Quality can be defined as a constant conformance with the expectations of customers. In short, quality implies doing things in the right manner so that accurate goods can be delivered to customers. However, the things that operations of an organisation are required to do right vary accordingly on the basis of the types of operation. Quality is considered as the prime objective by all operations and it is the most observable part of an operation. Quality significantly determines customer satisfaction, and thus, when customer perceives the quality of product as high it results in high customer satisfaction and vice versa. In addition, high quality in the operations results in quality products and services that will bring back the customer (Melnyck, Stewart & Swink, 2004).

**Analysis of various ways to define quality and application**

There are several definitions of quality, for instance the term can be defined as satisfying customer’s expectations constantly or that can also be defined as the consistent process to sustain a long-term relationship with customers. In operations context, qualitycan be applied by guaranteeing that a product or service should comply with the specification as per customer’s expectations or standards; or in short ‘conformance to specifications’ (Reid&Sanders, 2007, p.138). Poor materials, inferior production, insufficient quality management are the factors lead to quality issues. However, many organizationsonly focus on the quality of product itself;whereas more attention should be paid to other issues that also affect quality such as customer service, innovation, ergonomic design, and etc. Among such factors, human factor is one of the major influences, since excellent working environment enhances the efficiency and effectiveness, employees with a strong sense of well-being generates a better performance outcome accordingly, as Riley (2012) pointed out that “at the end of the production line is a customer of the employees involved earlier in the production process”.

In regard to operations, it should be considered that process shall confirm to specifications by not including any ad hoc event and product or service should strictly follow the quality standards. Quality requirements should be followed accordingly in the operation process to design and manage the processes that create final products and services for delivering them to customers. Customer expectations indicate that processing of products and services should be done by taking into account the outlooks of customers, which may further impacted by the price. However, the customer’s view of quality implies that a product should be produced in manner, which is perceived by the customer (Slack, Chambers & Johnston, 2010).

Quality has evolved into a fully developed field with appear definitional and conceptual foundations, but new quality techniques carry on and grow (Sousa et al, 2002). For this case, Six Sigma, which isdefined as “an organized and systematic method for strategic process enhancement and new merchandise and service development that will depend on statistical methods along with the scientific method to make dramatic reductions throughout customer defined problem rates” (Linderman et al, 2003). Since its initiation at Motorola from the 1980s, many organizations including GE, Honeywell, Sony, Caterpillar, and Johnson Controls get adopted Six Sigma (Slack, Chambers & Johnston, 2010).

Quality is seen as a principles, procedures, and tactics. The particular principles offer general instructions, which are introduced through the entire practices that are typically themselves supported by simply multiple techniques (Kaynak, 2003). Empirical researches that will assess quality plus what constitutes quality have to be conducted at the level of practices because the practices are classified as the observable facet involving excellent management.Some methods to define quality include:

* Inspection: Inspection is the important tool to achieve quality and define the same. It helped to distinguish good lots from bad lots. Inspection is indispensable tool for manufacturing a product. Inspection measures degree of conformance to a standard in the case of variables.
* Quality control: Quality control can be called as the system that is used to maintain the desired level of quality for a product or services. It is a systematic tool of various factors (Dean et al, 1994), such as ISO-9000 QC system and etc.
* Plan Do Check Act: It can be called as cycle which helps to ensure the quality of product every time.

Total quality management (TQM) is an effective system to define and ensure the quality for both manufacturers and customers, and to minimize the gap of perception between customers and suppliers. Since TQM is customer oriented, and it covers all levels and operational processes / areas in the organization (Slack, Chambers & Johnston, 2010, p.509), Jarrar and Aspinwall (1999, p.586) revealed that “TQM requires the support and commitment of employees and top management”, therefore, TQM creates a culture of quality awareness in the company. TQM does not only bring the quality concept to the company but also enable the production and operation to be more effective and economical. And result is a win-win scenario that customer satisfies with what received and the company obtained profit with reputation.

**Implication for seeking to deliver High-quality Product / Service**

An organisation that is seeking to deliver a high quality product or service should consider the implication that quality means constantly designing and producing products to specification so that external customer satisfaction can be gained. More often, quality and organizational reputation or customer loyalty is often directly proportional as Calingo (1996, p.19) argued that “research has shown companies that furnish quality products can charge more for their products, with resulting higher profit margins”. High quality product also implies that an organisation should get internal satisfaction by making things trouble-free in the operation process, which results in reduction of cost.

Moreover, organisations should made efforts to involve smaller number of mistakes in operation process so that less time will be consumed to rectify the flaws in the operation process. In addition, organisations that look for delivering high quality product should also consider that quality in operation enhances reliability. It must be considered by the organisation that quality means different for different operations, for instance quality has different implication for a service organisation, while it has dissimilar implication for a manufacturing company (Slack, Chambers & Johnston, 2010).

