

Innovation and public policies as factors to promote the development of tourism organizations in Colombia

Innovación y políticas públicas como factores para promover el desarrollo de organizaciones de turismo en Colombia

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Abstract: the tourism sector plays a crucial role in the economic and social development of regions, making it important to analyze it from various perspectives. One such perspective is the dynamics underlying organizational innovation within the sector, as influenced by state actions and their impact on outcomes. Therefore, the aim of this research is to examine the relationship between public policies and innovation in tourism companies, recognizing it as a fundamental factor for promoting actions that enhance organizational competitiveness. This correlational study focused on analyzing data obtained from a survey administered to 100 small and medium-sized tourism enterprises in a specific region of Colombia between 2020 and 2021. The collected data were analyzed using a second-generation multivariate method called partial least squares structural equation modeling (PLS-SEM) through SmartPLS software. The findings of this study confirmed the existence of a significant relationship between the management of public policies, specifically observed through transparency, and the level of innovation within the analyzed organizations. Moreover, the structural model exhibited a satisfactory fit, and all four hypotheses formulated for the transparency construct and its relationship with innovation were supported. Therefore, by enhancing governance practices such as good governance and anti-corruption measures, organizations can foster a culture of innovation that permeates throughout their operations.

Keywords: tourism, innovation, transparency, governance, public policies, good government, business development, legitimacy.

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Resumen: el sector turismo por su importancia en el desarrollo económico y social de los territorios merece ser analizado desde diferentes perspectivas, como, por ejemplo, la dinámica que subyace a la innovación de las organizaciones del sector; por cuenta de las acciones del Estado y su injerencia en los resultados de estas. En ese sentido, el propósito de esta investigación es establecer la relación entre las políticas públicas y la innovación de las empresas del sector turismo, como factor fundamental para promover acciones dirigidas a fortalecer la competitividad de las organizaciones. Este estudio correlacional analizó los resultados obtenidos de un instrumento aplicado a 100 pequeñas y medianas empresas turísticas en una región de Colombia durante 2020-2021. Los datos se analizaron utilizando un método multivariado de segunda generación, conocido como modelado de ecuaciones estructurales de mínimos cuadrados parciales, a través del software SmartPLS. Fue posible verificar la validez de la relación entre la gestión de las políticas públicas, observada a partir de su transparencia, y la innovación en las organizaciones analizadas. Igualmente, el valor del modelo estructural mostró un buen ajuste y las cuatro hipótesis propuestas para el constructo de transparencia y su relación con la innovación son válidas, por lo que, al mejorar la gobernanza desde pilares como el buen gobierno y prácticas anticorrupción, se puede favorecer la generación transversal de innovación en las organizaciones.

Palabras clave: turismo, innovación, transparencia, gobernanza, políticas públicas, buen gobierno, desarrollo empresarial, legitimidad.

Introduction

Tourism is known as a strategic activity that promotes economic development by fostering interaction among various actors and generating a significant flow of migration and foreign exchange. Consequently, tourism has a pivotal place in the economic agenda of countries, seeking to strengthen this sector through public policies aimed at the efficient management of the resources and capacities of their territories (Spasojevic *et al.*, 2019).

According to the World Tourism Organization (UNWTO), this sector plays a crucial role in the recovery of the global economy, with an estimated growth of 4% in 2022 and 3.5% in 2023, figures that are far from the pre-pandemic period, where tourism ranked third as an economic activity in terms of employment and development, behind only fuels and chemicals (UNWTO, 2022).

Although tourism has been impacted by the health crisis that affected the contribution to the Gross Domestic Product of the country (Rastegar *et al.*, 2021), it is recognized its importance in aspects such as employment generation and per capita income. This is a critical factor for the legislative body to adopt timely actions aimed at strengthening the sector through the consolidation of competitive advantages, which must be based on good behavior of the State, seeking transparency in spending associated with ethics in the exercise, among other aspects (Salem *et al.*, 2022).

Authors such as Pan *et al.* (2021) recognize that promoting transparency, based on the comprehensive compliance of government plans and programs, is an important aspect that favors foreign direct investment, particularly in the sector, which strengthens business dynamics, which aim to strengthen competitive and innovative tourism (Kock *et al.*, 2019).

