The effect of applying kaizen strategy as a quality management on employee empowerment: Travel Agencies perspective

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Abstract

The purpose of the study was to show how crucial it is to use the Kaizen (Continuous Improvement) strategy to increase employee empowerment in the travel and tourism sector, and to determine how to apply this strategy as one of the tenets of the Total Quality philosophy, which forms the foundation of administrative institutions, in order to attain high management performance levels..To achieve the purpose of this study researchers used a quantitative research methodology. The survey utilized simple random sampling for participant selection; 400 Egyptian travel agencies (category A in Great Cairo) received questionnaires in total. The study used statistical software, specifically SPSS, to evaluate the data and test hypotheses.+AMOS (V. 23). The findings reveal that Kaizen strategy affects significantly employee empowerment within Egyptian tourism companies. The research provides recommendations for supporting Kaizen implementation and highlights areas for future exploration.

Keywords: Kaizen strategy- Kaizen principles-Kaizen elements-employee empowerment-empowerment levels- empowerment approaches.

Introduction

According to Sammour and Al-Balkhi (2024) One tactic that aims to enhance superior products that have a competitive edge is the idea of continuous improvement, regardless of whether these products are associated with production or services. According to Titu et al. (2010), kaizen is widely recognized as a sound strategic tool that enables the improvement of productivity, quality, efficiency, and safety. As stated by Bhuiyan and Baghel (2005) (Kaizen), is considered one of the most important pillars the organization relies on during the process of performance development (Khalil and hamid ,2021). Following World War II, the kaizen idea was first implemented in a number of Japanese companies in an effort to increase production and quality. One of the fundamental ideas behind the prosperity of Japanese businesses has been this (Gordian, 2014). Many businesses worldwide have embraced the Kaizen idea in response to Japan's success, which aims to increase production values while simultaneously enhancing worker safety and morale. (Imran, 2011).

Rahmanian and Rahmatinejad(2014) discussed that Kaizen Imai presented the ideas, which include a variety of continuous improvement initiatives referred to as the Kaizen umbrella. The idea of Kaizen encompasses the majority of particular Japanese management techniques that have gained international recognition recently, such as customer focus, long-term and system-oriented thinking, a greater emphasis on personnel

and equipment, participation from all members of the organization, and an emphasis on process rather than result. A thorough quality assurance, system of proposals, Fundamentals of quality control, automation, workplace regulations, thorough method of effective repairs, enhancement of quality, Inadequate and delayed output, small-group activities, collaboration between management and staff, Enhancement of productivity and new production productivity (Singh and Bansal,2016).

Wormak and Jones (2003) list seven categories of waste that need to be removed. Overproduction, transportation, waiting, inventory, motion, overprocessing, and flaws are among the wastes. Three factors—visual management, the supervisor's role, and the significance of training and establishing a learning organization—should be considered in order to guarantee the success of the Kaizen implementation (Maarof & Mahmud, 2016). Therefore, Kaizen may develop a more empowered and engaged workforce that is better able to propel the organization's success by encouraging a culture of continuous improvement and integrating staff members in the improvement process. order to close the emerging power disparities, lessen the increasing sense of helplessness in work environments, and improve employee performance, the idea of employee empowerment has been highlighted. Interestingly, one of the main problems with successful partnership and other collaborative techniques that have been promoted is the absence of employee empowerment. Employees who are empowered are said to provide better service and be happier in their positions. One such strategy for creating trustworthy relationships at work that also encourages high performance is employee empowerment. When workers in a company experience role ambiguity or conflict, it can negatively impact both individual and organizational performance, which can lead to employee disinterest. In 2016, Ibrahim et al. According to Shilpashree and Sharma (2021), every organization must use empowerment strategies that boost workers' self-esteem and interest in their roles and contributions in order to overcome this.Employee empowerment has consistently demonstrated a good effect on workers' attitudes, which enhances both their productivity and the organization's overall success. It gives workers the flexibility to express their creative ideas for long-term organizational improvement.

Nevertheless, not much research has been done to examine how the Kaizen strategy can be implemented could affect in empowerment of employee in tourism industry, especially in tourism companies. Therefore, this study objective is to shed light on the role of applying kaizen strategy in enhancing employee empowerment in the context of service (tourism companies).

The current study addresses literature gaps by exploring various factors. How can tourism be benefited from applying Kaizen strategy in quality management .Also, discovering the relation between Kaizen strategy as quality technique and the empowerment of employee in tourism companies.

