentioned in the bible are : Abraham; Moses; Joshua; Samuel; Saul and Elisha with specific and strategic missions to accomplish. One of the most representatives is Moses in charge of the exodus of the Hebrew people from the land of Egypt (Sufferings) to the promised land where flows honey and milk (Happiness) in order to establish a nation independent, free and prosperous after 40 days of journey. <i>“Without the guidance of good leaders a nation falls. But many good advisers can save it. “</i>	- Genesis 12: 1-2 - Exodus 3: 4-10 - Joshua 1: 1-6 - I Samuel 8,9 and 10 - I Kings 19: 9-21 Proverbs 11:14 NIRV
human capital developer	(Ulrich, D. & Brocklebank, (2005). W.	"Blessed is the man who trusts in the LORD And whose trust is the LORD For he will be like a tree planted by the water, That extends its roots by a stream And will not fear when the heat comes; But its leaves will be green, And it will not be anxious in a year of drought Nor cease to yield fruit". "And Jesus kept increasing in wisdom and stature, and in favor	Jeremiah 17:7-8 Luke 2:52



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		<p>with God and men”.</p> <p>“Now He who supplies seed to the sower and bread for food will supply and multiply your seed for sowing and increase the harvest of your righteousness”.</p> <p>“We ought always to give thanks to God for you, brethren, as is only fitting, because your faith is greatly enlarged, and the love of each one of you toward one another grows ever greater”.</p> <p>“Having been firmly rooted and now being built up in Him and established in your faith, just as you were instructed, and overflowing with gratitude”.</p>	<p>2 Corinthians 9:10</p> <p>2 Thessalonians 1:3</p> <p>Colossians 2:7</p>
<p>considering human capital as the most important asset</p>	<p>(Bill Gates, 1996).</p>	<p>The Bible says, God so loved the world, not the world of things, but the world of people, that He gave His only begotten Son to die for us and show us our value.</p>	<p>John 3:16</p>
<p>It aims at strategic integration,</p>	<p>(David Guest, 1991).</p>	<p>In Scriptures, we can see that Moses was a strategic thinker the nation of Israel out of Egypt. Moreover as Joshua was to lead the Israelites into the Promised land, they were facing the first enemy in the land. It just so happened to be the strong city of Jericho. God gave Joshua a strategy. He could have simply reached down from heaven and zapped the city, but God chose to work through a strategy that involved His people. Nehemiah was a God-appointed leader who used a strategy. When God laid it on his heart to rebuild the walls of Jerusalem, Nehemiah began to establish and then work through a well-planned strategy to accomplish the vision God had given. He assessed the damage. He secured the resources. He established leaders and distributed the assignments among them</p>	<p>Joshua 6</p>



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It aims at high commitment, high quality and flexibility	(David Guest, 1991).	High commitment is relate with two concepts admiration and submission. The most notorious in the bible are: Moses and Joshua; Elijah and Elisha; Jesus and the disciples ; Paul and Timothy.	- Numbers 13: 3,8 - I Kings 19: 19-21 - Mathew 19: 27-28 - Philippians 2: 19-23
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Source: The author

3. The features and Modelization of HR in the Bible

This section of our research paper attempts to bring out the features of HRM and its Modelization. In order to attain such an objective, we analyse it at the level of organizational theory; HRM models and HRM functions.

