The Role of Strategic Improvisation in Enhancing Customer Loyalty through the Quality of Tourism Services

Mokhtar Mohammad Ahmad Sharafuddin[1]* & Prof. Dr. Zayed Ali Abdul Khaleq Al-Manzuoa[2]

[1]*Center of Business Administration-Sana'a University, Yemen*
[2]*Faculty of Administrative and Computer Sciences Rada, Albaydha University, Yemen*

*Corresponding author: Mokhtar Mohammad Ahmad Sharafuddin, Center of Business Administration-Sana'a University, Yemen.

Abstract
The study aimed to examine the role of strategic improvisation in enhancing customer loyalty through the quality of tourism services provided by travel and tourism companies, including Hajj and Umrah service providers in Yemen. Adopting a quantitative research methodology and employing a descriptive-analytical approach, the study utilized a questionnaire as the primary data collection instrument targeting a population of 152 travel and tourism companies. A comprehensive survey method was applied to include all administrative leaders, comprising 506 employees occupying positions such as general manager, department manager, head of section, and specialist within travel and tourism companies across the Republic of Yemen. Out of the 506 distributed questionnaires, 444 valid responses were retrieved and deemed suitable for analysis, yielding a response rate of 87.74 percent. The collected data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique through the SmartPLS statistical software, which enabled the evaluation of both the measurement model (reflective and formative) and the structural model. The study arrived at several significant findings, the most prominent of which is the existence of a statistically significant effect of strategic improvisation on enhancing customer loyalty through the quality of tourism services provided by travel and tourism companies, including Hajj and Umrah service providers in Yemen.

Keywords: Strategic Improvisation, Quality of Tourism Services, Customer Loyalty.

Introduction

The global economy is undergoing a rapid transformation toward a service-oriented paradigm. This shift is no longer confined to traditional sectors such as travel agencies, tourism companies, and hotels, but now extends to a wide range of domains that fulfill diverse societal needs—including financial, educational, and tourism services. These developments necessitate that companies adopt dynamic and adaptive strategies to cope with the accelerating changes affecting the service industry. In Yemen, tourism organizations face significant challenges due to ongoing political conflicts, which have led to a sharp decline in revenues and a noticeable

deterioration in service quality. Despite these difficulties, there remains a pressing need for companies to adopt modern strate-

gies, such as strategic improvisation, which enhances organizational flexibility and responsiveness to volatile business environments [1].

Previous studies have highlighted various dimensions of service quality and strategic adaptability. For example, Asaad and Junblatt (2022) examined the role of strategic vigilance in improving educational service quality in a field study at the Faculty of Economics, Tishreen University. Al-Abadi et al. (2020) explored the role of strategic improvisation in enhancing tourism safety and security at Najaf International Airport in Iraq. Salem (2023) focused on measuring tourism service quality to achieve organizational leadership through a comparative study of Rotana hotels in Baghdad and Erbil. Similarly, Abkar and Mustafa (2021) proposed a model linking service quality to customer

satisfaction in Saudi Arabia, while Masawi and Ibtisam (2020) analyzed the effect of tourism service quality dimensions on customer satisfaction in Algeria. Internationally, Zhang et al. (2021) investigated the relationship between strategic improvisation, organizational memory, and competitive advantage in China. Meanwhile, Al Zarooni (2021) examined the impact of strategic improvisation and total quality management on corporate performance in Malaysia [2].

The study conducted by Ben Cherif (2020) revealed the presence of significant relationships between tourism service quality and customer loyalty in the context of metallic tourism vehicles in Algeria. Similarly, Wahiba (2015) found a statistically significant relationship between the dimensions of hotel service quality—including responsiveness, empathy, tangibility, reliability, and assurance—and customer loyalty in hotels located in the city of Oran, Algeria. In addition, Al-Khafaji (2012) demonstrated a significant correlation between service quality and customer loyalty in the Babylon Private Bank – Najaf Branch, further emphasizing the crucial role of service quality in fostering and sustaining customer loyalty across various service sectors [3].

Based on the researchers' review of previous scholarly efforts, it became evident that no prior study has comprehensively examined the logical relationships among the current study's variables—strategic improvisation, quality of tourism services, and customer loyalty enhancement. This research gap motivated the researchers to develop a conceptual framework that clarifies the nature of these interrelationships in alignment with the methodological design of the study, drawing upon relevant theoretical and empirical insights. The researchers sought to understand how organizations develop the capacity for strategic improvisation by responding effectively to environmental, technological, and organizational changes, thereby creating a scientific vision that enables a robust organizational portfolio aligned with the dynamic nature of the contemporary business environment. The study also builds upon the concepts of strategic vigilance and organizational memory, recognizing their essential role in supporting strategic improvisation. As noted by Molina (2018, p. 115), the performance of any organization is closely linked to the performance of its leaders—those who possess the ability to understand challenges, formulate optimal strategies, and envision the future with a clear strategic perspective [4].

Patricia Seybold, the author of The Customer Revolution, emphasizes that customer loyalty and customer lifetime value are two fundamental indicators for achieving success in the customer-driven economy. Current customers are regarded as the primary source for maximizing a company's sales and profits, as approximately 80% of sales originate from 20% of existing customers. Nevertheless, most companies allocate substantial financial resources to attract new customers and spend nearly five times more effort doing so than they invest in developing and implementing strategies to retain their existing clientele. Building upon this insight, the researchers conclude that strategic improvisation enhances an organization's ability to respond swiftly and effectively to environmental challenges, while service quality ensures the fulfilment of customers' high expectations. Together, these factors strengthen the long-term quality of services and bolster the competitive capabilities of Yemeni tourism companies. Consequently, this concept is essential for achieving

superior tourism service quality and improving competitiveness. Therefore, the present study aims to explore the role of strategic improvisation in enhancing customer loyalty through the quality of services provided by travel and tourism companies in Yemen [5].

Study Problem

Travel, tourism, and Hajj and Umrah service companies in Yemen face considerable challenges due to the current circumstances, necessitating a strategic shift toward adopting strategic improvisation as an effective response to the rapid transformations in the economic and social environment. While traditional scientific planning once served as the cornerstone of organizational success, the growing forces of globalization, technological advancement, and sustainability demands have placed increasing pressure on these companies to adapt to dynamic changes. In this context, strategic improvisation emerges as a vital mechanism that enables organizations to enhance their service quality, respond effectively to customer needs, and ensure long-term sustainability. According to the World Bank's 2023 report on tourism in Yemen, the country continues to face numerous challenges in both economic development in general and the tourism sector in particular. The report highlights the weakness of basic infrastructure, lack of security, and insufficient investment, all of which hinder the inflow of tourists. Furthermore, a field survey conducted on June 3, 2024, through an interview with the Tourism Promotion Council, revealed several critical issues, including the Ministry of Tourism's weak performance in fulfilling its duties and achieving the objectives outlined in Tourism Law No. (22) Of 2009 and its executive regulations. The findings also indicated a state of paralysis within the tourism sector in terms of both activity and investment, alongside a complete suspension of international tourism since March 2015, underscoring the urgent need for strategic, adaptive, and innovative approaches to revitalize Yemen's tourism industry [6].

