International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

Evolution Of Governance Structures And Principles: A Systematic Literature Review On Emerging Models Of Accountable, Transparent, And Sustainable Governance

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Abstract

This study examines the evolution of governance structures and principles through emerging models of accountable, transparent, and sustainable governance using a Systematic Literature Review (SLR) approach. A total of 50 peer-reviewed articles published between 2021 and 2026 were systematically analyzed based on the PRISMA guidelines. The review focuses on governance theory, evolution of governance structures, accountability and transparency principles, sustainable governance models, and adaptive governance approaches. The synthesis indicates that modern governance has shifted from hierarchical structures toward collaborative, adaptive, and multi-actor systems involving governments, organizations, communities, and technological actors. The findings show that accountability, transparency, stakeholder participation, and institutional coordination are important factors in strengthening governance effectiveness and legitimacy. However, the literature also identifies challenges related to institutional fragmentation, coordination limitations, implementation gaps, and the need to balance technological innovation with responsible governance principles. This study contributes to the governance literature by providing a structured understanding of emerging governance models and highlighting future

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directions for developing more adaptive, inclusive, and sustainable governance systems.

Keywords: Governance Structures, Governance Principles, Accountability, Transparency, Sustainable Governance.

INTRODUCTION

The dynamics of organizational change, technological developments, and increasing attention to sustainability have led to the concept of governance (Governance) undergoing a significant transformation. Modern organizations are not only focused on achieving operational efficiency and effectiveness, but are also required to be able to manage relationships between institutions, technology, society, and the environment. The previously hierarchical approach to governance is beginning to shift towards a more adaptive, collaborative, and coordination system between actors. These changes show that success Governance It is determined not only by formal structures, but also by the organization's ability to establish mechanisms to respond to change (He & Tan, 2025; Jenkins, 2026; Palladino, 2023).

The development of digital technology is one of the main factors driving changes in the modern governance system. Technology such as Artificial Intelligence (AI), Blockchain, and data-driven systems have influenced decision-making processes, information management, and the distribution of authority within organizations. Engine (2026) explains that the relationship between humans and AI is evolving towards a pattern of collaboration that requires regulation of authority, transparency, and accountability. Meanwhile, Najati (2026) indicates that ecosystem failure Blockchain can occur due to weak institutional design, low trust, and limited user participation. These conditions show that technological innovation requires a system Governance that are able to integrate technical and institutional aspects (S. Zhang & Luo, 2022).

The complexity of governance is increasingly evident in the management of the environment and public space involving various actors with different interests. Modern environmental problems cannot be solved through government policies alone, but require the involvement of communities, organizations, and the private sector in the decision-making process. Jenkins (2026) shows that environmental governance multi-level still faces a gap between regional policies and national implementation. In addition, urban space management requires institutional innovation to be able to accommodate social changes and community needs. The public space governance approach also needs to pay attention to aspects of accessibility, transparency, and public value in a sustainable manner (He & Tan, 2025; Kwon & In, 2026).

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Natural resource management shows that successful governance depends not only on formal regulation, but is also influenced by the capacity of local institutions and community involvement. The shift in resource management systems from a centralized model to a participatory approach still faces various structural obstacles. Maheshappa (2026) explains that changes in forest tenure rights in India are influenced by the institutional legacy that shapes the relationship between the state and local communities. In Ethiopia, Mascagni et al. (2021) found that decentralization reforms have not fully resulted in change because they are still influenced by the old power structures. Meanwhile, Quoc et al. (2025) It shows that strengthening collective and institutional actions is an important factor in the success of water resource management.

The transformation of regional development shows that governance develops as a dynamic process that involves relationships between various social, economic, and environmental actors. Rural development, land consolidation, and spatial management require coordination mechanisms that are able to balance the interests of various parties. Qu et al. (2026) explained that the change in rural space occurs through the process of negotiation between actors and the restructuring of institutional relations. Zhao et al. (2026) shows that collaborative governance in land consolidation requires different mechanisms according to the planning, implementation, and operation stages. In addition, Stuttgart et al. (2026) affirms that adaptive governance develops through a combination of the roles of governments, communities, and local organizations.

In the context of business organizations, governance has evolved through the integration of sustainability, technological innovation, and the strengthening of internal control mechanisms. Modern companies are judged not only on economic performance, but also on their ability to apply environmental, social, and governance principles (Environmental, Social, and Governance/ESG). Giacomin (2026) shows that transparency, sustainability targets, board diversity, and compliance mechanisms are important factors in increasing the company's credibility. Jing & Zhang (2026) explained that corporate governance reform requires a balance between government interests and market mechanisms. In addition, the use of digital technologies such as Blockchain provides opportunities to improve transparency and security in the corporate governance system (Zhang & Luo, 2022).