Literature review

Kaizen strategy

There are many definitions that dealt with the concept of Kaizen, which centered on being a continuous development and improvement strategy aimed to reduce waste and includes all levels of the organization. Santandreu *etal* (2020) defined One of the fundamental tenets of lean production is kaizen, or continuous improvement, which holds that work systems must constantly improve by fixing the flaws in earlier designs. Sehleanu& Flore (2019) illustrated that Kaizen is a Japanese concept or practice that includes worker creativity and encourages proactive changes and innovation in the workplace. Its goal is to define continuous improvement of operations in any type of organization. Furthermore, according to Özkaptan (2019), kaizen is a Japanese term that combines the words kai (changing) and zen (better). It denotes ongoing progress and positive transformation. So, according to all the previous definitions, Kaizen strategy can be defined asa strategy which targets continuous improvement within the organization including its all aspects (employees, supervisors, high level of management…) starting with small changes around to achieve noticed difference by the end of Kaizen implementation using techniques of promoting quality and productivity and eliminate wastes.

Kaizen Principles

Here are the fundamental ideas of Kaizen and the methods for achieving the notion (Bwemelo, 2017).

1-Continuous improvement

According to Ohno *etal*(2009) and Sallis(2014), Kaizen isn't a once-daily, once-monthly, or once-yearly action. Its application necessitates a continuous endeavor to enhance every facet of business in terms of its efficacy, efficiency, and adaptability. Instead of the drastic changes that could result from research and development, improvements are built on numerous, minor adjustments (Imai, 1986). Additionally, as previously shown, the plan-do-check-act (PDCA) cycle, sometimes referred to as the Deming Cycle for continuous improvement, is a foundational instrument for implementation.

2- Teamwork

From senior management to the lowest levels of the company, KAIZEN advocates for ongoing improvement. Working as a team is essential to carrying out KAIZEN's duties (Yokozawa et al., 2010). As a result, the KAIZEN operating system permits responsibility delegation and staff involvement. Open channels of communication, transparency, consultative decision-making, and responsibility sharing among staff members at all levels are characteristics of the KAIZEN organizational structure.

3-Suggestion system

According to Bwemelo (2017), this is a way for staff members' opinions and recommendations to be sent up via the management structure in order to reduce costs or enhance working conditions, customer service, workplace productivity, or product quality. The quantity of suggestions each employee makes is viewed in many Japanese businesses as an indication of the supervisor's Kaizen efforts.

The idea of kaizen acknowledges that there is always space for development. It is urged that everyone often submits suggestions for minor improvements. Each employee makes between 60 and 70 recommendations annually, which are documented and put into practice in organizations like Canon and Toyota (Kabir et al., 2013). These are typically not suggestions for significant adjustments. Ideas are not restricted to a certain field, like marketing or production. When there is room for improvement, KAIZEN concentrates on making those improvements. Employee comments for potential enhancements in their individual areas of work are encouraged by the company's management.

4-Process orientation

KAIZEN improvements are process-oriented. Because better results require better procedures, kaizen encourages process-oriented thinking. A process failure is indicated when intended results are not obtained. Management needs to find and fix these process-based mistakes. Because kaizen techniques disregard processes, which are the root cause of most issues, they have failed in numerous businesses (Hoerl & Snee, 2012). KAIZEN stresses that the process is the goal and that workers may contribute by comprehending how their roles fit into the process and altering it, as opposed to viewing employees as the issue.

5-Elimination of wastes and losses

The goal of kaizen is to remove losses and waste from processes. Eliminating individuals is not the goal of kaizen. Waste is any process, product, or activity that uses resources but adds no value. Waste, according to Womack and Jones (2010), is any activity that adds no value to the process as determined by the final consumer. Defects or damage, staff or equipment idle time, errors or disruptions, superfluous steps, excessive material supply, overproduction, needless motions, waiting, needless procedures, delays, etc. are a few examples of waste (Amer,2024).

6-Standardization

The primary characteristic of Kaizen is standardization, in which rules, policies, instructions, and procedures serve as guidance for workers to properly complete their tasks. It is nearly impossible to either drive improvement or determine whether any improvement has occurred without a solid baseline to work from. Following a set of procedures in accordance with a standard results in the creation of products. To ensure quality, standards must be upheld. Every operation should adhere to standards, and it is the duty of management to ensure that all operations are carried out in this manner. In

order to support greater standards, KAIZEN also entails giving staff members the guidance, resources, and training they require to reach the requirements and continue to do so successfully.