However, there are gaps such as the consolidation of a value-added supply of tourism services (Ramires *et al.*, 2018), aspect that should consider the revitalization of the R&D&I system, in favor of the empowerment or generation of goods or services, the improvement of processes and the organizational system, as well as marketing activities; this according to the innovation categories proposed by the Oslo Manual, published by the Organization for Economic Cooperation and Development (OECD) and Eurostat (2018).

This puts in context the urgent need to work for the formulation and orientation of a public policy, based on criteria such as innovation and the generation of shared value, among other attributes that should motivate the normative spirit of the sector, seeking compliance with the agreements agreed from transparency, good legislative practices and reduction of corruption, among other aspects that should characterize governance (Law *et al.*, 2019).

Therefore, the purpose of this work was to address public policy from the dimension of transparency and innovation of tourism organizations in a region of Colombia. A data collection instrument was applied, which was treated by means of a structural equations model (Smar-

tPLS), to validate four hypotheses that aim to recognize the elements that influence the generation of organizational innovation in services, processes and marketing.

An approach to innovation and public policies

It is important to mention the efforts made to establish the relevance between public policy, from its transparency, and its supposed relationship with innovation in organizations, while there is theoretical evidence, which tends to establish causal relationships between both constructs. In the words of Sarthou (2018), the policy agenda must promote several competitive factors, such as innovation, to stimulate the development of territories.

Tourism in micro, small and medium enterprises (MSMEs) in Colombia has benefited thanks to a regulatory framework supported in the promotion of the service, acting through subsidies, tax benefits, attraction of Foreign Direct Investment, among others. However, the policy that has been adopted has not yet managed to go beyond aspects of innovation (Volgger *et al.*, 2021); at the same time, doubts remain about the effectiveness of instruments in terms of equity and transparency, which have finally affected the generation of value in the value chains that are part of the tourism cluster (Chandra and Kumar, 2021).

According to the literature, innovation is classified into four categories that account for the design or launch of new or improved products or services; process improvement; organizational or management innovations and marketing. Innovation in tourism is known as a creative act that results in the incremental or disruptive modification of services or products related to gastronomy and other activities; the processes necessary for their elaboration or provision of the service; the activities associated with marketing to favor communication and customer focus and, finally, organizational issues to improve performance in the sector (Wadho *et al.*, 2019). Thus, the changes arise as a consequence of the conjugation of knowledge and technological tools developed in organizations on their own or through collaborative networks,

which in any case are energized by the action of political management (García-Cortijo *et al.*, 2019).

An aspect of public policy that favors innovation, as a route to strengthen tourist activity, focuses on the development and maintenance of relationships based on clear regulations on good behavior of the Public Function, its due disclosure, as well as monitoring and surveillance mechanisms to ensure their comprehensive compliance. Prior to this, the process of managing dynamic actions, which emerge from the initiative of the executive body (as a genesis of state policies) leads to reflect on the various expectations of actors, seeking to reach common agreements, as an initial stage in the development of the activities under study (Rincón, 2019; Dwyer, 2022).

One of the main concerns that have revolved around tourism planning and management is the urgent need to promote successful governance processes, through open, participatory processes that convene the various stakeholders (Sofyani *et al.*, 2022). Nunkoo *et al.* (2012) say that the transparency of the agents involved in the management of tourism reinforces the good development of the activities that make it up. Thus, transparency from public management has been positioned as a success factor in tourism companies in the 21st century (Lai and Wong, 2020). In fact, the transparency of public action has a dynamizing effect on the competitive attributes of tourism, leading to a supply of services with added value, among other benefits associated with the promotion of innovation in its different typologies (Seraphin *et al.*, 2018).

Marrero (2014) indicates that public policies on innovation should focus on the coherence and coordination of their instruments with the management developed by companies, encouraging production systems based on the use of smart technologies and systems to achieve a sustainable and competitive business, focused on the permanent development of new processes and products.

Zabala-Iturriagoitia (2017) argues that there are gaps in Colombia regarding the promotion of innovation, particularly in the development of new tourism services; in this sense, the State should seek to allocate sufficient and permanent financial resources to encourage investment in

research, development, and innovation, which allows on behalf of an efficient management of the budget, to enhance the development of new tourism products or improved processes.