Increasing technological complexity and changes in the organizational environment have made the need for adaptive governance even more important. Systems Governance must be able to manage the relationship between innovation, risk, and public responsibility to keep the resulting decisions effective and accountable. Sharma et al. (2026) explained that the application of AI in the health sector requires an approach human-in-the-loop to maintain human control in

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the decision-making process. Dong et al. (2026) shows that new technological developments require coordination between governments, companies, and society. In addition, Gillon et al. (2026) affirmed that the success of public regulation is influenced by continuous evaluation and stakeholder engagement.

Although research on governance has developed in various fields, there is still a gap in research on how evolution Governance takes place in an integrated manner by considering the relationships between technology, institutions, and social factors. Most of the previous research still focuses on specific contexts such as AI governance, the environment, enterprises, or regional development separately (Ercan et al., 2026; Parra, 2026; Quoc et al., 2025). Therefore, this study uses the Systematic Literature Review (SLR) to map the development of modern governance, identify patterns of change Governance, as well as analyzing the factors that make up an adaptive, collaborative, and sustainable governance system.

LITERATURE REVIEW

Governance Theory

Governance theory describes the change in organizational and institutional management mechanisms from a system centered on hierarchical control to a system involving various actors, networks, and coordination mechanisms. In context Governance In modern, effective governance is determined not only by formal authority, but also by the ability of institutions to build collaborative relationships, manage different interests, and respond to complex environmental changes. Research shows that developments Governance influenced by the interaction between government, organizations, society, and technology in building a more adaptive governance system (Laughs) et al., 2026; Dong et al., 2026; Jaywant & Badami, 2026).

In perspective Governance modern, Governance Theory emphasizes that decision-making structures develop through relationships between actors and institutional change. Systems Governance It is no longer understood as a mere administrative mechanism, but as a dynamic process that requires coordination, legitimacy, and a clear division of roles. Research shows that business networks, institutional reform, and technological innovation drive pattern change Governance towards a more flexible and cooperation-based model (Aydogmus et al., 2022; Jagtiani, 2026; Ratajczak et al., 2024).

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Evolution of Governance Structures

Evolution of governance structures Explain the change from a centralized governance model to a more collaborative, decentralized, and network-based system. These changes occur due to the increasing complexity of public problems, the need for cross-sectoral coordination, and technological developments that change the pattern of inter-stakeholder relationships. Research shows that the structure of Governance has only developed through a network of cooperation, policy integration, and the involvement of various stakeholders in the decision-making process (Gao et al., 2026; Gao & Zeng, 2026; Zhang & Luo, 2022).

Structural changes Governance It is also seen in various sectors that are undergoing transformation due to social, economic, and environmental pressures. Modern governance systems require institutional flexibility to be able to adapt to change and create a balance between the interests of government, organizations, and society. Research shows that the evolution of Governance influenced by institutional reforms, strengthening innovation networks, and changes in power relations between actors (From et al., 2022; Han & Laing, 2025; J. Li et al., 2026).

Principles of Governance: Accountability and Transparency

Principle Accountability and transparency is a key element in Governance Because it determines how the organization carries out its responsibilities, manages information, and builds stakeholder trust. Governance Effective oversight mechanisms require oversight mechanisms, openness of decision-making processes, and clarity of the role of each actor in carrying out governance functions. Research shows that Accountability, transparency, and compliance is an important dimension in strengthening the legitimacy of organizations and institutions (Alkhouri & Halteh, 2026; Indreica et al., 2026; Pirannejad et al., 2026).

In development Governance digital and modern organizations, principles transparency It is increasingly important as technology creates new needs for oversight and accountability. System-based AI and Blockchain requires a mechanism Governance which is able to ensure that decisions can be traced, evaluated, and controlled appropriately. Research shows that technological accountability, regulatory oversight, and information disclosure are important factors in building Governance Responsible (Cross et al., 2026; Maldonado et al., 2026; Salt flats et al., 2026).

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Sustainable and Adaptive Governance Models

Sustainable and adaptive governance models describes the ability of governance systems to cope with changing environments, technologies, and social needs through flexibility, innovation, and continuous learning. This model emphasizes that Governance modern must be able to integrate economic, social, and environmental goals so that development can take place sustainably. Research shows that the implementation of ESG, low-carbon development, and environmental governance require coordination between actors and adaptive policy integration (Hussain & Zou, 2026; Khare & Bhatia, 2026; X. Wang et al., 2026; Wu et al., 2026).