It is notable that no disruption should be occurred in the operations due to the shortage of dependability as then it moves beyond time and cost and will affect the quality of operations time. Thus, to deliver high quality product it should be considered that processes in the operation department should be flawlessly dependable so that there should be high level of trust and production of quality products and services (Melnyck, Stewart & Swink, 2004).Furthermore, by seeking to deliver high quality of product and implementing TQM system, the company is able to obtainthe superior competitiveness in the global market, as Sukdeo (2009) stated that “through continuous quality improvement, a competitive advantage, a greater market share and sustainability, greater customer satisfaction, thereby increased profitability and sales”.

The true responsibility with regard to performance and excellence can lie within the people whoactually do the work or carry out the method, each of which has one or numerous suppliers and consumers (Choo et al, 2007). An efficient and effective strategy to manage process or quality improvement is through teamwork. People will not do improvement activities with no commitment and recognition from leaders, a climate for improvement and also a strategy that is implemented thoughtfullyas well as effectively, the part on people expands on these concerns, covering roles with in teams, team choice and development as well as models for effective teamworkas Barney (2002) claimed.

The right quality management system can help an organization to attain the objectives. The management has to take responsibility towards the execution and reporting of appropriate quality management system within the organization if they're serious about the products and services offers towards the customers (Beer, 2003). Once the strategic direction towards the organization’s quality is fixed, it desires Performance measures so that you can monitor and control the process, and to ensure the specified level of performance.

**Overcoming differences between views of quality**

In order to overcome the different views of quality, organisations should regard quality as a level of balance between the expectations of customers and perception of customers of the product or service. On the other hand, understanding the cross-cultural issues in target markets by involving consideration of the technology evaluation and other related social influences is essential to the organization to anticipate andperceive the differences. This scheme will facilitate organisations in controlling the customers’ quality view by comparing their expectations with the products and services (Melnyck, Stewart & Swink, 2004).Currently, customers demand or solutions with greater durability and reliability at most economic price. These force producers to help strictly follow quality treatments from design till shipment and installing of the products. So that goal connected with any competitive industry will be to provide product essentially economical costs, ensuring full customer happiness (Hackman et al, 1995). This can be completed through Total Quality management, because quality is most certainly not technical function, but a systematic process extending throughout all phases in the business.TQM is currently part of a brand-new much wider concept in which addresses general organizational performance as well as recognizes the incredible significance about processes (Hackman et al, 1995). As moving into the new era, TQM has developed in most countries in of utilizing holistic frameworks, geared with helping organizations achieve excellent performance, especially in customers as well as business results (Garvin,1984). Inside European countries, a widely adopted framework will be the so-called ‘Business Excellence’ or ‘Excellence’ Model, promoted with the European Foundation regarding Quality Management (EFQM) and in Englandknown as Quality Foundation (BQF).

Furthermore, manufactures are able to minimize the gap of views by implementing proper strategies to cope with the situation, which includes continuous strategies and breakthrough strategies. Continuous strategies focus on achieving long-term improvement through gradualchange while breakthrough strategies concentrate onsudden and result in dramatic change (Slack, Chambers & Johnston, 2010, pp.540-548). Commonly used tools such asSix Sigma and TQM can be categorized to continuous strategies; on the other hand, breakthrough strategies has various forms such as utilizing the latest technology for achieving a certain goal, or change the market strategy to reach a short-term aim etc. As Markides (1999) argued that the aim for a breakthrough strategy is to help company create a unique strategic position. It is obvious that when firms complete understand the meaning of quality ahead of customers’prospection, there is always an advantageheld on the suppliers’ hands, and it is an optimal way of eliminating or minimizing the gap between views.

Taking All Nippon Airways (ANA) as asuccessful example, the company is acknowledged as one of the premium airlines in the world and Asian best. It all thanks to the company implements the TQM system throughout the operation process and emphasizes on customer orientation (All Nippon Airways, 2013). The ANA's Service Quality Management (SQM) includes a series of quality survey, regular quality check and a ‘plan-do-check-act’ close loop for ensuring the service quality and continuous improvement of the routines. Throughprefect alignment of corporate vision statement “Creating Personal and Positive Experiences with Our Customers” (All Nippon Airways, 2013, p.70) with TQM system, employees are able to better understand ANA’s quality system and bring such concepts into their daily work. In other words, by thinking ahead, thinking more, and establishing a cycle of accurately assessment of quality status that links to specific improvement measures, and regularlyascertainmentof quality progress to achieve long-term improvement (All Nippon Airways, 2013, pp.73-75).

**Conclusion**

On the basis of the above discussion, it can be concluded that quality of products implies producing the products and services as per customer’s expectations. However, there are different views on quality, which an organisation needs to consider for delivering high quality products and services in order to cater their customers, as well as the quality management is critical to organizational success.