Concerning organizational theory, it consists of approaches to organizational analysis. Organizations are defined as social units of people that are structured and managed to meet a need, or to pursue collective goals. There are several theories which explain the organization and its structure. Classical organization theory includes the scientific management approach, Weber's bureaucratic approach, and Fayol's administrative theory to which must be added modern organization theories (systems approach, socio-technical approach and contingency or situational approach).The author believes that organizational theory derives from divine sources as a hierarchy was established in between God , Christ, angels, man, woman, children, animals, plants (Ephesians 5:23). Therefore organizational theory can be traced back to the beginnings of this planet when Adam and Eve were commissioned to manage the garden (Gen.1:28).During the exodus in the ancient Egypt, already existed a social organization. In fact the social structure of ancient Egypt can be sorted into a social pyramid where each class had a specific duty identifiable in most modern organizations. At the top of the social pyramid was the pharaoh with the government officials, nobles and priests below him/her. The third tier consisted of the scribes and soldiers with the middle class in the fourth level. Peasants were the fifth tier of society with slaves making up the lowest social class. The Pharaoh was the ultimate authority in Egypt. The people held the pharaoh responsible for their well-being. Government officials helped ensure that the country ran well. Priests oversaw the temples and the rituals and ceremonies to honor the gods. Scribes recorded the events of the kingdom. Soldiers protected the kingdom from military threats. The middle class made craft items for the other classes and sold them. Farmers grew the food that supported the entire kingdom. Slaves were prisoners-of-war who worked in houses, mines or quarries. The above illustrated social organization might be the origins of classical and neo-classical organizations, which was contrary to a soft management of human beings or resource desired by God and expressed during the Hebrews' exodus and which has evolved through a dynamic society, economy and cultures in a constantly *changing* world has embraced various forms, models, theories and organizations as observed nowadays.

As far as HRM models are concerned, the said Models are defined as the features of HRM. they provide analytical framework for studying and characterizing HRM. There are a good number of models that have been postulated by various scholars to describe the HRM concept. But all of them can be articulated around the hard or soft model of HRM (Storey, 1989). "Hard hrm" (Fombrun, Tichy and Devanna, 1984) being based on the human as any other resource in charge of producing results unlike the "soft hrm" (Beer M. Beer, Bert Spector, Paul R. Lawrence, D. Q. Mills, and Richard E. Walton in, 1984) that emphasizes on the humane and socio-psychological dimension of the worker. In clear while the first see the manpower as "simple hands" (Taylor, 1911), the latter contemplates it in addition for being a hand, "a heart" (Mayo, 1930) and even a "head" (Kurt lewin, 1935) that should be considered in all its human aspects. The other models are just variants or derivatives of the two above mentioned models i.e. (Guest; Warwick; The Storey's; the 5Ps; the Contextual model; the Best practice; the contingency model and the Patterson model). In that vein we can observe that the model practiced by the Egyptians i.e. slave and master tantamount to the hard model which means harsh, mechanic and essentially based on performance (Exodus 1: 1-14). While the one portrayed by biblical principles



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on altruism, care and compassion balancing with performance (Colossians 4: 1) embraces the soft Modelization principles of HR.

At the level of HRM functions, features of the said discipline are visible in the Holy book i.e. employee's compensation (Deuteronomy 15:13- 14); safety welfare (Leviticus 25:39); industrial relationship (2 Samuel 18:2 – 18:4 and Genesis 1:26); recruitment (Proverbs 26:10); training (1 timothy 4:8) and performance management (1 timothy 1:7).

4. The biblical philosophy of HRM

The biblical philosophy of HRM or the bible model of HRM that the author would like to baptize as “The God is Love HRM theory” takes its source from (1 Corinthians 13:4–8a) : “ *Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. Love never fails*”. This verse describes unconditional love. Knowing that God is love (1 John 4:8), the creator of man in his own image and likeness (Genesis 1: 27), God has plans for everything as far as man's management is concerned (Jeremiah 29:11): “Jeremiah 29:11: “For I know the plans I have for you,” declares the LORD, “plans to prosper you and not to harm you, plans to give you hope and a future”. Moreover a pure human approach to HRM is highly limited and insufficient explaining the shortages faced in organizations especially in Africa (Jeremiah 10:23): “LORD, I know that people's lives are not their own; it is not for them to direct their steps.”