Adaptability is an important aspect in Governance Because organizations and institutions face rapid changes due to technological developments and the complexity of global problems. Systems Governance The future requires a combination of digital innovation, community participation, and institutional strengthening to create long-term resilience. Research shows that the model Adaptive Governance Evolve through technology integration, stakeholder collaboration, and responsive decision-making mechanisms (Alexandria) et al., 2026; Alkhouri & Halteh, 2026; Kumar, 2026; S. Li et al., 2025).

METHOD

This study uses the Systematic Literature Review (SLR) method by referring to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. This method is used to identify, select, evaluate, and synthesize previous research on the evolution of governance structures, principles of accountability and transparency, and sustainable and adaptive governance models. The SLR approach was chosen because it is able to provide a systematic, transparent, and replicable study process in understanding the development of research concepts, models, and gaps. Literature is obtained through reputable academic databases such as Scopus, Web of Science (WoS), ScienceDirect, and Emerald Insight that are relevant to the field of organizational and institutional governance.

The articles used in this study are international scientific publications that have gone through a peer review process and are related to the development of modern governance. The literature analyzed includes research on governance theory, governance structures, collaborative governance, adaptive governance, digital governance, sustainability governance, as well as the principles of accountability and transparency. The search process was carried out using a combination of keywords such as "Governance Evolution", "Governance Structure", "Collaborative Governance", "Accountable Governance", "Transparent Governance", "Sustainable

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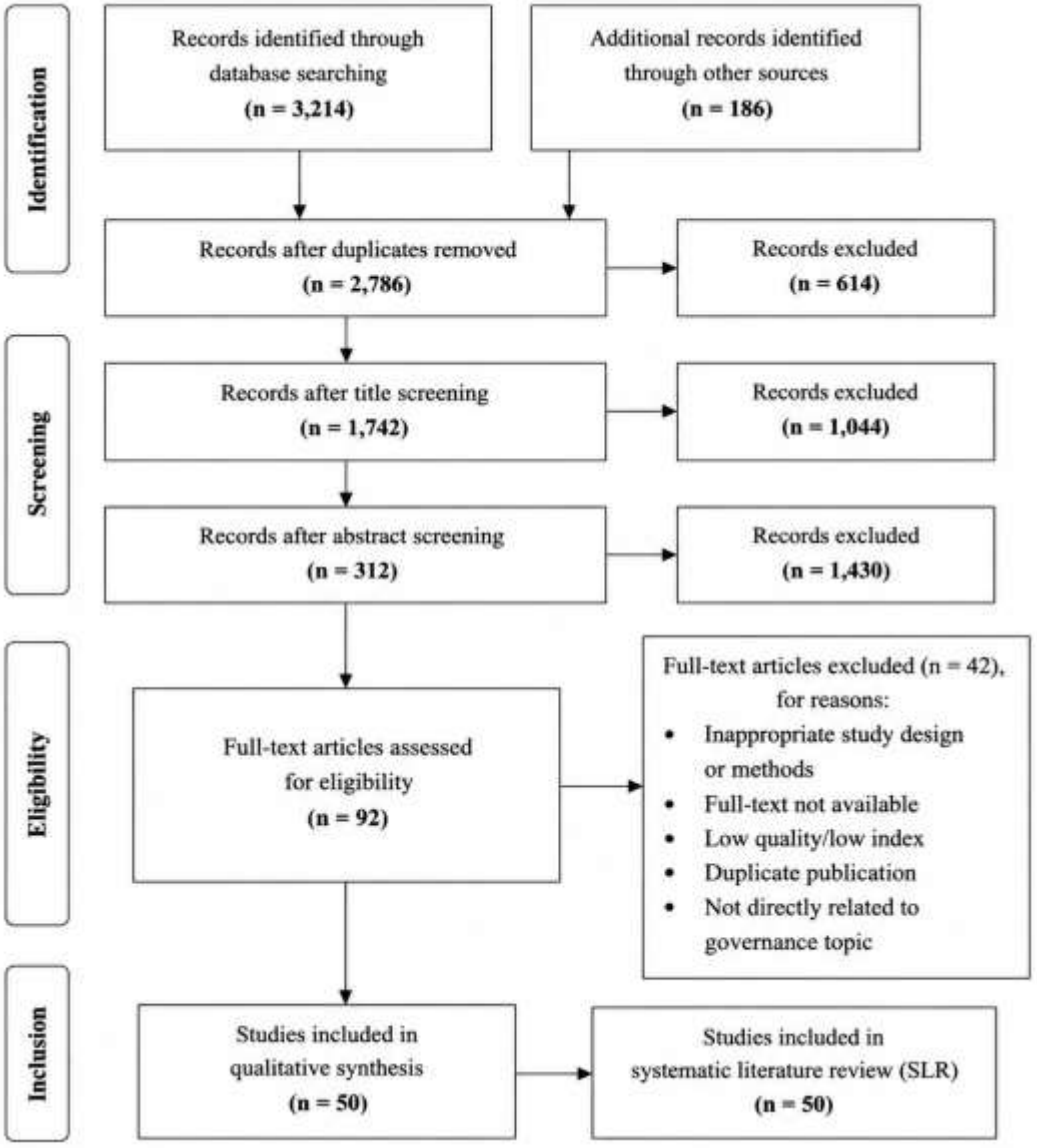
Governance", and "Adaptive Governance". Furthermore, screening was carried out based on the year of publication, the relevance of the topic, the type of document, and the suitability of the article with the purpose of the research.