Likewise, it is necessary to address an articulation of the actors of the innovation system, which, in a kind of institutional governance, is able to generate a virtuous circle in the production of highly innovative goods and services (Nogare *et al.*, 2022). Based on the above, two hypotheses are proposed:

- H1 Transparency in public policy management positively affects innovation in tourism products/services.
- H2 Transparency in the management of public policies has a positive impact on innovation in the processes of the sector.

Public policy, on the other hand, can influence the development and diffusion of innovation in marketing, by formulating a regulatory framework that protects intellectual property rights, stimulates free competition and quality in the market (through monitoring and control with technical quality parameters), ensuring continuous improvement in distribution practices, marketing or improving customer satisfaction and therefore strengthening the corporate image (Arundel, 2019).

Likewise, the State, through the instrumentalization of its government programs, should promote a competitive scenario, where the digitalization of marketing strategies are a key pillar in the dissemination and promotion of goods and services, through the effective use of digital channels and other convergent technologies (Edwards-Schachter, 2018).

The strengthening of the digitization of business models has a transversal scope in the management of organizations (Nawrocki and Jonek-Kowalska, 2023), therefore its implementation, besides achieving a significant increase in operational income (considered as an organizational innovation variable according to the Oslo Manual), leads to the generation of competitive advantages, which as a result of the moderniza-

tion process, pays in greater operational efficiency, associated with lower production costs and other benefits compared to the management and development of businesses (Buchana and Sithole, 2023). Thus, the study aims to demonstrate the validity of hypotheses three and four, which are presented below:

- H3 Transparency in public policy management positively affects organizational innovation in the sector's MSMEs.
- H4 Transparency in the management of public policies positively affects the innovation in marketing of the sector's MSMEs.

This document constitutes an effort to identify the relationship between public policies -from transparency, as a mediating variable- and innovation of companies in the tourism sector, as a fundamental factor to promote actions aimed at strengthening the competitiveness of organizations, considering the capacity of the State to promote actions based on pillars such as accountability, continuous improvement, zero corruption, good governance practices, among other aspects, that generate trust and legitimacy to the different actors of the economy and help boost business fabric positively.

In line with the contributions of Calzada and Peña (2020) who consider the close relationship between transparency in public management and the incidence in innovation processes in the tourism sector, the research aimed to address these constructs, particularly in the MSMEs of the tourism sector of a city in Colombia.

To measure and assess the association between the construct of innovation and public policy, a scheme of dimensions and variables was built, which have been validated in various investigations. The scheme relates through a multivariate model to establish its possible association and validate the hypotheses.

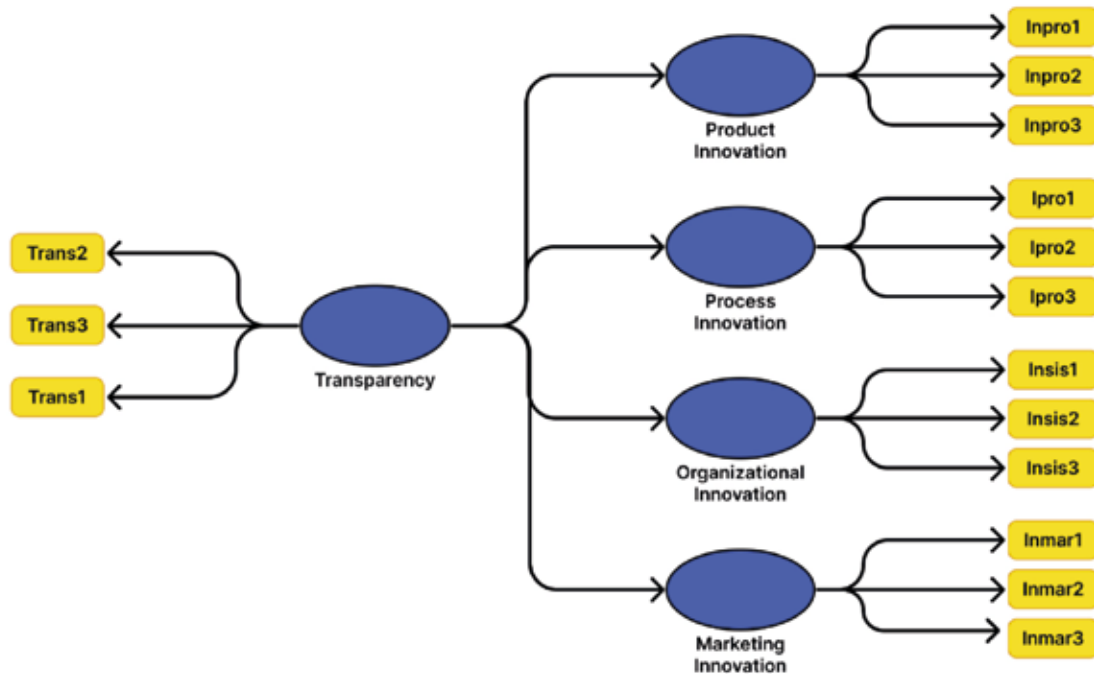
Table 1
Constructs, dimensions and variables considered in data collection