Employee empowerment

Concept of employee empowerment

In order to close the emerging power disparities, lessen the increasing sense of helplessness in work environments, and improve employee performance, the idea of employee empowerment has been highlighted. Interestingly, one of the main problems with successful partnership and other collaborative techniques that have been promoted is the absence of employee empowerment. Empowered workers are said to provide better service and be happier in their positions.

Levels of Employee Empowerment in the Workplace

Since employee empowerment is one of the fundamental markers of excellent performance and outcomes in a business, it may be examined at various levels. These levels are pertinent to management, organizational, social, and personal empowerment. However, the most popular segmentation comprises:

- organizational empowerment
- managerial empowerment;
- and , individual empowerment

First, organizational empowerment. (Jouany, 2023; Khaliq et al., 2020) demonstrated how an organization can better embrace change, including digital transformation, acknowledge the contributions of its employees to the company, reward responsible ownership in the workplace, encourage collaboration, including cross-departmental collaboration, cultivate a culture of employee engagement, and retain top talent by fostering employee empowerment.

The second is managerial empowerment. Team leaders with more authority can better assist the group and assist each member in achieving their goals. Give the teams the information they require at the appropriate time. Encourage and inspire workers, facilitate work processes, assist employees—including those who work remotely—connect more effectively, foster a sense of teamwork in the workplace, better convey the company's objectives and long-term vision, and increase team performance (Khaliq et al., 2020; Jouany,2023).

Third, individual empowerment of employees.According to (Khaliq et al., 2020; Jouany, 2023), when workers feel trusted and empowered, they are more likely to go above and

beyond for the team and the company, take responsibility for their work, come up with ideas, know how to take calculated risks to advance the company, find meaning and purpose in their work, feel proud of the organization they work for, and feel more engaged and motivated.

So, Based on what has been presented, it can be said that the process of employees empowerment is a process that is hierarchical, beginning at the organizational level, moving up to the managerial level, and ending at the individual level, which reflects the importance of job empowerment and the need for its sequence within the organization to build and consolidate it properly within the employees of the organization in a way that ultimately reflects on the important decision-making process that meets organization benefits.

Employee Empowerment Approaches

Two opposing viewpoints on workplace empowerment have surfaced in the literature throughout the past 20 years. The first is more general and concentrates on the contextual or social-structural factors that facilitate workplace empowerment. The second one focuses on the psychological feeling of empowerment at work and is more micro-oriented.Here, we shall illustrate each of them from every angle.

Psychological empowerment

Rawat (2012) and Kumar & Sondhi(2021) discussed The term "psychological empowerment" describes a collection of mental states required for people to feel in control of their work. The psychological approach placed more emphasis on how workers feel about their jobs than on managerial strategies that distribute authority among staff members at all levels. According to this viewpoint, employees' personal views on their position inside the company constitute empowerment and it has five dimensions which are: competency, self-determination, impact, meaningfulness and trust.

Social-structural empowerment

The organizational structure has a role in this sort of empowerment since it refers to the empowerment that starts at the top management level and is distributed to employees. This is the widely accepted definition of how empowerment is initiated. Power should, in theory, exist inside people at all system levels, according to the democratic values and beliefs that are ingrained in the social-structural perspective. Employees at lower organizational levels can be empowered if they have access to resources, opportunity, information, and support. Everyone has potential in a democratic organization, even the janitor, mail clerk, and secretary. Of Most organizations, however, do not behave in a way that is consistent with a true democracy, as contrast to a formal

democracy where everyone has an equal say and the majority rules. Employees at all levels can still have an impact on a system without a formal vote as long as they have access to opportunities, information, resources, and assistance (Ameer et al., 2014; Ibrahim and Ismail, 2017; Kuma and Sondhi, 2022).

Kaizen and Employee empowerment:

Nayab (2009) & Miller *et al* (2014) demonstrated that empowering workers via the Kaizen approach, Kaizen can benefit businesses and workers in the following clear ways:

- **Appreciation:** Kaizen values each worker's input, which can raise spirits and make them feel proud of their work.
- **Cooperation:** Kaizen places a strong emphasis on cooperation and teamwork, which can aid in dismantling organizational silos and fostering a happier workplace.
- **Improvement of Skills:** Continuous learning and development are encouraged by kaizen, which can assist staff members in acquiring new abilities and taking on challenging tasks.
- **Solving Problems:** Employees that are encouraged by kaizen to recognize issues and devise solutions are more likely to be invested in their work and to be able to think critically.
- **Sense of Objective:** Employee engagement and job satisfaction may rise as a result of feeling that their work has a purpose and that they are making a positive impact on the firm.

