



## THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ENHANCING EMPLOYEE LOYALTY: A CASE STUDY AT YAYASAN BAITUL INSAN KHOIR

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### ABSTRACT

*This study examines the role of Human Resource Management (HRM) in enhancing employee loyalty at Yayasan Baitul Insan Khoir. The research adopts a qualitative approach using semi-structured interviews and field observations involving foundation leaders, administrative staff, and program officers. Data were analyzed through thematic analysis to identify patterns related to HRM practices, employee loyalty, influencing factors, and organizational challenges.*

*The findings reveal that HRM within the foundation is predominantly operational, focusing on administrative functions such as recruitment, attendance, and task allocation, while strategic HR components particularly career development, performance appraisal, and talent management remain underdeveloped. Employee loyalty is largely affective in nature, driven by emotional attachment to the organization's social mission, value alignment, and supportive interpersonal relationships. However, long-term loyalty is weakened by limited career pathways, workload imbalance, and financial constraints.*

*Organizational support and shared values emerge as the most influential factors sustaining short-term commitment, whereas the absence of structured career development systems and formal performance evaluation significantly reduces employees' intention to remain. The study also identifies key organizational barriers, including limited resources, role overlap, lack of recognition mechanisms, and the positioning of HRM as an administrative rather than strategic function.*

*The research concludes that intrinsic motivation alone is insufficient to sustain long-term employee loyalty. Strategic HRM practices integrating career development, continuous training, performance management, and organizational support are essential for strengthening employee commitment and organizational sustainability. This study contributes to HRM literature by providing empirical insights from a nonprofit context and offers practical recommendations for enhancing employee loyalty through strategic HRM implementation.*

**Keywords:** *Human Resource Management, Employee Loyalty, Nonprofit Organization, Organizational Support, Career Development*

## I. INTRODUCTION

### A. Research Background

Despite its strong social mission and community-oriented values, preliminary observations and informal internal discussions indicate that Yayasan Baitul Insan Khoir faces several human resource-related challenges that potentially affect employee loyalty and long-term organizational sustainability.

First, employee turnover among operational and administrative staff has emerged as a recurring concern. Similar to many nonprofit organizations, the foundation operates under financial constraints that limit its ability to offer highly competitive compensation packages. As a result, several employees reportedly view their positions as transitional rather than long-term career commitments. This condition aligns with recent findings that insufficient financial rewards combined with unclear career progression paths significantly increase turnover intention, particularly among younger employees who prioritize growth opportunities and job security (Lidia Olga, 2024).

Second, the foundation experiences limited formal career development structures. Training activities tend to be ad hoc and primarily focused on operational needs rather than strategic competency development. There is no fully institutionalized performance appraisal system linked to promotion or professional advancement. Contemporary HRM research emphasizes that the absence of structured career pathways weakens employees' psychological attachment to organizations, reducing affective loyalty and increasing intentions to seek alternative employment (Yang, 2024). Without clear development trajectories, employees may struggle to envision a sustainable future within the organization.

Third, workload imbalance and role overlap have been observed, particularly during peak program periods such as fundraising campaigns or community outreach initiatives. Due to limited staffing, employees often perform multiple roles simultaneously, which may lead to emotional exhaustion and reduced work-life balance. Recent studies demonstrate that prolonged workload pressure without adequate recovery mechanisms negatively affects organizational commitment and loyalty, even in mission-driven institutions where intrinsic motivation is initially high (Kasperczuk et al., 2025).

Another critical issue relates to perceived organizational support. While the foundation promotes a family-like culture, formal mechanisms for employee recognition, feedback, and well-being support remain underdeveloped. Employees may therefore perceive appreciation as informal and inconsistent. Research indicates that when organizational support is not systematically communicated through HR policies such as recognition programs, counseling services, or transparent grievance procedures employees are less likely to reciprocate with long-term loyalty (Hussain & Chandrashekar, 2025).

Furthermore, job embeddedness remains relatively low, particularly among newer staff members. Although employees often express alignment with the foundation's social mission, limited integration activities and weak professional networking within the organization reduce the strength of interpersonal links and perceived sacrifice associated with leaving. Elthoriq et

al. (2026) emphasize that job embeddedness is a powerful predictor of loyalty; without deliberate HR interventions such as mentoring programs, team-building initiatives, and value internalization processes, employees are more vulnerable to external job opportunities.