Construct	Dimensions	Variables	Reference
Public Policy	Transparency	Public administration takes seriously criticism and suggestions for improving good governance (Trans 1)	Villoria and Iglesias (2017); Beshi and Kaur (2020)
		Public administration is prepared for public and media exposure (Trans 2)	Osorio-Sanabria and Barreto Granada (2022); Sofyani <i>et al.</i> (2022)
		Public administration takes seriously the errors found by state control bodies (Trans 3)	Lugo (2016); Moore (2018)
Innovation	Products/ Services	Changes or improvements to existing products/ services (Inpro 1)	Alcalde (2016); Arenas (2017); Edwards-Schachter (2018)
		Marketing of new products/ services (Inpro 2)	Zuñiga-Collazos <i>et al.</i> (2019); Nogare <i>et al.</i> (2022)
		Research and development to create new products (Inpro 3)	Sarmiento <i>et al.</i> (2022); OECD (2018)
	Processes	Changes or improvements in production/ service processes (Ipro 1)	Zuñiga-Collazos <i>et al.</i> (2019); Fuglsang <i>et al.</i> (2021)
		Purchase of new assets and equipment (Ipro 2)	OECD (2018); Paredes-Frigolett <i>et al.</i> (2021)
		Coordination of the improvement areas of the company (Ipro 3)	Nogare <i>et al.</i> (2022); Gault (2018)
	Organizational	Direction and management (how to run and manage the company) (Insis 1)	Edwards-Schachter (2018); Buchana y Sithole (2023)
		Purchases and acquisitions (how to direct and carry out the purchase and acquisition of what the company needs) (Insis 2)	Mendoza-Silva (2021); Nawrocki y Jonek-Kowalska (2023).
		Trading/ Sales (Insis 3)	Wadho <i>et al.</i> (2019); Arosa <i>et al.</i> (2022)
	Marketing	Application of marketing strategies that improve customer satisfaction (actions undertaken to satisfy customers) (Inmar 1)	Zuñiga-Collazos <i>et al.</i> (2019); OECD (2018)
		Application of marketing strategies focused on meeting customer needs (actions undertaken to meet needs) (Inmar 2)	OECD (2018); Mendoza-Silva (2021)
		Application of marketing strategies focused on improving the image of the products and services of the company. (actions undertaken to improve the image) (Inmar 3)	Arundel <i>et al.</i> (2019); Edwards-Schachter (2018)

Then, the theoretical model considered for the research is shown, which integrates the theoretical positions and reflections associated with the considered constructs.

Figure 1

Theoretical model. Transparency with types of innovation



Materials and methods

The study considered a correlational research using a second generation multivariate method known as partial least squares structural equation modeling (PLS) with SmartPLS software. This technique is a quantitative research approach that allows visualizing the interactions and interdependence relationships between the variables that represent the hypotheses to study. For variables, the database was debugged, where the scatter values are in a range less than 0.2. In this sense, according to Hair *et al.* (1998), the use of the Pearson correlation coefficient is justified, since the sample has a normal distribution.