Therefore, Kaizen may develop a more empowered and motivated team that is better able to drive the organization's success by promoting a culture of ongoing development and integrating staff members in the process of improvement (Miller *et al* ., 2014).

Accordingly, this study suggests the following hypothesis:

Applying Kaizen strategy affects positively in employee empowerment in tourism companies.

Methodology

To meet the study's objective as mentioned above, a survey questionnaire was developed and distributed to employees in Egyptian tourism companies in great Cairo in both paper form and online Google form .The questions of this study. The questionnaire's contents were drawn from a thorough literature study that had already been published. It was made up of closed-ended questions, which provide respondents with a predetermined list of options from which to select their response (Bryman, 2008). A five-point Likert scale was employed, with (1) denoting "strongly disagree," (2) "disagree," (3) "neutral,"

(4) "agree," and (5) "strongly agree." the questionnaire was divided in to 3 sections which are Demographic Information, Kaizen strategy adopting measurement and Employee empowerment. The sample size of the population was determined for a given population to become representative and ensure that results can be generalized. The Egyptian Ministry of Tourism and Antiquities (2024) reports that there are 1235 category (A) travel agencies in great Cairo, employing about 20,000 people. Thompson's (1933) equation states that if the population is 20,000 and the margin of error is 5%, the sample size equals (376). Among May 2024 and July 2024, employees of Egyptian travel agencies received 536 questionnaires via the simple random sampling approach. Two methods were used to disseminate the questionnaires: First, there is the paper questionnaire, which was distributed directly to 436 employees of tourism-related businesses. To get the best response rate, those companies' emails, which are mentioned in the directory of Egyptian Ministry of Tourism and Antiquities for travel agencies (2024) ,were also used to create and distribute an electronic copy via a link on Google Forms. There were 391 paper questionnaires returned, and after sorting them, 89 forms that were deemed unfit for statistical analysis were eliminated because they had missing information or did not satisfy the requirements for completion; This resulted in 302 paper forms that were suitable for analysis, together with 98 electronic responses, for a total of 400 questionnaire forms that were valid for analysis.

Table (1) Questionnaire distribution

Total paper forms	Valid paper forms	Invalid paper forms	Electronic replies	Total valid forms
391	302	89	98	400

Pearson's Correlation Coefficient was computed to determine the degree of correlation between each questionnaire phrase and the overall score of the axis to which the phrase belongs in order to confirm the validity of the internal consistency of the questionnaire. And to evaluate the measurement properties, Cronbach's Alpha (α) corrected items by Pearson's correlation coefficients test were employed to investigate the consistency of a scale consisting of multiple components (Everitt and Skrondal, 2006).

The results showed that all values were more than (0.90) illustrating revealed the employee empowerment variable's Cronbach's alpha was around 0.972, while the Kaizen strategy variable's Cronbach's alpha was approximately 0.971. It can be inferred that the two variables used in this study have adequate reliability because the Cronbach's alpha test is recognized and over the recommended threshold of (Everitt and Skrondal, 2006). The study used statistical software, specifically SPSS, to evaluate the data and test hypotheses. AMOS (V. 23) and Correlation analysis and Path Analysis were used as statistical tests.

Field study results

A- Descriptive Analysis

Section A: Demographic Information

Table (2) Demographic Data of the Respondents

	Variables	Frequencies	%	Rank
Age	From 22-27	112	28.0	2
	From 28-35	136	34.0	1
	From 36-45	104	26.0	3
	More than 45	48	12.0	4
	Total	**400**	**100**	**-**
Gender	Male	248	62.0	1
	Female	152	38.0	2
	Total	**400**	**100.0**	**-**
Educational Qualification	Medium educational level	0	0	3
	High educational level	347	86.75	1
	(Diploma-Masters- PHD)	53	13.25	2
	Total	**400**	**100**	**-**
Marital Status	Single	200	50.0	
	Married	200	50.0	
	Total	**400**	**100**	**-**
Income Level	Less than 5000 EGP per month	72	18.0	3
	From 5000 to 7000 EGP per month	180	45.0	1
	From 7000 to 15000 EGP	112	28.0	2