There exist several variables and foundational factors that contribute to enhancing customer loyalty, many of which need to be newly developed and effectively activated. Most of these factors revolve around the ability to respond swiftly to internal and external environmental changes and to make timely and intelligent decisions that enable organizations to exploit emerging opportunities before their competitors. In this regard, and building on the study by Al-Bashaqli and Sultan (2021) alongside the current research, the researchers seek to identify the dimensions of customer loyalty and the dimensions of tourism service quality, as well as to determine the means of achieving them by examining the influence of strategic improvisation requirements on these dimensions [7].

A review of previous studies indicates that no research has yet integrated the three key variables—strategic improvisation, customer loyalty, and tourism service quality—into a single analytical framework, nor have prior studies focused on tourism companies in Yemen. This highlights a significant scientific gap, represented by the absence of research addressing the role of strategic improvisation in enhancing customer loyalty through the quality of tourism services in the Yemeni tourism industry. Practically, strategic improvisation can serve as a vital mechanism for travel and tourism companies in Yemen to deliver service quality that meets and exceeds customer expectations.

Accordingly, this study seeks to fill this research gap by empirically examining the relationship between strategic improvisation, tourism service quality, and customer loyalty enhancement, guided by the central research question: What is the role of strategic improvisation in enhancing customer loyalty through the quality of tourism services provided by travel, tourism, and Hajj and Umrah companies in Yemen? [8].

Study Objectives

The primary objective of this study is to examine the role of strategic improvisation—encompassing strategic vigilance, strategic agility, microstructural design, organizational memory, and resource deployment—in enhancing customer loyalty, as reflected in spoken word intention, complaint behaviour and price sensitivity, and word-of-mouth communication. This relationship is explored through the lens of service quality dimensions—tangibility, responsiveness, empathy, reliability, and safety—within the context of travel and tourism companies, including Hajj and Umrah service providers in Yemen [9].

Accordingly, the study seeks to achieve the following specific objectives:

1. To assess the extent to which strategic improvisation is practiced within travel and tourism companies, including Hajj and Umrah service providers in Yemen.
2. To evaluate the level of tourism service quality—across its dimensions of tangibility, responsiveness, empathy, reliability, and safety—within travel and tourism companies and Hajj and Umrah service providers in Yemen.
3. To examine the degree of customer loyalty toward travel and tourism companies, Hajj and Umrah service providers in Yemen.
4. To determine the role of strategic improvisation—through its dimensions of strategic vigilance, strategic agility, microstructural design, organizational memory, and resource deployment—in enhancing customer loyalty toward travel and tourism companies and Hajj and Umrah service providers in Yemen [10].

Significance of the Study

The significance of this study arises from the following considerations:

1. Focus on Strategic Improvisation: The study highlights strategic improvisation as one of the most effective tools for enabling tourism organizations to achieve a high degree of flexibility and rapid responsiveness in managing unexpected situations and meeting beneficiaries' needs. It also serves as a crucial mechanism for improving the performance level of the travel and tourism companies included in the study sample.
2. Theoretical Contribution: The research provides a theoretical foundation for several key concepts related to strategic improvisation, tourism service quality, and customer loyalty enhancement, while also framing the theoretical relationships among these variables. Given the scarcity of research in this domain, the study aims to make a meaningful academic contribution to enrich both Yemeni and Arab scholarly literature with new and substantive insights, particularly as it represents a contemporary investigation addressing the current needs and realities of tourism companies.
3. Practical Analysis and Application: The study offers an analytical assessment of the current state of travel, tourism, and Hajj and Umrah companies in terms of their practices concerning the study variables. The researchers expect that the findings will assist these companies by diagnosing their existing conditions and recommending practical solutions to address potential challenges, thereby helping them to adopt modern, adaptive strategies for future improvement.
4. Administrative Awareness: The study seeks to raise awareness among administrative leaders of the importance of adopting strategic improvisation and tourism service quality enhancement within travel, tourism, and Hajj and Umrah service companies, emphasizing their critical role in improving organizational resilience, competitiveness, and customer satisfaction [11].

Conceptual Framework of the Study

Based on the research problem, objectives, and significance, the conceptual framework of the study was developed, as illustrated in Figure (1) below:
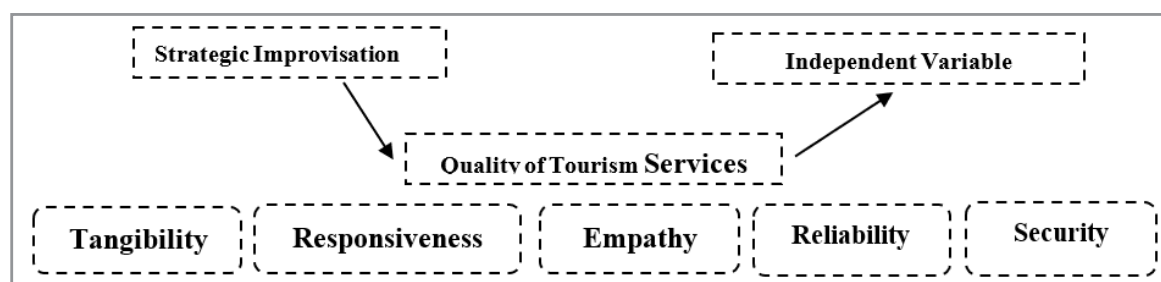

Figure 1: Conceptual Framework of the Study.
Source: Prepared by the researchers based on previous studies.

Study Hypotheses

Based on the study's objectives, research problem, and review of relevant literature—and in pursuit of examining the proposed cognitive model illustrated in Figure (1)—the study formulates a set of core hypotheses to test the role of strategic improvisation in enhancing customer loyalty through the quality of tourism services [12].

Main Hypothesis: Strategic improvisation has a statistically significant role in enhancing customer loyalty through the quality of tourism services—across its dimensions of tangibility, responsiveness, empathy, reliability, and safety—within travel and tourism companies and Hajj and Umrah service providers in Yemen.

Methodology of Study

A descriptive-analytical approach was employed to investigate the role of strategic improvisation in enhancing customer loyalty through the quality of tourism services. Primary data were collected using a questionnaire specifically designed for this purpose and distributed to the study sample. The Statistical Package for the Social Sciences (SPSS), version 28, was utilized to evaluate the data, conduct descriptive analysis, examine modeling assumptions, and perform multivariate analysis. Additionally, Smart PLS software, version 4.08.6, was used to assess reliability, convergent validity, and to test the study's hypotheses [13].

Study's Population and Sample

The study population comprised all employees working in travel and tourism companies, including Hajj and Umrah service providers in Yemen, totaling 152 companies. A comprehensive survey was conducted targeting all personnel holding administrative positions—namely, General Managers, Department Managers, Section Heads, and Specialists—within these companies. A total of 506 questionnaires were distributed, of which 444 were retrieved and deemed valid for analysis, representing a response rate of 87.74%.

Sources of Data and Information Collection

Primary Resource: The researchers obtained primary data through a comprehensive census of employees working in travel and tourism companies. Based on this, a questionnaire was designed and distributed to the study sample [14].