This technique has the purpose of estimating the equations that show the possible relationships between explanatory and predictive variables, as well as the measurement model that identifies the relationships between the constructs and their indicators, which allows defining each level of construct and evaluating its reliability.

The research was carried out through a random probabilistic sampling, guaranteeing the representativeness of the sample and the elimination

of biases, which favors the rigor of the study. It should be noted that the population considered as object of study is composed of MSMEs of the tourism sector in Santiago de Cali, registered with the Chamber of Commerce and corresponding to 2434 business units (SITUR, 2020).

Santiago de Cali, capital of Valle del Cauca, is the third most important city for its contribution to the national GDP, while Valle del Cauca is the third city with the highest population density, having an estimated population of 4 532 152 inhabitants by 2020, according to a census conducted by the National Administrative Department of Statistics (DANE, 2018).

For its calculation, the parameters for a finite population according to Hernández *et al.* (2014) were considered, which for a confidence level of 95 %; probability of success of 50 % and a maximum error of estimate of 10 %, assumes that 92 MSMEs constitute a random sample that turns out to be representative, guaranteeing that the results conform to the central parameter of the total population, which is 2434 companies. However, due to the freedom of judgment, it was decided to approach the sample and apply the instrument

to 100 companies of the tourism sector located in the city of Santiago de Cali.

The companies were randomly selected from the database provided by SITUR (2020), where 52% have up to ten workers (micro-enterprise); 34% between 11 and 50 (small enterprise) and the remaining 14% between 51 and 200 (medium enterprise). Out of these, 45% correspond to the lodging subsector; 23% are restaurants; 16% travel agencies; while the other 16%, declared to belong to other subsectors. Finally, 80% of companies have been in the market for more than 4.1 years, 11% for 2.1-4 years and only 9% for up to two years.

A survey was applied as an instrument consisting of 15 variables, presented in detail in Table 1, of which three items measure the construct of public policy and 12 of innovation. To assess each of the proposed variables, a five-point Likert scale was used, ranging from minor to very important, in order to know the perception of the participants against the transparency and confidence of the policies developed around the tourism sector in Colombia, as well as to investigate whether the policies have promoted any change or improvement in the different typologies considered.

In 2020 and 2021, a closed political poll was applied to legal representatives or managers of tourism MSMEs, whose results are presented graphically using SmartPLS software.

Validation of the scale

In order to accept the measurement model, the validity of the selected indicators and their internal consistency were analyzed, in that sense the test was carried out through the convergent-discriminant validity and the Cronbach coefficient, together with the composite reliability. It is accepted that the measurement of a construct turns out to be valid, when the implemented variables aim to assess with precision the established items (Parapari *et al.*, 2022). Discriminant and convergent validity was used as a mechanism to ensure the reliability of the valuation (Peñaherrera-Zambrano *et al.*, 2020), while the Cronbach coefficient and composite reliability were used to measure the reliability of a measurement scale. According to the literature, a minimum value of 0.70 for the Cronbach coefficient is suggested, while Fornell and Larcker (1981) refer to values greater than 0.70 and 0.5 for the composite reliability index [IFC] and convergent validity (reliability of the indicator and the mean variance extracted) [AVE], respectively.

As for internal consistency, the results allow establishing the reliability of the applied instrument, in addition, the scale reliability indicators for the first-order constructs meet the requirements of convergent validity, so it is shown that the set of indicators effectively measures the specific construct and are not addressing a different one.

Table 2
Reliability of the first-order construction scale

	Cronbach's Alpha	IFC	AVE
Product Innovation	0.717	0.760	0.839
Marketing Innovation	0.789	0.805	0.876
Process Innovation	0.713	0.715	0.839
Organizational Innovation	0.726	0.727	0.845
Transparency	0.796	0.803	0.881

In addition, the Fornell and Larcker criterion (1981) and the HTMT matrix (Henseler *et al.*, 2016) were applied for discriminant validity, in which according to the authors mentioned, a construct is considered valid in terms of discrimination when its AVE is higher than the square of the correlations

between that construct and the others. According to table 3, the discriminant validity is confirmed.