	More than 15000 EGP per month	36	9.0	4
	Total	**400**	**100**	**-**
Years of experience	1-5 years	**117**	**29.25**	2
	5-10 years	**196**	**49**	1
	More than 10 years	**87**	**21.75**	3
	Total	**400**	**100**	**-**

Section B: Kaizen strategy adopting measurement

Table (3) Kaizen strategy dimension

Dimension	Mean	Standard deviation
The reality of continuous improvement in tourism companies	4.10	0.80
Continuous improvement tools for tourism companies	3.87	0.69
Strategies for implementing continuous improvement in tourism companies	3.90	0.74
Total	3.91	.68

The following table (3) describes the Kaizen strategy's descriptive data for Egyptian travel agencies. With a mean of 3.91 and a standard deviation of 0.68, the data show that travel agencies are using the Kaizen method at a high level. About the three facets of the Kaizen strategy, Additionally, the data show that there is a significant degree of (The reality of continuous improvement in tourism companies, Continuous improvement tools for tourism companies, Strategies for implementing continuous improvement in tourism companies), as the corresponding means for these dimensions were approximately (4.10), (3.87), and (3.90). The most important dimension of the Kaizen strategy is the reality of continuous improvement in tourism companies as mean value is about (4.10), while the lowest dimension is the continuous improvement tools for tourism companies as mean value is about (3.87).

Section C: Employee Empowerment

Table (4) employee empowerment dimension

Dimension	Mean	Standard deviation
leadership support	3.69	0.87
Job independence and flexibility	3.64	0.88
Work environment	3.66	0.78
Support and promotion	3.86	0.99
Ownership (delegation of authority)	3.81	0.78
Total	3.72	.75

The findings of the descriptive study for travel agents' employee empowerment are processed in Table (4). With a mean of 3.72 and a standard deviation of 0.75, the data show that travel agents have a high degree of employee empowerment adoption. With reference to the five dimensions of Employee empowerment, Additionally, the data show that there is a high level of (leadership support, Job independence and flexibility, Work environment, Support and promotion, Ownership (delegation of authority), as the corresponding means for these dimensions were approximately 3.69, 3.64, 3.66, 3.86, and 3.81. The most elevated aspect of employee empowerment is the reality of the Support and promotion as mean value is about (3.86), while the lowest dimension is the Job independence and flexibility as mean value is about (3.64).

B- Analytical statistics

- Correlationanalysis

The following table (5) indicates the values of correlation between Kaizen strategy and employee empowerment.

Table (5): Correlation between Kaizen strategy and employee empowerment

	kai1	kai2	kai3	KAI	emp4	emp5	emp6	emp7	emp8	EMP
kai1	1									
kai2	0.806^{**}	1								
kai3	0.636^{**}	0.826^{**}	1							
KAI	0.835^{**}	0.977^{**}	0.911^{**}	1						
emp4	0.647^{**}	0.759^{**}	0.807^{**}	0.809^{**}	1					
emp5	0.503^{**}	0.523^{**}	0.578^{**}	0.575^{**}	0.722^{**}	1				
emp6	0.577^{**}	0.647^{**}	0.609^{**}	0.668^{**}	0.771^{**}	0.720^{**}	1			
emp7	0.607^{**}	0.679^{**}	0.616^{**}	0.696^{**}	0.730^{**}	0.504^{**}	0.727^{**}	1		
emp8	0.645^{**}	0.690^{**}	0.649^{**}	0.715^{**}	0.794^{**}	0.683^{**}	0.732^{**}	0.764^{**}	1	
EMP	0.679^{**}	0.761^{**}	0.751^{**}	0.797^{**}	0.926^{**}	0.795^{**}	0.918^{**}	0.834^{**}	0.897^{**}	1

KAI: The First Axe: Kaizen strategy,

kai1: The reality of continuous improvement in tourism companies

kai2: Continuous improvement tools for tourism companies

kai3: Strategies for implementing continuous improvement in tourism companies

EMP: The second Axe: employee empowerment

emp4: leadership support

emp5: Job independence and flexibility

emp6: Work environment

emp7: Support and promotion

emp8: Ownership (delegation of authority)

** The correlation is significant at the (0.01) level

The findings in Table 5 show that the sig. value is less than 0.05, indicating a statistically significant relationship between employee empowerment and the Kaizen technique. Additionally, Table 5 demonstrates that the correlation coefficient value was approximately 0.797, indicating a strong relationship between employee empowerment and Kaizen strategy.