Finally, HRM functions within the foundation are largely administrative rather than strategic. Recruitment, payroll, and attendance management dominate HR activities, while strategic initiatives such as talent management, succession planning, and sustainable HR practices have yet to be fully implemented. This operational orientation constrains HRM's potential contribution to employee loyalty, as modern HRM literature highlights the importance of integrating sustainability, employee development, and organizational support into a cohesive HR strategy (Hussain & Chandrashekar, 2025).

Taken together, these challenges suggest that employee loyalty at Yayasan Baitul Insan Khoir is influenced not only by intrinsic motivation and organizational mission but also by structural HRM limitations. Addressing issues related to career development, workload management, organizational support, and job embeddedness is therefore essential for strengthening long-term employee commitment. These realities provide a compelling rationale for examining the role of Human Resource Management in enhancing employee loyalty within the foundation, with the aim of developing evidence-based HR strategies that support both employee well-being and organizational sustainability.

## **B. Research Questions**

Based on the identified organizational challenges and contemporary Human Resource Management perspectives, this study seeks to answer the following research questions:

1. How are Human Resource Management practices currently implemented at Yayasan Baitul Insan Khoir?
2. What is the current level of employee loyalty within the foundation?
3. How do key HRM practices (including recruitment, training and development, performance management, compensation, and organizational support) influence employee loyalty?
4. Which HRM factors most significantly contribute to enhancing employee loyalty at Yayasan Baitul Insan Khoir?
5. What organizational barriers limit the effectiveness of HRM in fostering employee loyalty?
6. What strategic HRM improvements can be proposed to strengthen long-term employee loyalty within the foundation?

## **C. Research Objectives**

1. To examine the existing Human Resource Management practices implemented within the foundation.
2. To assess the level of employee loyalty in terms of commitment, intention to stay, and emotional attachment to the organization.
3. To identify the relationship between HRM practices and employee loyalty.
4. To determine the most influential HRM factors affecting employee loyalty.

5. To explore organizational challenges that hinder the effectiveness of HRM in promoting employee loyalty.
6. To formulate practical HRM recommendations aimed at strengthening employee loyalty and organizational sustainability.

## II. LITERATURE REVIEW

### A. Human Resource Management in Contemporary Organizations

Human Resource Management (HRM) has evolved from a primarily administrative function into a strategic mechanism that directly influences organizational performance, employee well-being, and long-term sustainability. Contemporary HRM emphasizes alignment between organizational objectives and employee development through integrated systems of recruitment, training, performance evaluation, compensation, and employee relations (Ramadhan & Pasaribu, 2022). Yang (2024) asserts that strategic HRM strengthens employee engagement by fostering transparent communication, structured career paths, and equitable performance management systems.

Recent studies highlight the growing importance of Sustainable Human Resource Management (SHRM), which integrates social responsibility, employee development, and organizational ethics. Hussain and Chandrashekar (2025) demonstrate that SHRM practices significantly improve organizational outcomes by promoting fairness and psychological safety, which in turn enhance employee loyalty. Their findings suggest that sustainability-oriented HR policies foster trust and long-term commitment by addressing employees' professional and personal needs simultaneously.

Digital transformation has further reshaped HRM practices. Sadeghi (2024) argues that the integration of artificial intelligence into HR functions affects employee perceptions of fairness and job security, thereby influencing organizational attachment. While digital HR tools improve efficiency, they also require ethical governance to maintain employee trust and engagement.

Leadership quality also plays a pivotal role in modern HRM systems. A study by Al-Khaled and Fenn (2023) reveals that transformational leadership, when embedded within HR frameworks, positively impacts employee motivation and organizational commitment. Leaders who emphasize empowerment, recognition, and participation enhance employees' sense of purpose and belonging (Ramadhan, 2023).

For nonprofit organizations such as Yayasan Baitul Insan Khoir, HRM must balance operational constraints with social missions. Limited financial resources often restrict compensation competitiveness, making non-monetary HR practices such as career development, recognition, and organizational support essential for sustaining employee commitment. Without strategic HRM alignment, nonprofit institutions risk increased turnover despite strong intrinsic motivation among employees.

Overall, contemporary HRM is characterized by its holistic approach, combining sustainability, technology, leadership, and employee-centered policies. These dimensions collectively shape employees' perceptions of organizational value and influence their long-term loyalty.

## **B. Conceptualization of Employee Loyalty**

Employee loyalty is widely conceptualized as a multidimensional construct encompassing emotional attachment, intention to remain, and willingness to contribute beyond formal job requirements. Yang (2024) defines loyalty as a psychological bond formed through positive workplace experiences and perceived organizational support.