Tabla 3
Fornell and Larcker criteria

	Product Innovation	Marketing Innovation	Process Innovation	Organizational Innovation
Product Innovation	0.798			
Marketing Innovation	0.622	0.838		
Process Innovation	0.699	0.635	0.796	
Organizational Innovation	0.737	0.693	0.780	0.803
Transparency	0.496	0.269	0.405	0.410

The success rate in internal consistency and convergent-discriminant validity reinforces the suitability of the instrument, so the measurement scales are reliable to relate public policy (from transparency) and innovation of tourism MSMEs in Valle del Cauca.

Results

The result of the SEM model is presented in Figure 2, where it is assumed that 40.5%, 41% and

26.9% of the results in process of innovation, organization, and marketing, respectively, are explained by favorable situations (or improvements) in the transparency of government actions. This positive relationship shows that transparency is a principle of good governance that improves the decision-making process and generates confidence in the business to advance innovation actions, which is essential to competitiveness.

Figure 2
Resultant model of the PLS algorithm

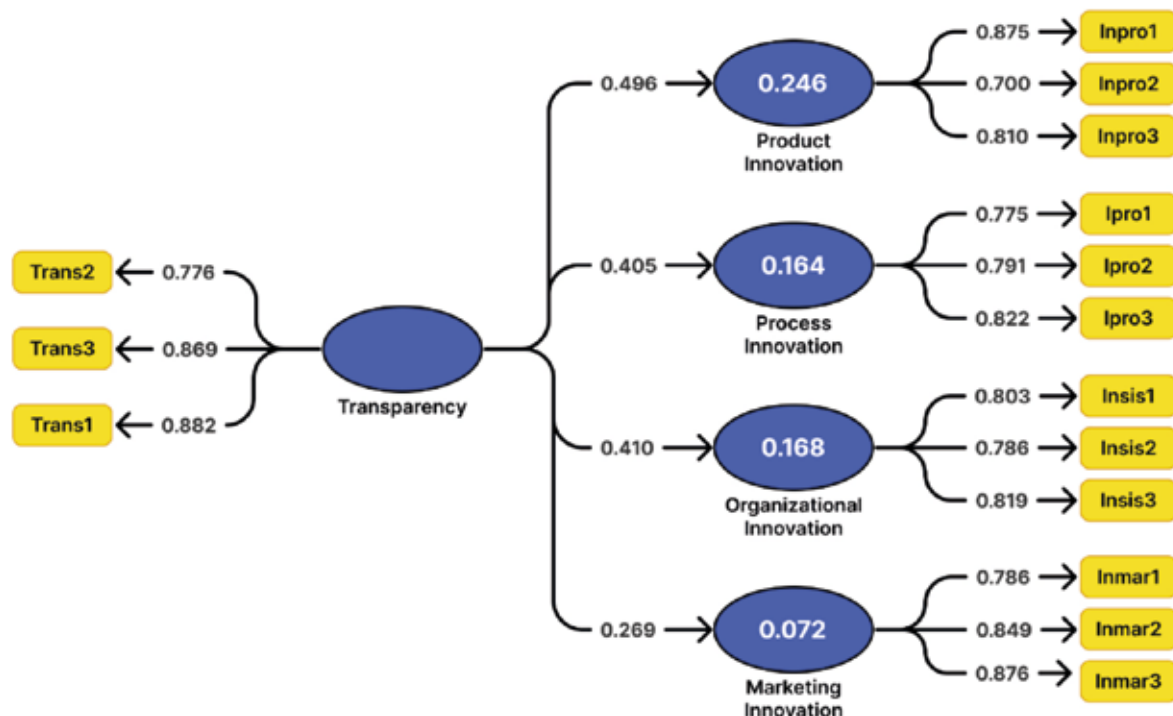


Table 4 presents the results of the determination coefficient for innovation and its four dimensions, observing the presence of a positive relationship between them. As the results are statistically significant, it is considered that the dimensions of innovation are interdependent and that, in turn, a change in transparency (as predictive variable) has a directly proportional (positive) influence

on the development of services in the sector and its continuous improvement (as a sine qua non characteristic of innovation). In addition, the PLS results are conclusive in terms of the association between each dimension and its variables (represented in the yellow rectangles), reason enough to validate the model.