Secondary Resource: The theoretical framework of the study was constructed using scholarly books, academic references, and prior literature relevant to the study's subject matter.

Limitations of Study

Thematic Limitations: The thematic scope of the study is confined to examining the role of strategic improvisation—comprising strategic vigilance, strategic agility, microstructural design, organizational memory, and resource deployment—in enhancing customer loyalty, as reflected in spoken word intention, complaint behavior and price sensitivity, and word-of-mouth communication. This relationship is explored through the mediating role of tourism service quality, measured across five dimensions: tangibility, responsiveness, empathy, reliability, and safety, within travel and tourism companies and Hajj and Umrah service providers in Yemen [15].

Human Limitations: The study is limited to administrative leadership within travel and tourism companies and Hajj and Umrah service providers in Yemen, specifically including General Managers, Department Managers, Section Heads, and Specialists.

Temporal Limitations

The study was conducted during the academic year 2024.

Spatial Limitations: The geographical scope of the study is restricted to the main offices of travel and tourism companies and Hajj and Umrah service providers across the Republic of Yemen.

Theoretical Framework of the Study
Concept of Strategic Improvisation

Hughes et al. (2020: 487) define strategic improvisation as "the purposeful integration of decision-making and execution outside the formal planning cycle, while "Antunes (2018) describes it as "the capability to integrate, build, and redirect internal and external resources and competencies to effectively respond to rapidly changing environments."

The researchers define strategic improvisation as an open, evolving, and dynamic methodology adopted by top management, which enables the organization to respond and adapt intelligently and effectively to unforeseen circumstances in order to develop innovative solutions to strategic problems. It is viewed not as a replacement for strategic planning, but rather as a complementary mechanism that becomes essential when traditional planning is disrupted or proves insufficient. In such cases, strategic improvisation emerges to fill the gap in the strategic roadmap of travel and tourism companies, thereby enhancing their operational effectiveness and resilience [16].

Dimensions of Strategic Improvisation

Strategic improvisation consists of several core components that have been widely recognized in previous research, including the studies of Mohammed (2022) and Al-Bashqali & Sultan (2021), among others. These dimensions can be detailed as follows:

Strategic Alertness: Strategic alertness is defined by Karima and Zohra (2021, p. 20) as a system for controlling and monitoring organizational processes. It is employed to search for information across all dimensions of the organization—commercial, competitive, technological, and environmental—and to address these dimensions in ways that enable the organization to make and implement distinctive strategic decisions over the long term. Strategic alertness operationally refers to a structured collective process that monitors, tracks, and anticipates opportunities and threats within the business environment. It involves searching for, collecting, interpreting, and utilizing information and data to generate strategic insights. These insights assist decision-makers in travel and tourism companies in evaluating organizational performance and understanding their current and future competitive positioning in delivering high-quality services [17].

Strategic Agility: Strategic agility is defined by Cunha et al. (2020), either as the timely decision-making required to implement business strategies proactively or in response to ongoing environmental trends. Operationally Strategic agility defined as a discipline composed of coordinated steps, procedures, and adaptive strategies adopted by travel and tourism companies—including Hajj and Umrah service providers in Yemen—to effectively respond to rapid environmental changes. It entails the ability to exploit opportunities and translate agile strategies into competitive advantage within their operating context [18].

Minimal Structures: Minimal structures are defined by Alhimyari and Al-Murshidi (2020, p. 36) as coordination mechanisms that aim to align individual activities around a shared set of goals and deadlines, while identifying the most effective pathways to achieve those goals. Operationally Minimal Structures defined as the organizational capability to decentralize authority by dividing the formal structure into semi-autonomous work units with broad decision-making powers. This enables companies to adapt efficiently to both internal and external changes, and sup-

ports innovation and excellence in service delivery [19].

Organizational Memory: Organizational memory is defined by Levallet and Chan (2016, p. 3) as a form of generalized knowledge that is not tied to any specific activity or process. The relative generality of this type of memory stems from the fact that capability-building processes are often constrained by documented guidelines and tend to occur at a slower pace. It is perationally defined as the ability of travel and tourism companies to collect, store, and utilize information and experience from various internal and external sources. It supports organizational learning over time, allowing companies to improve performance by drawing on past experiences and leveraging accumulated knowledge to support strategic improvisation and sustain competitive advantage [20].

Resource Deployment (Solution Construction): Tasavori et al. (2018, p. 5) define resource deployment as a strategic orientation toward allocating and integrating resources in novel ways, rather than adhering to the original standardized practices and norms associated with those resources. Resources are acquired and utilized through modern approaches that diverge from traditional pre-planned perspectives. It is operationally defined as the process of allocating available human, financial, and physical resources in an effective and timely manner to meet organizational goals or to formulate immediate solutions based on the existing resource base, thereby achieving the desired outcomes [21].

The researchers argue that the dimensions of strategic improvisation play a pivotal role in supporting the strategic leader across various circumstances and challenges. Strategic alertness must be an essential attribute of the leader, enabling them to possess insight and a comprehensive understanding of internal and external environmental developments within the organization. Moreover, the leader should demonstrate flexibility, agility, and initiative in responding swiftly and effectively to potential environmental changes. This responsiveness should be grounded in a systematic and evidence-based approach, drawing upon prior experiences encountered by travel and tourism companies. These companies are expected to collect, store, and analyse data related to past events, and to utilize this information in situations that resemble those previous occurrences, thereby enhancing decision-making and service quality [22].

Quality of Tourism Services
Concept of Tourism Service Quality: The concept of quality originates from the Latin term denoting the nature of a person or thing and the degree of firmness or precision. Historically, quality referred to accuracy and craftsmanship. However, with the advancement of management science, the rise of mass production, the Industrial Revolution, the emergence of large corporations, and the intensification of market competition, the concept of quality has evolved to encompass broader and more complex dimensions (Adhab, 2014: 100). Tourism service quality is defined as "The excellence perceived by the customer during their experience with the services provided by travel and tourism companies—an experience they enjoy, which includes material quality, functional quality, and interactive quality. These elements are evaluated in relation to the customer's expectations regarding the level of service, ultimately leading to customer satisfaction and loyalty."

Dimensions of Tourism Service Quality: The dimensions of tourism service quality comprise a set of elements that have been widely acknowledged across several scholarly studies, including Salem (2023), Abkar & Mustafa (2021), Leila (2021), and Ben Sharif (2020), among others. These dimensions are elaborated as follows:

Tangibility: Tangibility refers to the physical evidence of service, characterized by responsiveness to updates, visual appeal, and alignment with the nature of services provided. In the context of travel and tourism companies, tangibility encompasses the design and functionality of platforms or applications, ensuring they are aesthetically engaging and technologically adaptive to reflect the quality and type of services offered [23]. Tangibility is the material indicator that responds effectively to updates, maintains visual attractiveness, and aligns with the nature of services provided by travel and tourism companies.

Responsiveness: Responsiveness is defined by Ivyanno and Canny (2013, p. 88) as the willingness to assist guests, provide the requested services, and deliver prompt service. It refers to the willingness of travel and tourism companies to offer immediate assistance to customers and to provide services efficiently and satisfactorily, in accordance with the customer's expectations—without hesitation or reluctance [24].