In that vein featuring or modelizing HRM on the ground of simple human observation will be limited because HRM above a mere science is a state of being, more an art than a science, a vocation like being priest, teachers or physicians... that must be applied with unconditional love for the neighbor but also with a firm attitude to sanction deviance. The author believes that if unconditional love is applied based on the fear of God, HRM will certainly leads to better organizational performance and ethics which does not prevent discipline, hard work and merit as God is the master of all virtues. But how can we create the researched virtues without having God as a reference in our organizations.

This paper does not call for abandoning existing scientific demonstrations and established principles of HRM, but simply to orientate actions and beliefs towards the supreme reference and the only true condition of success i.e. God. In other words spirituality not religions should become essential aspects in the conception, study and implementation of HRM (Aloumedjo Zam, “Religions, Spirituality and HRM in the developing World”, Durreesamin Journal (ISSN: 2204-9827), June Vol 4 Issue 2, Year 2018).

Conclusions and recommendations

This study aimed at analyzing the origins of HRM in order to answer the question whether the said science originates from Egypt (Africa) and whether its sources are indeed biblical. The main problematic was on the historical background of HRM and the mechanisms for the implementation of an efficient HRM model or system based on a new paradigm impulsed by the Holy Scriptures.

The methodology used for that purpose was a qualitative analysis in order to better understand and answer research questions (Martens 2001). The analysis show that there is a correlation of each variable of the concept of HRM with its corresponding reality in the Holy bible, implying the earlier existence of the said discipline i.e. in **Ancient Egypt**, civilization in northeastern Africa that dates from the 4th millennium bce and precisely at the Exodus of the Hebrew people from Egypt (13th century bce).

We can therefore see into this research theoretical, methodological and managerial benefits. Theoretically the study of the true origins of the HRM and its background provide us a framework for an in depth analysis and a new paradigm of the discipline. The limitations of the concepts and theories relating to HRM were also brought out in order to produce constructive propositions. Methodologically the paper used a qualitative approach based on content analysis, a chronological study of the bible and an analysis of historical documents in order to better understand and answer the research problem. It further extended the scope of scientific methods explored in a



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study as it involved interviews; questionnaires; Performance tests; observations; follow up focus groups and document analysis. In managerial terms it puts at the disposal of managers in general and the customs administration of Cameroon in particular, tools to better up their organizational performance and job satisfaction in a context marked by the absence of a real policy of human resource management in the said organization.

This study goes alongside with the article of the same author entitled: ““Religions, Spirituality and HRM in the developing World”, Durreesamin Journal (ISSN: 2204-9827), June Vol 4 Issue 2, Year 2018.” which revealed that without a high level of spirituality (Holy Spirit) not religions any management responsibility especially HR is impossible to shoulder successfully. It goes a step further to realign our measurements of success to the biblical perspective and Godly virtues .The observation made is that we often limit the measurement of results to quantitative and pure physical standards to measure success and determine organizational performance, but there is a strong need to understand that the true measurement of success in a biblical (unconditional love) and more existing criteria should be attitude. In the vein of promoting a HRM model that is working for people within a system, which meets their psychological, social, intellectual, aesthetic, and spiritual needs while addressing economic, technological, societal, and environmental concerns in a harmonious response that benefits all and brings glory to God. Therefore in addition to policy orientated results, motives; faithfulness and integrity should be given a great attention in HRM. That has to do with the relationship of HR managers and workforce with their creator and master: God. To reach that important objective HRM needs to be reformed in its philosophy, the acknowledgement of its biblical origins implying a new model of HRM in its conception, analysis, study and more importantly in its implementation.

Although this research was carefully prepared, I am still aware of its limitations and shortcomings i.e. First of all, the difficult access to information. Since the assessment of the pretest and post test was conducted by the author himself, it is possible to find in this study a certain degree of subjectivity.

In terms of research perspectives it is believed that the present research was not sufficiently explored and as such there is need to be extended and tested. Furthermore an adaptation of such a model to our contextual realities should be made in order to conceive a specific model “best fit” for each socio-religious, economic and political realities

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