Job embeddedness theory provides a comprehensive framework for understanding loyalty formation. Elthoriq et al. (2026) explain that employees become loyal when they experience strong interpersonal connections, value alignment, and perceive high personal sacrifice associated with leaving. Their empirical findings demonstrate that job embeddedness significantly reduces turnover intention and strengthens affective commitment.

Career development is another critical determinant of loyalty. Lidia Olga (2024) emphasizes that structured training programs and promotion opportunities enhance employees' professional identity and emotional attachment to organizations. Employees who perceive clear growth pathways are more likely to remain committed and engaged.

Work-life balance also contributes substantially to loyalty. Kasperczuk et al. (2025) find that flexible work arrangements and manageable workloads positively influence employee satisfaction and long-term organizational commitment. In emotionally demanding environments, such as nonprofit sectors, work-life balance acts as a protective factor against burnout.

Moreover, perceived organizational support mediates loyalty by reinforcing employees' belief that their contributions are valued. When organizations provide consistent feedback, recognition, and well-being initiatives, employees reciprocate with higher dedication and retention (Ramdhan, 2022).

Thus, employee loyalty emerges from an interaction between psychological factors and organizational practices. In mission-driven organizations like Yayasan Baitul Insan Khoir, loyalty is shaped not only by social purpose but also by tangible HRM mechanisms that support employee growth and well-being.

## **C. Relationship Between HRM Practices and Employee Loyalty**

Extensive literature confirms a strong relationship between HRM practices and employee loyalty. Hussain and Chandrashekar (2025) demonstrate that sustainable HR practices significantly enhance loyalty through increased trust and organizational commitment. Their study reveals that employees reciprocate supportive HR environments with greater engagement and retention.

Yang (2024) highlights that transparent recruitment processes, performance appraisal systems, and fair compensation structures foster employees' sense of justice, which directly influences loyalty. When HR policies are perceived as equitable, employees develop stronger psychological attachment to their organizations.

Career development also mediates this relationship. Lidia Olga (2024) finds that professional development opportunities positively impact loyalty by increasing motivation and future-oriented commitment. Employees who feel

invested in by their organization exhibit higher levels of affective loyalty.

Work–life balance further strengthens the HRM–loyalty link. Kasperczuk et al. (2025) report that organizations implementing flexible schedules and workload management experience lower turnover and higher employee satisfaction.

These findings suggest that HRM practices operate synergistically: compensation alone is insufficient without development opportunities, organizational support, and balanced workloads. In nonprofit contexts, where financial incentives may be limited, strategic HRM becomes essential for retaining skilled and committed employees.

#### **D. HRM Challenges in Nonprofit Organizations**

Nonprofit organizations face unique HRM challenges, including limited funding, informal HR structures, and high emotional labor demands. Elthoriq et al. (2026) observe that weak job embeddedness in nonprofit settings increases vulnerability to employee turnover, even among socially motivated staff.

Sadeghi (2024) highlights that technological transitions may intensify job insecurity, affecting employee trust and loyalty. Without transparent communication, digital HR adoption can undermine organizational commitment.

Yang (2024) identifies lack of structured career systems as a major barrier to employee retention. Nonprofits often prioritize service delivery over employee development, resulting in limited professional growth opportunities.

Hussain and Chandrashekar (2025) further argue that absence of sustainable HR practices weakens organizational loyalty by reducing perceived organizational support.

For Yayasan Baitul Insan Khoir, these challenges underscore the need for strategic HRM interventions that integrate sustainability, development, and employee well-being.

### **III. RESEARCH METHODOLOGY**

#### **A. Research Types**

This study employs a quantitative descriptive–correlational research design. The quantitative approach is used to measure the relationship between Human Resource Management (HRM) practices and employee loyalty through numerical data obtained from structured questionnaires. The descriptive component aims to provide a clear overview of existing HRM practices and the level of employee loyalty, while the correlational component examines the extent to which HRM variables influence employee loyalty.

A quantitative method is considered appropriate because it enables objective measurement of perceptions, attitudes, and behavioral intentions using standardized instruments. Furthermore, correlational analysis allows the researcher to identify patterns and strengths of relationships between HRM practices (independent variables) and employee loyalty (dependent variable).

This research adopts a cross-sectional design, meaning data are collected at a single point in time. Such design is suitable for assessing current organizational conditions and employee perceptions without longitudinal observation.

The independent variables in this study include key HRM practices such as recruitment and selection, training and development, performance appraisal, compensation, and perceived organizational support. The dependent variable is employee loyalty, operationalized through indicators of affective commitment, intention to stay, and willingness to contribute to organizational goals.