Table 4
Innovation determination coefficient (R square)

Construct	R Square	Adjusted R Square
Product Innovation	0.246	0.240
Marketing Innovation	0.072	0.066
Process Innovation	0.164	0.158
Organizational Innovation	0.168	0.162

On the other hand, table 5 shows the level of significance of the hypotheses, considering as criteria the value $T > 1.965$ and the p -value < 0.05 (the p -value is defined as the probability that a calculated statistical value is possible given a certain null hypothesis); it is concluded that the four hypotheses are significant and approved. The value of the standardized root mean quadratic residue (SRMR.) of the structural model is 0.069, so according to Hu and Bentler (1999) it meets an optimal goodness of fit. According to Hair *et al.* (2021) and Ringle *et al.* (2014), the goodness of fit index of the model is based on the criteria of

numerical validity, convergent and discriminant validity; likewise, when running the model with PLS and obtaining the SRMR, these criteria allow its validation, and according to the ranges defined by the authors mentioned above, it is assumed that meets goodness of fit. Likewise, the mean square root error index of the RMSEA approximation is 0.041, while the Tucker-Lewis Index (TLI) is 0.6541, so, according to Levy and Varela (2006) and Kline (2011), it is possible to show that the model of confirmatory factor analysis fits satisfactorily (Reyes-Ramirez *et al.*, 2022).

Table 5
Hypothesis testing

Hypothesis	Original Sample	Average of sample	Standard deviation	T Statistics	P-values	2.5%	97.5%	C / NC
Transparency -> Product Innovation	0.496	0.502	0.084	5.875	0.000	0.337	0.648	C
Transparency -> Innovation Marketing	0.269	0.276	0.109	2.467	0.014	0.080	0.474	C
Transparency -> Process Innovation	0.405	0.414	0.087	4.636	0.000	0.237	0.568	C
Transparency -> Organizational Innovation	0.410	0.418	0.090	4.549	0.000	0.237	0.581	C

*C = Confirmed *NC=not confirmed.

The model offers a goodness of fit, so it is acceptable under the estimated function to establish a possible association between the constructs addressed; in this sense it is recognized that before participatory processes in public administration, which consider the gaps or shortcomings detected by the different actors as a feedback mechanism and continuous improvement in political management, it is possible to positively impact the innovation results of the MSMEs. This scenario allows validating the fact that transparency offers an institutional framework that makes viable the actions of the State, positively affecting the public agenda and the State programs that aim for the strengthening of the business (Calzada and Peña, 2020). The statistical analysis states that 49.6% of the cases where innovation in goods or services occurs (which is the strongest relationship), is due to transparency in public policies of the sector.

Conclusions and discussions

The purpose of this research was to know the relationship between public policies and innovation of MSMEs in the tourism sector, as a key factor to promote the competitiveness of these companies. A positive relationship was found between transparency in the management of public policies and innovation in the organizations studied, so it is possible to increase the innovative capacity of companies to the extent of consolidate the actions of respect and equity between the different actors.

Through an in-depth literature review, it has been shown that the influence of the state is vital to dynamize the innovation of the business (Sainaghi and Baggio, 2021), however, there is not enough empirical evidence to study both constructs from transparency, taking as reference MSMEs for its analysis in the tourism sector. Therefore, the purpose of this work was to address the dimension of transparency and tourism innovation in a region in Colombia. For which, a data collection instrument was applied, which was treated through the modeling of structural equations (SmartPLS), in order to test four hypotheses that aim to specify elements that affect the generation of organizational innovation in services, processes and marketing.

The research allows us to suppose that the results of innovation in services/products, processes, marketing and organization are favored by the transparency in the management of public policies of the State, important reasons to consolidate a governance system that manages to balance the interests of all actors, achieving ethics, integrity and good practices, in order to consolidate competitive scenarios for the region. By empirically validating the hypotheses proposed in the work, it is assumed that transparency in the management of public policies in the tourism sector positively affects the four types of innovation; so that when the government develops a management that transmits confidence in the private sector, it is achieved to impact 49.6% of product innovations (H1); 41% in the development of organizational innovation (H3); 40.5% of cases in processes (H2) and 26.9% in marketing aspects (H4) —ordered from highest to lowest impact—.