Empathy: Empathy is considered one of the essential attributes of service, particularly due to its intangible nature. From this perspective, it is crucial to ensure courteous and kind treatment of customers so they can perceive and emotionally connect with the service they receive. As most hotel guests are travellers arriving from different cities and countries, it becomes necessary to create a welcoming environment that alleviates their sense of unfamiliarity. This requires hotel management to train staff in tactful and polite interaction with guests, fostering mutual trust and emotional comfort [25]. Empathy refers to the courtesy, respect, and warmth demonstrated by travel and tourism companies during personal interactions with customers. It encompasses several key factors, including the ability to understand the customer's perspective, to sense and relate to the customer's emotions, and to respond in a manner that supports and affirms the customer's experience [26].

Reliability: Reliability is considered a key factor influencing customers' perceptions of service quality. Organizations that adhere to structured operational frameworks—particularly those related to the core attributes of the service—are more likely to be perceived as reliable. To achieve this, organizations must be attuned to customer expectations through the lens of reliability [27]. Reliability refers to the extent to which services are delivered to customers in a timely manner, with travel and tourism companies demonstrating attentiveness in responding to inquiries, executing tasks accurately, and maintaining precise documentation.

Security: Safety is defined by Ali et al. (2021, p. 18) as the honesty and mutual trust involved in delivering services to guests, as well as the accuracy and appropriateness of those services—ensuring that no physical or psychological harm is inflicted upon the service recipient. Safety refers to the degree to which the customer feels protected, secure, and confident in the services

provided by travel and tourism companies [28].

Customer Loyalty
Concept of Customer's Loyalty: The core concept of customer loyalty centers on retaining acquired customers and cultivating long-term relationships with them. Within this strategic framework, the foundations of loyalty somewhat contrast with the principle of prospecting, which focuses on attracting new customers without immediate benefit. However, this strategic orientation does not imply a complete contradiction; efforts to acquire new customers remain essential, as they represent a reserve portfolio of potential clients. Accordingly, the development of a loyalty strategy is closely tied to the potential profitability associated with identifying and engaging prospective customers [28].

Rai and Medha (2013, p. 141) define customer loyalty as a behavioral concept characterized by repeated purchases of a product or service. It is measured through purchase share, referrals, relationship depth, or a combination of these indicators. They argue that behavioral perception is sufficient to distinguish genuine loyalty from superficial loyalty, and that loyalty should be assessed through a comprehensive set of behavioral metrics and situational indicators.

Al-Khafaji (2012, p. 86) affirms that customer loyalty is reflected in a group of customers who hold positive attitudes toward an organization and consistently repurchase its services while recommending them to others.

Researchers define the Customer loyalty as the sustained intention of customers toward travel and tourism companies, manifested in their desire to engage repeatedly with the company's services and to recommend them to others—even when alternative options are available [29].

Dimensions of Customer's loyalty: Customer loyalty consists of several core elements that have been widely recognized across multiple studies, including those by Lafta (2019), Wahiba (2015), and Al-Khafaji (2012), among others. These elements represent the behavioral and attitudinal foundations of loyalty and can be detailed as follows:

The Intention of Spoken Word: Kitapci et al. (2011, p. 18) define the intention of spoken word as an informal channel of communication that occurs between non-commercial parties regarding the evaluation of services. It holds particular significance in service marketing due to the heterogeneous nature of service quality, the elevated risks associated with services, and the intangible characteristics of the offerings provided. The intention of the spoken word understood by travel and tourism company leadership as the contextual meaning embedded in the customer's spoken expression, discerned through attentive listening and observation. It reflects the customer's opinion, shared with acquaintances and friends, by highlighting the positive attributes of the tourism company—thereby contributing to its promotion [30].

Complaining Behaviour: Customer complaints are considered an extremely valuable source of information for organizations in making both strategic and tactical decisions aimed at improving their operations (Apud Nyer, 2000, p. 9). Complaining behavior refers to the actions taken by customers to express dissatisfaction with the services provided by travel and tourism companies, with the aim of obtaining a resolution or compensation. This behavior, when addressed effectively, contributes to increased levels of customer loyalty [31].

Price Sensitivity: Price Sensitivity is defined as a variable that describes how individual consumers react to changes in price levels (Abdullah-Al, 2014, p. 2). Price sensitivity is defined as the extent to which customers' purchasing decisions are influenced by the pricing of services offered by travel and tourism companies—where customers tend to select lower-priced services in order to obtain the desired offerings.

Word-of-Mouth Communication: Word-of-mouth plays a significant role in enhancing customer retention, which in turn reduces the marketing costs associated with acquiring new customers. Ryals (2005, p. 91) emphasizes that word-of-mouth includes direct communication with customers. Word-of-mouth refers to the customer's active promotion of tourism company services through positive verbal expressions, endorsement of the company's offerings, and encouragement of friends and acquaintances to engage with those services [32].

Field Study
This section aims to present the methods and procedures employed in testing the study's hypotheses, which were as follows:

Definition of the Study Population and Sample
The study population consists of all administrative leaders working in travel agencies, tourism companies, and Hajj and Umrah service providers across Yemen. The study sample was selected through comprehensive enumeration (census method), including all employees in the aforementioned companies who hold positions of General Manager, Department Manager, Section Head, or Specialist [33].

Based on Morgan's sampling table, the total sample size is 444 employees, representing various administrative levels. The distribution of the sample across these organizational levels within the companies under study is presented in Table (1) below

Table 1: Distribution of the Study Sample by Administrative Level. Source: Prepared by the researchers based on the nature of the study.

No	Study Sample	Distributed	Returned and Valid for Analysis	Response Rate (%)
1	General Manager	152	135	88.81%
2	Department Manager	130	124	95.38%
3	Section Head	96	94	97.70%
4	Specialist	128	120	93.75%
Total		506	444	87.74%

To ensure the study's targeted sample was achieved, a total of 506 questionnaires were distributed. Of these, 444 valid questionnaires were retrieved and deemed suitable for analysis, representing a response rate of 87.74%.

Table 2: Represents the Study Population (Clients of Those Companies) as Follows:

No.	Study Sample	Distributed	Retrieved	Analyzable	Percentage
1	Males	230	269	269	75.46%
2	Females	101	34	34	33.66%
	Total	331	303	303	91.54%

Source: Prepared by the researchers according to the nature of the study.

