ABSTRACT Under the influence of globalization and because of diversification of developing technology, marketing and human resources, business to be able to stay competitive, national or international business’ managers pay a bigger importance to the total quality management. Keywords: Human Resources Management, Total Quality Management, EFQM Excellence Model, PDCA(Plan Do Check Act) Circle.

INTRODUCTION AND RESEARCH QUESTION Total quality management describes a management approach to long–term success through employees (internal customer) and external customer satisfaction. Briefly total quality management involves all employees in continual improvement. It uses strategy, data and effective communications to integrate the quality discipline into the culture and activities of the organization.

CONCEPTUAL FRAMEWORK One of the strategic evaluation tool of total quality management is EFQM Excellence model that provides a holistic tool for assessing how effective you are in developing and delivering a stakeholder focused strategy. The 4 result areas focus on what's important to the 4 key stakeholder groups (Business, Customer, People, Society). If firms willing to improve their organisation, this model provides a framework for understanding which levers they need to pull and to play in effectively implementing their strategy. EFQM Excellence model has 9 basic criteria. These are leadership, strategy, people, partnerships and resources, processes, product and services, customer results, people results, society results and business results. This model is especially important for human resources management because of developing people.

METHODOLOGY This study consists of a literature research about