## **B. Population and Sample**

The population of this study consists of all employees working at Yayasan Baitul Insan Khoir, including administrative staff, program officers, and operational personnel.

Given the relatively limited number of employees within the foundation, this study applies a total sampling (census) technique, whereby all members of the population are selected as research respondents. Total sampling is chosen to ensure comprehensive representation and to minimize sampling bias, allowing the findings to accurately reflect organizational realities (Ramdhan, 2021).

In cases where full participation cannot be achieved due to availability constraints, a minimum response rate of 80% of the total employee population will be maintained to preserve data reliability.

Respondents are selected based on the following criteria:

1. Registered as active employees of the foundation.
2. Have worked at the organization for at least six months, ensuring sufficient exposure to HRM practices.
3. Willing to participate voluntarily in the study.

Data are collected using structured questionnaires distributed directly to respondents. Responses are measured using a Likert scale ranging from strongly disagree to strongly agree, enabling quantitative analysis of perceptions regarding HRM practices and employee loyalty.

## **C. Location and Subject**

The research is conducted at **Yayasan Baitul Insan Khoir**, a nonprofit organization engaged in social, educational, and humanitarian programs.

The choice of this location is based on several considerations:

1. The foundation represents a mission-driven nonprofit organization where employee loyalty plays a critical role in sustaining program continuity and service quality.
2. Preliminary observations indicate the presence of HRM challenges related to career development, workload distribution, and organizational support.
3. Accessibility of research data and institutional permission to conduct the study.

The subjects of this research are foundation employees across various functional units. These individuals are considered appropriate informants because they directly experience HRM practices and organizational culture on a daily basis.

By focusing on this organizational context, the study seeks to generate practical insights into how HRM contributes to employee loyalty within nonprofit institutions and to propose evidence-based recommendations for strengthening workforce sustainability.

#### IV. RESEARCH RESULT

##### A. Current Implementation of Human Resource Management Practices

Findings indicate that HRM at the foundation is primarily operational in nature, focusing on basic administrative functions such as attendance monitoring, payroll processing, and task assignment. Strategic HR components such as talent management, structured performance appraisal, and formal career planning are not yet fully institutionalized.

Most participants described recruitment as informal and largely based on personal networks or recommendations. Training activities exist but are sporadic and mainly oriented toward immediate operational needs rather than long-term competency development.

One participant stated :

*“We usually learn by doing. There is no structured training program, especially for career growth.”*

Performance evaluation is conducted in an informal manner, relying on direct supervisor feedback without standardized indicators. Employees reported that appraisal outcomes are rarely linked to promotion or professional development opportunities.

These findings suggest that HRM practices are present but lack systematic integration, limiting their strategic contribution to employee development and retention.

##### B. Current Level and Nature of Employee Loyalty

Employee loyalty within the foundation is predominantly affective in nature. Most respondents expressed emotional attachment to the organization’s social mission and values. Many described their work as meaningful and aligned with personal aspirations to contribute to community development.

However, loyalty appears fragile in terms of long-term retention. Several employees indicated uncertainty regarding their future within the organization due to limited career prospects and financial constraints.

A program officer noted:

*“I love working here because of the mission, but I’m not sure if I can stay for many years without clearer career direction.”*

This demonstrates that loyalty is strongly value-driven but weakened by structural limitations, particularly related to professional growth and economic security.

##### C. Influence of HRM Practices on Employee Loyalty

Participants consistently highlighted that organizational support and interpersonal relationships are the strongest contributors to their loyalty. Employees reported feeling respected and emotionally supported by supervisors and colleagues, fostering a family-like working environment.

Training opportunities, when available, positively affected motivation and confidence. However, the lack of continuity reduced their long-term impact.

Compensation was frequently mentioned as insufficient compared to workload expectations, although most employees accepted this condition due to

the nonprofit nature of the organization. Nevertheless, respondents acknowledged that financial limitations influence their intention to remain.

Career development emerged as the most critical missing element affecting loyalty. Employees emphasized that the absence of promotion pathways and professional advancement planning reduces their commitment over time.

Overall, HRM practices influence loyalty mainly through emotional support and organizational culture, while structural HR mechanisms remain underdeveloped.

#### **D. Most Influential HRM Factors Enhancing Employee Loyalty**

Thematic analysis identified four dominant HRM factors shaping employee loyalty:

##### **1. Organizational Support**

Employees value approachable leadership, mutual respect, and flexibility in personal matters. This support creates emotional attachment and short-term commitment.