Constructing the Study Instrument

After determining the appropriate sampling method through which data will be collected, it is essential to select the suitable research instrument that will be used to gather field data [34]. The study instrument (questionnaire) was constructed, prepared, and developed by reviewing the theoretical framework of the study variables, namely: the independent variable (strategic improvisation), the dependent variable (customer loyalty), and the mediating variable (quality of tourism services). The process also relied on a number of previous studies relevant to each variable, in a manner consistent with the nature of the companies under study, as illustrated in the following table:

Table 3: Construction of the Study Instrument

Main Variables	Sub-Dimensions	Number of Items	Sources Referenced
Strategic Improvisation	Strategic Vigilance	5	Mohammed (2022); Al-Bashqali & Sultan (2021); Al-Abadi et al. (2020); Madloul (2019)
	Strategic Agility	5	
	Microstructure	5	
	Organizational Memory	5	
	Resource Deployment	5	
Independent Variable: Strategic Improvisation		25	
Quality of Tourism Services	Tangibility	5	Salem (2023); Abkar & Mustafa (2021); Leila (2021); Ben Sharif (2020)
	Responsiveness	5	
	Empathy	5	
	Reliability	5	
	Assurance	5	
Mediating Variable: Quality of Tourism Services		25	—
Customer Loyalty	Word-of-Mouth Intention	5	Lafta (2019); Wahiba (2015); Al-Khafaji (2012)
	Complaint Behavior	5	
	Price Sensitivity	5	
	Verbal Communication	5	
Dependent Variable: Customer Loyalty		20	
Total	—	70	

Analysis and Interpretation of Study Results and Hypothesis Testing

Introduction

This chapter presents the data and provides a detailed explanation and analysis of the statistical results obtained. It includes the following topics: evaluation of the study data, analysis and interpretation of the demographic characteristics of the study sample, descriptive analysis of the study variables, assessment of the measurement model, evaluation of the structural model, and testing and discussion of the study hypotheses. Structural Equation Modeling using Partial Least Squares (SEM-PLS) was employed to assess the measurement (outer) model as a prerequisite for evaluating the structural (inner) model [35]. The measurement model represents the part of the framework that describes the relationship between latent variables and their indicators (items), whereas the structural model illustrates the relationships among the latent variables that constitute the overall model.

Evaluation of Study Data

In this section, the data of the current study were evaluated using Structural Equation Modeling via Partial Least Squares (SEM-PLS). Four key indicators were used in this evaluation: (1) missing values, (2) outliers, (3) normality of data distribution, and (4) response bias among participants in the study sample. The results were as follows:

Missing Values: There has been growing attention to the treatment of missing values in research data due to their negative impact on statistical power and the accuracy of estimates. Missing data may limit the use of certain statistical techniques that require complete datasets. According to Roth et al. (1999), missing values adversely affect statistical power and may lead to biased estimates [36]. With the advancement of computerized statistical software, it has become essential to identify missing values and take appropriate steps to address and compensate for them (Tsikriktsis, 2005), in order to ensure the quality and precision

of research findings. In the present study, due to the extensive efforts made and the considerable time invested in data collection, all questionnaires were carefully reviewed upon receipt from the study participants. As a result, no missing values were detected.

Outliers: Outliers are values that deviate significantly from the arithmetic mean. They represent observations that differ from the main data set and fall outside the control limits. Inferential statistical tests are highly sensitive to outliers, as estimates rely on squared deviations from the mean. One or two values that are distant from the mean can substantially alter the results. Outliers may be either univariate or multivariate. If the outliers are not caused by unusual events—such as data entry errors, coding mistakes, or unique observations—and instead result from natural variation without affecting the normal distribution of the data, researchers may retain these values (Samani, 2016, p. 59). In general, outliers are defined as values that lie far from the overall mean of the dataset (Gupta et al., 2019, 2020). In this study, the following chart was used to test for outliers across the two variables, and the results were as follows:
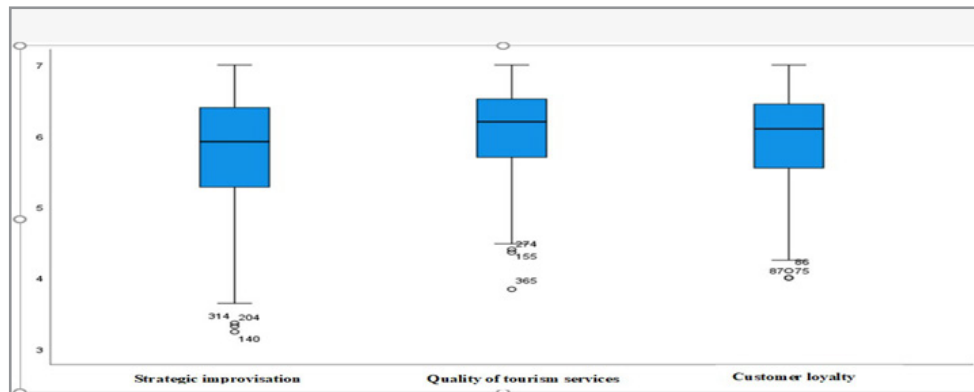

Figure 2: Outlier Detection Test for the Study Variables

It is evident from Figure (2) that there are a limited number of outliers across the three study variables. Specifically, the figure indicates the presence of three outlier values in the independent variable (Strategic Improvisation), three outliers in the mediating variable (Quality of Tourism Services), and two outliers in the dependent variable (Customer Loyalty). These outliers reflect natural variation in the responses of the study sample and do not compromise the accuracy of the results or conclusions.

This is attributed to the large sample size and the fact that the data follow a normal distribution. Accordingly, these values were retained and not excluded from the analysis [37].

Normal Distribution of Study Data: In this study, Skewness and Kurtosis coefficients were used to test the normality of data distribution. The results are presented in table (4) below:

Table 4: Results of Skewness and Kurtosis Coefficients.

Variables	Skewness	Kurtosis
Customer Loyalty	-0.470	-0.136
Quality of Tourism Services	-0.698	-0.013
Strategic Improvisation	-0.582	-0.203

The results presented in Table (4) indicate that the values of the Skewness coefficient fall within the range of (+1) and (–1), and the Kurtosis values also lie within the same acceptable range. These findings suggest that the data follow a normal distribution. Moreover, the current study sample consists of 444 participants, which is considered a large sample size—further supporting the assumption of normality. This range is generally regarded as evidence of distributional balance and the absence of significant deviation from the normal shape of the data. In other words, the data distribution does not exhibit strong skewness to the right or left (as indicated by the Skewness coefficient), nor does it show excessive peakedness or flatness compared to a normal distribution (as indicated by the Kurtosis coefficient). Accordingly, conventional statistical methods that assume normality can be reliably applied in the analysis [38].

Illogical Responses: It is evident that there are 20 responses that are inconsistent with the rest of the dataset, as their standardized Z-scores exceeded the absolute value of 2. This indicates the necessity of excluding these responses from the overall study data, as they may distort the results and compromise the integrity of the analysis. To confirm the deletion, an independent samples t-test was conducted. The results are presented in Table (5) below:

Confirming Deletion of two Independent Samples Test
Table 5: Confirming the exclusion of outlier responses. Source: Prepared by the researchers based on the results of the Independent Samples t-test.

Variable Type	Response Group	N	Mean	Standard Deviation	T Value	Significance (p-value)
IV (Independent Variable)	Excluded Responses	22	4.2709	0.57304	–9.994	< .001
	Included Responses	444	5.8229	0.71684		

MV (Mediating Variable)	Excluded Responses	22	3.9764	0.47420	−15.989	< .001
	Included Responses	444	6.0965	0.61268		
DV (Dependent Variable)	Excluded Responses	22	4.1432	0.51392	−13.874	< .001
	Included Responses	444	6.0113	0.62090		

The data in Table (5) illustrate a comparison between the "excluded" responses—those with standardized Z-scores exceeding the absolute value of 2 and deemed illogical—and the "included" responses, which are considered logically consistent. The analysis reveals clear differences between the two groups across the independent variable (IV), the mediating variable (MV), and the dependent variable (DV).