The fact of empirically validating the four hypotheses offers an important contribution to knowledge, since the business innovation system can be significantly influenced in a political scenario where transparent behaviors are promoted. However, considering that the relationship between transparency in public policy and product innovation (H1) has the best explanatory adjustment, it can be concluded that the most representative results for organizations in the tourism sector, on behalf of the association between constructs, have been changing or improving in existing products/services, marketing of new products/services and research and development to create new products.

This empirically supports Briceño and Morales's hypothesis (2017), who conclude that government actions should refocus on the innovation needs of SMEs, guaranteeing widely known instruments and ready to be improved from the feedback of actors, hence leading to a successful performance for the business system.

In fact, for Volgger *et al.* (2021), the transparency of public action has a dynamizing effect on the competitive attributes of tourism, leading to an offer of services with added value, among other benefits associated with the promotion of innovation (Yuniarti *et al.*, 2022). In this sense, it

is required that public policy consider the creation of a regulatory scenario, recognizing the specificities of the sector and the possible asymmetries or intra-sectoral differences between small and large companies, outlining long-term goals for the development of the sector (Roth, 2010). However, the responsibility of the State is not limited to the economic level or expectations expected by the actors; there is also the responsibility to promote accountability associated with their management and results. In other words, there must be transparency in their practices not only to promote governance but also to legitimize the actions of the State. These are important aspects that reflect confidence and promote a favorable image abroad as a tourist destination, which positively impacts on the dynamism of the sector and the activities that make up its productive chain (Wan *et al.*, 2022).

The results of this work support other findings, such as those of Lee *et al.* (2020), who affirm that innovation underlies the proper behavior of the legislative power and its interest in consolidating competitive development scenarios that are prolific for organizations. To this end, it is essential that their actions harbor principles of ethics and zero corruption; thus, the premise that the results of innovation are conditioned by the transparency of the State is accepted.

Other studies such as Calzada and Peña (2020) had already mentioned the importance of internal mechanisms for disseminating information as a key space for dialogue with actors. Through the consolidation of the social aspect, it contributes to generate a sense of transparency and continuous improvement in the management of quality of the State; as a key element of governance, which should promote the development of innovative programs that target organizational needs, among other things, (Zheng *et al.*, 2022).

This phenomenon may be due to the positive effect that the legal policy environment has had on the innovation ecosystem; thus, in the presence of an ethical regulatory framework and anti-corruption practices, which promote the implementation of properly managed business development instruments, R&D&I activities are favored, particularly in SMEs of tourism (Shin *et al.*, 2022).

Thus, a possible association between the dimensions considered is contextualized, which deserve to be taken into account in the instrumentalization of public policies and which are consistent with other studies that mention how the variables innovation and transparency are indissoluble from aspects such as public procurement or program management or simply innovation in public management (Ramírez-Alujas, 2012). Therefore, the findings of this research constitute a significant advance, which will serve as input for future studies that want to deepen on the constructs in question.

This study makes a valuable contribution to scientific knowledge, especially in the field of tourism, by providing from a quantitative technique and a rigorous method, empirical evidence that recognizes transparency in public policies as a factor with a moderate influence on different types of innovation, product innovation being the relationship with the greatest strength. This leads to estimate that the role of the State, from its good practices and efficient management, has a significant impact on the generation of significant improvements in business activity, in this case, for developing a tourism offer with differential values (as a result of new or improved tourist packages or services). In any case, the four hypotheses proposed for the construct transparency and its relationship with innovation are significant (with a T-value >1.965 and P-value <0.05.), being accepted according to the result of the SEM.

As for the limitations of the study, there were difficulties in the implementation of the questionnaire due to the Covid-19 pandemic, which significantly delayed the generation and transfer of results. Finally, as a future perspective of research, it would be interesting to carry out other studies, taking as reference various public policy variables, such as the quality of management or other constructs such as performance and competitiveness, in order to assess the influence of government in generating innovation and business strengthening of organizations, not only in the tourism sector, but also in other economic sectors.

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