##### **2. Value Alignment**

Strong alignment between personal values and organizational mission motivates employees to stay despite operational challenges.

##### **3. Learning Opportunities**

Even informal training increases engagement, though participants stressed the need for more structured development.

##### **4. Work Environment**

Collaborative teamwork and positive interpersonal relationships significantly strengthen affective loyalty.

Among these, organizational support and value alignment were the most influential in sustaining employees' motivation.

#### **E. Organizational Barriers Limiting HRM Effectiveness**

Several barriers were identified:

1. Absence of formal career development systems
2. Limited financial resources affecting compensation and benefits
3. Role overlap causing workload imbalance
4. Lack of standardized performance evaluation
5. HRM positioned as administrative rather than strategic
6. These barriers restrict HRM's ability to foster sustainable loyalty and increase employees' vulnerability to external job opportunities.

#### **F. Proposed Strategic HRM Improvements**

Participants suggested several improvements:

1. Establishing clear career pathways and promotion criteria
2. Implementing structured training and mentoring programs
3. Developing formal performance appraisal systems
4. Introducing recognition mechanisms for outstanding contributions
5. Improving workload distribution through clearer job descriptions

Employees emphasized that even modest HR improvements would significantly enhance their willingness to remain long-term.

## V. CLOSURE

### A. Conclusion

This study aimed to explore the role of Human Resource Management (HRM) in enhancing employee loyalty at Yayasan Baitul Insan Khoir. Using a qualitative approach through interviews and observations, the research examined current HRM practices, the nature of employee loyalty, influencing factors, organizational barriers, and potential improvement strategies.

The findings indicate that HRM within the foundation is predominantly operational rather than strategic. Core HR activities such as recruitment, training, and performance evaluation are implemented informally and are largely focused on immediate organizational needs. Structured systems for career development, performance appraisal, and talent management have not yet been fully established.

Employee loyalty is primarily affective in nature, driven by emotional attachment to the foundation's social mission and positive interpersonal relationships in the workplace. Most employees demonstrate strong commitment to organizational values and show willingness to contribute beyond formal job responsibilities. However, this loyalty remains fragile in terms of long-term retention, as many employees express uncertainty about their future due to limited career pathways, workload imbalance, and financial constraints.

Organizational support and value alignment emerge as the most influential factors sustaining employee loyalty. Employees feel respected and supported by leadership, which strengthens short-term commitment. Nevertheless, structural HRM limitations—particularly the absence of formal career development systems and standardized performance evaluation—significantly weaken employees' intention to remain with the organization over time.

The study also reveals several organizational barriers that limit HRM effectiveness, including limited financial resources, role overlap, lack of formal recognition mechanisms, and the positioning of HRM as an administrative function. These constraints reduce HRM's capacity to foster sustainable loyalty and increase employees' vulnerability to external employment opportunities.

Overall, the research concludes that while intrinsic motivation and organizational mission play important roles in shaping employee loyalty, they are insufficient on their own. Sustainable loyalty requires strategic HRM practices that integrate employee development, organizational support, and clear career trajectories. Strengthening HRM from an operational system into a strategic function is therefore essential for improving long-term employee commitment and organizational sustainability.

### B. Suggestion

Based on the research findings, the following recommendations are proposed:

1. Establish Structured Career Development Pathways

The foundation should design clear career progression frameworks,

including promotion criteria and professional development plans. Even simple career mapping can help employees visualize their future within the organization and strengthen long-term loyalty.

2. Implement Formal Performance Appraisal Systems

A standardized performance evaluation system should be introduced, incorporating measurable indicators and regular feedback sessions. Linking appraisal outcomes to training opportunities and recognition will enhance transparency and motivation.

3. Develop Continuous Training and Mentoring Programs

Regular training programs aligned with organizational goals and employee competencies are recommended. Mentoring systems pairing senior and junior staff can also strengthen job embeddedness and knowledge transfer.

4. Strengthen Employee Recognition and Support Mechanisms

Non-monetary recognition initiatives—such as appreciation awards, public acknowledgment, and personal development opportunities—should be institutionalized to reinforce perceived organizational support.

5. Improve Workload Distribution and Role Clarity

Clear job descriptions and balanced task allocation are necessary to reduce burnout and enhance work–life balance. Periodic workload reviews can help ensure fairness and operational efficiency.

6. Reposition HRM as a Strategic Organizational Function

HRM should be integrated into strategic decision-making processes rather than limited to administrative roles. This includes involvement in organizational planning, sustainability initiatives, and workforce development.

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