An examination of the mean values reveals that the "excluded" responses exhibit substantially lower averages compared to the "included" responses. This discrepancy indicates that the illogical responses deviate markedly from the overall data trend and fail to reflect the behavioral patterns captured by the valid responses. Furthermore, although the standard deviations for the excluded responses appear narrower—suggesting a degree of internal consistency—this compactness may lack substantive statistical meaning when contrasted with the broader and more representative variability observed in the included group. The results of the independent samples t-test demonstrate statistically significant differences between the two groups across all variables. The T-values are notably large and negative, and all p-values fall below the threshold of 0.001, confirming that the observed differences are not attributable to random variation but rather reflect a genuine divergence in response behavior [39].

In light of these findings, it is concluded that the excluded responses are fundamentally distinct from the included ones. Consequently, it is methodologically sound to remove these illogical responses from the core analysis to preserve the integrity and precision of the results. It is further recommended that future research protocols incorporate safeguards to identify and mitigate the emergence of such anomalous responses, thereby enhancing data quality and analytical reliability.

Common Bias Method: In this study, respondents were divided into two groups—early and late respondents—and Harman's single-factor test was employed to examine whether common method bias was present in the responses. This test was deemed appropriate given that the survey was distributed to the same sample and completed within a similar timeframe. The results of the total variance explained analysis indicate the absence of common method bias in the data, as the variance accounted for by the first component was 25.49%, which is well below the 50% threshold. This suggests that the data are not substantially influenced by a single dominant factor that could introduce common method bias [40].

Analysis and Interpretation of Demographic Characteristics of Study Sample
This section presents, analyzes, and interprets the demographic characteristics of the study sample using frequencies and percentages, in alignment with the study's objectives. The demographic variables examined include: gender, educational qualification, job position, years of experience, and age. These distributions are represented in Table (6) below:

Table 6: Results of the Demographic Analysis of the Study Sample.

Characteristic	Category	Frequency (N)	Percentage (%)
Gender	Male	370	83.3%
	Female	74	16.7%
	Total	444	100%
Educational Level	High School or Below	87	19.6%
	Diploma	105	23.6%
	Bachelor's Degree	219	49.3%
	Master's Degree	26	5.9%
	Doctorate	7	1.6%
	Total	444	100%
Job Position	General Manager	135	30.4%
	Department Manager	124	27.9%
	Section Head	65	14.6%
	Specialist	120	27.0%
	Total	444	100%
Years of Experience	5 Years or Less	189	42.6%
	6–10 Years	140	31.5%
	11–15 Years	59	13.3%
	16 Years or More	56	12.6%
	Total	444	100%

Age	Under 30 Years	186	41.9%
	30–40 Years	153	34.5%
	41–50 Years	82	18.5%
	Over 50 Years	23	5.2%
Total	444	100%	

Source: Prepared by the researchers based on field survey data.

An analysis of Table (6) reveals that 83.3% of the study sample are male, while only 16.7% are female. This distribution is attributed to the prevailing demographic composition of the workforce in institutions generally, and in travel, tourism, and pilgrimage service companies in Yemen specifically. Cultural norms and societal traditions in the country contribute to the predominance of male employees in these sectors, particularly given that many operational tasks are carried out at varying hours throughout the day—conditions that are often challenging for female employees to accommodate due to societal constraints that limit women's participation in such roles across a 24-hour work cycle [41].

Furthermore, the table indicates that the majority of participants hold a bachelor's degree (49.3%), reflecting a workforce with substantial academic qualifications. This is followed by diploma holders at 23.6%, while those with a high school education or less constitute 19.6% of the sample. Participants with postgraduate degrees—master's and doctorate—represent the smallest proportions, at 5.9% and 1.6% respectively. These figures suggest that the dominant segment of the study population comprises academically qualified individuals, which is a positive indicator of the presence of skilled and capable personnel within the travel, tourism, and pilgrimage service sector in Yemen. Moreover, the data reflect a growing interest in academic advancement and support for higher education within the study context [42].

An examination of Table (6) reveals that the largest proportion of participants belong to the category of General Manager (30.4%), followed by Department Manager (27.9%). Specialists account for 27.0% of the total sample, while Section Heads represent the smallest proportion at 14.6%. This distribution reflects the diversity of the sample and the range of organizational roles held by participants, thereby enhancing the comprehensiveness of the data related to their functional contributions within the study context. The table also indicates that the majority of participants possess five years of professional experience or less (42.6%), followed by those with 6 to 10 years of experience (31.5%). Participants with 11 to 15 years of experience constitute 13.3%, while those with more than 16 years of experience represent

12.6% of the sample. This suggests that a substantial portion of the study population comprises individuals with accumulated service experience, particularly within the travel, tourism, and pilgrimage service sector in Yemen—the focus of this study.

Furthermore, the results show that the majority of participants fall within the age group of under 30 years (41.9%), followed by those aged 30 to 40 years (34.5%). Participants aged 41 to 50 years make up 18.5% of the sample, while those over 50 years represent only 5.2%. This distribution indicates that younger individuals, reflecting a dynamic phase of youth-led management characterized by forward-looking perspectives and progressive organizational vision, hold most leadership roles in travel, tourism, and pilgrimage service companies in Yemen.

Descriptive Analysis of the Study Variables
This section presents the analysis and interpretation of the participants' responses regarding the items, dimensions, and variables of the study. Specifically, it examines the level of the independent variable (Strategic Improvisation), the mediating variable (Quality of Tourism Services), and the dependent variable (Customer Loyalty Enhancement) within the context of travel, tourism, and pilgrimage service companies in Yemen [43].

To ensure accurate and objective description of the results related to the study's items, dimensions, and variables, the arithmetic mean was employed based on the seven-point Likert scale. Accordingly, a descriptive analysis was conducted on the responses of the study sample, and the results are presented as follows:

Determining the Level of the Independent Variable: Strategic Improvisation: To determine the level of practice of the independent variable—Strategic Improvisation—across its dimensions (Strategic Vigilance, Strategic Agility, Microstructure, Organizational Memory, and Resource Deployment) within travel, tourism, and pilgrimage service companies in Yemen, a descriptive analysis was conducted based on the participants' responses. This analysis reflects the perceptions of the study sample regarding the extent to which strategic improvisation is practiced in the target organizations. The results are presented as follows:

Table 7: Descriptive Analysis Results for the Independent Variable — Strategic Improvisation

No	Dimension	Mean	Standard Deviation	Relative Importance	Verbal Interpretation	Dimension Rank
1	Strategic Vigilance	5.979	0.944	85.4%	High	1
2	Strategic Agility	5.802	0.953	82.9%	High	3
3	Microstructure	5.907	0.861	84.4%	High	2
4	Organizational Memory	5.632	1.007	80.5%	High	5
5	Resource Deployment	5.794	0.888	82.8%	High	4
Overall Strategic Improvisation	5.823	0.717	83.2%	High	—	

The data presented in Table (7) indicate that strategic improvisation is a key strategic dimension that receives a high level of evaluation across its various components. Strategic Vigilance recorded the highest mean score of 5.979, with a relative importance of 85.4%, followed by Microstructure with a mean of 5.907 and a relative importance of 84.4%. Strategic Agility received a mean score of 5.802 and a relative importance of 82.9%, while Resource Deployment was rated at 5.794 with a relative importance of 82.8%. Organizational Memory registered the lowest mean score among the dimensions, at 5.632 and a relative importance of 80.5%; however, this still reflects a generally high level of evaluation. The overall mean score for Strategic Improvisation was 5.823, with a relative importance of 83.2%, underscoring its strength and significant impact within travel, tourism, and pilgrimage service companies. These find-ings effectively address the first research question: What is the level of practice of strategic improvisation across its dimensions (Strategic Vigilance, Strategic Agility, Microstructure, Organizational Memory, and Resource Deployment) in travel, tourism, and pilgrimage service companies in Yemen?