-Path analysis

Table (6) shows that the structural model's results showed that the (CR) value was 115.2, and the (p) value was less than 0.05. This finding suggests that the employee empowerment variable is directly and favorably impacted by the kaizen technique. The result indicates that any increase of (1) in the independent variable (employee empowerment) is accompanied by an increase of (3.905) in the dependent variable (Kaizen approach).The findings also show that 93% of the variations in employee empowerment can be explained by the Kaizen strategy variable, with other factors accounting for the remaining 7%.

Table (6) Path Analysis for The effect of Kaizen strategy on Employee empowerment

	Estimate	S.E	C.R	Sig
Kaizen strategy---< Employee Empowerment	3.905	0.034	115.2	0.000

Thus, it can be inferred from the previously discussed and examined data that the current study's findings validated the study hypothesis, which was as follows:

"Applying Kaizen strategy affects positively employee empowerment in tourism companies".

Discussion and Conclusion

The current study reviews the Kaizen strategy and employee empowerment applied to tourism companies in Egypt. The theoretical framework of the study included Kaizen strategy in terms of definition, principles, elements, and its applying requirements, in addition to employee empowerment, its definition and concept, levels, approaches and their dimensions within the business environment of different organizations. The study also included the practical framework, which included the methodology adopted to analyze the phenomenon under discussion and the statistical techniques used to collect the required data for this study.

Study results the clarified and proved the validity of the previously established hypotheses, which confirmed the existence of a close relationship between Kaizen strategy and employee empowerment. . This result agrees with studies of Nayab (2009) and Miller *etal* (2014) who confirmed that By encouraging a culture of continuous improvement and including employees in the process, kaizen may create a more empowered and driven workforce that is more equipped to propel the organization's success. and depending on that the study proposed set of recommendations for the Egyptian Ministry of Tourism, the Egyptian Travel Agents Association (E.T.A.A.), as well as Egyptian tourism companies to support the implementation of Kaizen strategy and ensure its great importance that benefits the Egyptian tourism sector.

Recommendations:

This study proposed a set of recommendations can be directed to all officials represented by the Egyptian Ministry of Tourism, Egyptian Travel Agents Association (E.T.A.A), as well as Egyptian tourism companies as follows:

- Designing training programs for companies and their managers on Kaizen strategy implementation and how to follow the continuous improvement strategy within the business environment of tourism companies.
- Establishing, monitoring and follow-up systems for Kaizen strategy implementation within tourism companies on a regular and periodic basis.
- Emphasizing the need to solve work problems at the beginning of their emergence before they escalate into major problems that affect the improvement of the company's operations as well as the empowerment of its employees.
- Focusing on the most experienced employees among the company's employees and including them in developing continuous improvement strategies, especially using Kaizen strategy.

- Sharing information and making it accessible to all staff members at all administrative levels; Including staff members in the process of deciding what has to be done for work and giving them the tools to do so.

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أثر تطبيق استراتيجية كايزن كإدارة للجودة على التمكين الوظيفي:

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الملخص

تهدف الدراسة إلى بيان أهمية تطبيق استراتيجية التحسين المستمر (كايزن) في تعزيز تمكين العاملين في صناعة السياحة، والتعرف على أسس تطبيق هذه الاستراتيجية كأحد أبعاد فلسفة الجودة الشاملة التي تقوم عليها المؤسسات الإدارية، لتحقيق مستويات عالية من الأداء الإداري. ولتحقيق هدف هذه الدراسة تم إستخدام منهج البحث الكمي. واستخدم المسح العينة العشوائية البسيطة لاختيار المشاركين؛ حيث تم توزيع 400 إستمارة إستبيان على شركات السياحة المصرية (الفئة أ بالقاهرة الكبرى). ولتحليل بيانات الدراسة واختبار فرضية الدراسة، تم إستخدام برامج إحصائية وهي . SPSS+AMOS (V. 23). أوضحت النتائج أن استراتيجية كايزن تؤثر بشكل كبير على تمكين الموظفين داخل شركات السياحة المصرية. و بناء على ذلك تقدم الدراسة الحالية توصيات لدعم تطبيق إستراتيجية كايزن مع تسليط الضوء على مجالات الاستكشاف المستقبلية.

الكلمات الدالة: استراتيجية كايزن – التحسين المستمر – التمكين – شركات السياحة