Determining the Mediating Variable: Quality of Tourism Services: To determine the level of the mediating variable—Quality of Tourism Services—across its dimensions (Tangibility, Responsiveness, Empathy, Reliability, and Assurance) within travel, tourism, and pilgrimage service companies in Yemen, a descriptive analysis was conducted based on the participants' responses. This analysis reflects the perceptions of the study sample regarding the availability and quality of tourism services in the target organizations. The results are presented as follows:

Table 8: Descriptive Analysis Results for the Mediating Variable — Quality of Tourism Services

No.	Dimension	Mean	Standard Deviation	Relative Importance	Verbal Interpretation	Dimension Rank
1	Tangibility	5.948	0.904	85.0%	High	5
2	Responsiveness	6.186	0.703	88.4%	Very High	1
3	Empathy	6.153	0.722	87.9%	Very High	2
4	Reliability	6.043	0.809	86.3%	High	4
5	Assurance	6.153	0.832	87.9%	Very High	3
Overall Quality of Tourism Services	6.097	0.613	87.1%	High	—

Determining the Dependent Variable (Customer Loyalty): To determine the level of the dependent variable—Customer Loyalty—within travel, tourism, and pilgrimage service companies in Yemen, a descriptive analysis was conducted based on the participants' responses. This analysis reflects the perceptions of the study sample regarding the extent to which customer loyalty is present and sustained in the target organizations. The results are presented as follows:

Table 9: Descriptive Analysis Results for the Dependent Variable — Customer Loyalty

No.	Dimension	Mean	Standard Deviation	Relative Importance	Verbal Interpretation	Dimension Rank
1	Word-of-Mouth Intention	6.219	0.662	88.8%	Very High	1
2	Complaint Behavior	5.950	0.815	85.0%	High	3
3	Price Sensitivity	5.864	0.845	83.8%	High	4
4	Verbal Communication	6.012	0.807	85.9%	High	2
	Overall Customer Loyalty	6.011	0.621	85.9%	High	—

The data presented in Table (9) indicate that customer loyalty is evaluated as very high across most of its dimensions. Word-of-Mouth Intention recorded the highest mean score of 6.219, with a relative importance of 88.8%, reflecting a strong level of loyalty. This was followed by Verbal Communication, which received a mean score of 6.012 and a relative importance of 85.9%. The overall customer loyalty score was similarly high, at 6.011 with a relative importance of 85.9%. Complaint Behavior ranked next with a mean of 5.950 and a relative importance of 85.0%, while Price Sensitivity registered the lowest mean score among the dimensions at 5.864, with a relative importance of 83.8%. Overall, these results reflect a high level of customer loyalty across various aspects of the customer experience, indicating strong relational engagement and satisfaction among clients of travel, tourism, and pilgrimage service companies in Yemen.

Based on the preceding analysis, the third research question has been addressed: What is the level of customer loyalty in travel, tourism, and pilgrimage service companies in Yemen?

Hypothesis Testing
To test the study's hypotheses, the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was employed. Several key indicators were used in the analysis, including the Coefficient of Determination (R^2), which measures the proportion of variance in the dependent variable explained by the independent variable. The Beta coefficient was also utilized to assess the expected change in the dependent variable resulting from a change in the independent variable. Additionally, the T-statistic was used to determine whether the independent variable has a statistically significant effect on the dependent variable. The standard significance level of 0.05 was adopted to evaluate the significance of the structural paths and to judge the strength of the relationships between variables. An effect is considered

statistically significant if the calculated p-value is less than the adopted threshold of 0.05.

Testing the Main Hypothesis: There is a statistically significant role of strategic improvisation in enhancing customer loyalty through the quality of tourism services in travel, tourism, and pilgrimage service companies in Yemen. As previously noted, this overarching hypothesis comprises five sub-hypotheses, each of which was tested using simple linear regression analysis. Additionally, the overall effect of strategic improvisation on customer loyalty—mediated by the quality of tourism services—was examined using multiple linear regression analysis.

Table 10: Results of Testing the Fourth Main Hypothesis

Path	R² (Coefficient of Determination)	Beta	Standard Error	T-value	Significance (p-value)	Decision
Strategic Improvisation → Quality of Tourism Services → Customer Loyalty	0.667	0.387	0.037	10.339	0.00	Significant

Based on the results presented in Table (10), the hypothesis stating that there is a statistically significant indirect effect of strategic improvisation on customer loyalty through the mediating variable—quality of tourism services—has been tested. The findings show that the coefficient of determination (R^2) for customer loyalty reached 0.667, while the indirect effect coefficient (Beta) was 0.387, indicating a moderately positive influence. The T-value was notably high at 10.339, with a significance level of 0.00, confirming that the relationship is statistically significant at the 99% confidence level. Accordingly, the hypothesis is accepted, demonstrating that the quality of tourism services plays a crucial mediating role in strengthening the impact of strategic improvisation on customer loyalty.

Testing the Sub-Hypotheses of the Main Hypothesis: The sub-hypotheses derived from the main hypothesis were tested using the data presented in the following table:

Table 11: Testing the Sub-Hypotheses of the Main Hypothesis

Path	Beta	Standard Error	T-value	Significance (p-value)	Test Result
Strategic Improvisation → Tangibility → Customer Loyalty	0.018	0.026	0.710	0.478	Not Significant
Strategic Improvisation → Responsiveness → Customer Loyalty	0.010	0.026	0.379	0.705	Not Significant
Strategic Improvisation → Empathy → Customer Loyalty	0.092	0.026	3.599	0.000	Significant
Strategic Improvisation → Reliability → Customer Loyalty	0.137	0.027	5.101	0.000	Significant
Strategic Improvisation → Assurance → Customer Loyalty	0.100	0.026	3.829	0.000	Significant

Based on the data presented in Table (11), the following insights can be drawn testing sub-hypotheses:

1. **First Sub-Hypothesis:** The results did not reveal a statistically significant role for strategic improvisation in enhancing customer loyalty through Tangibility as a dimension of tourism service quality. The Beta value was 0.018, with a p-value of 0.478, indicating that the effect is not statistically significant. Therefore, tangibility cannot be considered a meaningful mediator in this relationship.
2. **Second Sub-Hypothesis:** The findings showed no statistically significant role for strategic improvisation in enhancing customer loyalty through Responsiveness. The Beta value was 0.010, and the p-value was 0.705, suggesting a weak statistical effect for this dimension.
3. **Third Sub-Hypothesis:** The results indicated a positive and statistically significant role for strategic improvisation in enhancing customer loyalty through Empathy. The Beta value was 0.092, with a T-value of 3.599 and a p-value of 0.00, confirming that empathy serves as a meaningful and positive mediating factor in this relationship.
4. **Fourth Sub-Hypothesis:** The analysis revealed a strong and statistically significant positive role for strategic improvisation in enhancing customer loyalty through Reliability. The Beta value was 0.137, with a T-value of 5.101 and a p-value of 0.00, indicating that reliability is one of the most influential dimensions contributing to customer loyalty.
5. **Fifth Sub-Hypothesis:** The results confirmed a statistically significant and positive role for strategic improvisation in enhancing customer loyalty through Assurance as a dimension of service quality. The Beta value was 0.100, with a T-value of 3.829 and a p-value of 0.00, reflecting the importance of assurance in building customer loyalty.

Study Findings

1. Strategic Improvisation in travel, tourism, and pilgrimage service companies in Yemen was generally rated as high, yet not at the level it ought to be. This suggests that internal efforts to implement changes and updates are insufficient to effectively respond to the rapid transformations occurring in the external environment.
2. All dimensions of strategic improvisation were rated as high. The highest-rated dimension was Strategic Vigilance, followed by Microstructural Flexibility, Strategic Agility, and Resource Deployment. The dimension of Organizational Memory received a relatively lower rating, indicating a potential area for improvement.
3. The overall level of Tourism Service Quality in Yemeni travel and tourism companies was rated as very high, yet

still below the ideal threshold. This reflects that the current attention to service quality and its delivery to customers—while commendable—does not yet fully meet customer needs or satisfaction levels, and thus falls short of enhancing the companies' competitive advantage in improving customer experience.

4. The dimensions of tourism service quality were rated between high and very high, with varying degrees. However, their overall contribution remains relatively limited and below the desired level. The highest-rated dimension was Responsiveness (very high), followed by Empathy (very high), Assurance (very high), Reliability (high), and finally Tangibility, which received the lowest rating among the dimensions.

5. Customer loyalty in Yemeni travel and tourism companies was rated at a high overall level. However, this indicates that attention to customer loyalty is still below the threshold required to strengthen the company's long-term sustainability and market resilience.

6. The dimensions of customer loyalty varied between very high and high levels. The highest-rated dimension was Word-of-Mouth Intention (very high), suggesting that customers are strongly inclined to recommend the services to others. This was followed by Verbal Communication (high), Complaint Behavior (high), and Price Sensitivity, which received the lowest rating among the loyalty dimensions.

7. Strategic improvisation and its dimensions demonstrated a statistically significant effect in enhancing customer loyalty through the mediating role of tourism service quality. However, the dimensions of Tangibility and Responsiveness did not show a statistically significant impact, indicating that not all service quality dimensions contribute equally to this relationship.

Study Recommendations

Based on the conclusions reached by the researcher, a set of recommendations has been formulated to enhance the role of strategic improvisation in travel and tourism companies in strengthening customer loyalty through service quality. The key recommendations for the companies under study in Yemen are as follows:

1. Promote the conscious application of strategic improvisation in travel, tourism, and pilgrimage service companies, recognizing it as an effective tool for responding to environmental changes and enhancing customer loyalty through improved service quality.

2. Restructure internal policies to create a flexible organizational environment that facilitates rapid decision-making, particularly during times of crisis and market volatility, thereby reinforcing strategic agility within the companies.

3. Develop continuous training programs for employees that focus on adaptability and innovation in service delivery, while also investing in personal and professional development to improve interactive performance with customers.

4. Improve the internal operational environment by upgrading infrastructure and adopting modern technological solutions that contribute to delivering tangible services that meet customer expectations and strengthen their trust.

5. Strengthen the dimensions of tourism service quality that demonstrated statistically significant effects—namely Empathy, Reliability, and Assurance—while re-evaluating the dimensions of Responsiveness and Tangibility due to their limited impact on customer loyalty.

6. Update service quality monitoring systems to ensure consistency and reliability, and to minimize operational errors that may negatively affect customer satisfaction.

7. Reinforce the relationship between strategic improvisation and service quality as a mediating factor in building customer loyalty, with emphasis on the dimensions that proved influential, such as empathy, reliability, and assurance.

8. Reconsider the dimensions of service quality with limited impact (e.g., responsiveness and tangibility), with the aim of developing more precise tools to measure their effectiveness and address their weaknesses.

9. Standardize service delivery based on cost, quality, and time benchmarks that align with customer needs and ensure actual—not merely perceived—satisfaction.

10. Encourage employees to adopt collective innovation and exchange new ideas for service improvement through regular workshops and idea-generation sessions.

11. Prioritize continuous improvement of internal processes to activate total quality management and ensure rapid responsiveness to customer needs at all stages of service delivery.

12. Design flexible pricing strategies that align with customers' price sensitivity and enhance the competitiveness of companies without compromising service quality.

13. Engage customers in evaluation and improvement processes through tools such as surveys, interviews, and follow-up mechanisms to ensure that services align with their actual expectations.

14. Expand the scope of the study to include other service-oriented organizations within Yemeni, Arab, and international contexts, in order to test the generalizability of the findings and the applicability of the proposed model.

15. Establish a comprehensive and periodic feedback system to measure customer satisfaction, analyze feedback, and integrate it into planning and continuous improvement processes.

16. Strengthen training in empathy and effective communication skills for frontline employees to foster long-term customer relationships built on trust and mutual understanding.

Proposed Future Studies

In light of the findings reached by this study, several future research directions may be proposed that could enrich and contribute scientifically to this field. These proposed studies are as follows:

1. Investigating the impact of strategic improvisation on enhancing customer loyalty through the quality of tourism services in travel agencies, tourism companies, and pilgrimage and Umrah service providers, across Yemeni, Arab, and international contexts, as well as other relevant firms.

2. Examining the effect of strategic agility on strengthening customer loyalty through the quality of tourism services in travel agencies, tourism companies, pilgrimage and Umrah service providers, and other related enterprises.

3. Assessing the role of organizational responsiveness in promoting customer loyalty via the quality of tourism services offered by travel agencies, tourism companies, pilgrimage and Umrah service providers, and similar organizations.

4. Exploring the influence of strategic improvisation on customer loyalty through digital transformation in travel agen-

cies, tourism companies, pilgrimage and Umrah service providers, and other comparable firms.

5. Studying the impact of strategic vigilance on enhancing customer loyalty through the quality of tourism services in travel agencies, tourism companies, pilgrimage and Umrah service providers, and other relevant institutions.

6. Analyzing the effect of entrepreneurial orientation on customer loyalty through the quality of tourism services in travel agencies, tourism companies, pilgrimage and Umrah service providers, and other related entities.

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