The article selection stages are carried out based on inclusion and exclusion criteria to ensure the quality and relevance of the literature used. Inclusion criteria include: (1) articles published in the 2021–2026 period; (2) articles that discuss the evolution of governance structures, governance principles, transparency, accountability, sustainability, or adaptive models; (3) articles published in reputable international journals and have gone through a peer review process; and (4) empirical, conceptual, bibliometric, and SLR research. Meanwhile, articles that are not directly related to the research focus, duplicate articles, conference proceedings, editorials, and articles with inadequate methodological information are excluded from the selection process.

Based on the selection process using the PRISMA approach, 3,214 articles were obtained in the initial stage of identification from all databases. After the removal of 614 duplicate articles, 2,600 articles were obtained for the screening stage based on titles and abstracts. The results of the screening resulted in 312 relevant articles for the eligibility assessment stage through full-text review. From this process, 92 articles were obtained that met the initial criteria, then as many as 42 articles were eliminated because they were not in accordance with the focus of the research. Thus, 50 international journal articles were selected as the basis for SLR analysis based on research characteristics, development of governance structures, governance principles, sustainability models, and future research directions.

Based on the results of the final selection, as many as 50 articles were used as the main source in the literature synthesis process. The selected articles were then analyzed through a thematic approach to identify patterns of governance development, changes in institutional structures, the application of accountability and transparency principles, and the emergence of governance models oriented towards sustainability and adaptability. The results of the analysis were used to build a comprehensive understanding of the evolution of modern governance and identify research spaces that still need further development.

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Source : Data processed, 2026

Figure 1. PRISMA Flow Diagram

Figure 1 shows the stages of article selection using the PRISMA approach which includes the process of identifying literature, removing duplicate articles, filtering titles and abstracts, and full-text evaluation. Based on all the selection stages, 50 international journal articles were obtained that met the inclusion criteria and were used as the basis for SLR analysis regarding the evolution of governance structures, principles of accountability and transparency, and

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sustainable and adaptive governance models.

RESEARCH RESULTS

Based on the results of the article selection, this study identified the characteristics of the literature from 50 selected articles that were used as the basis for the Systematic Literature Review (SLR) analysis. The analysis was conducted to understand the quality of publications, theoretical approaches, and geographical distribution of research related to the evolution of governance structures, principles of accountability and transparency, and the development of sustainable and adaptive governance models. The distribution of articles was analyzed based on journal indexes, theories used, and countries of origin of research to provide an overview of the development of governance studies in the international literature.

Table 1. Journal Index Distribution

Journal Index	Number of Articles	Percentage
Scopus Q1	24	48,00%
Scopus Q2	16	32,00%
Scopus Q3	7	14,00%
Scopus Q4	3	6,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 1, most of the articles used came from highly reputable journals indexed by Scopus. Articles in the Q1 and Q2 categories dominated with a total of 40 articles or 80.00% of the overall literature. This shows that studies on the evolution of governance structures, governance principles, and sustainability models are widely developed in international journals with strong academic standards. Meanwhile, the contribution of articles from the Q3 and Q4 categories still provides a variety of perspectives in understanding the development of governance practices in various organizational and institutional contexts.

Table 2. Distribution of Research Theories

Theory	Number of Articles	Percentage
Governance Theory	12	24,00%
Institutional Theory	8	16,00%
Stakeholder Theory	7	14,00%

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Theory	Number of Articles	Percentage
Systems Theory	6	12,00%
Complexity Theory	6	12,00%
Sustainability Theory	5	10,00%
Evolutionary Theory	4	8,00%
Contingency Theory	2	4,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 2, Governance Theory is the most widely used approach in research on the evolution of governance. The dominance of these theories shows that most studies focus on changes in inter-stakeholder relationships, coordination mechanisms, and institutional structure transformation. In addition, the use of Institutional Theory and Stakeholder Theory shows that governance developments are widely studied through the perspective of institutional change and the involvement of various stakeholders.

In general, the variety of theories used shows that governance research has evolved from an approach that focuses on formal structures to a more complex and adaptive approach. The use of Systems Theory and Complexity Theory shows an increasing attention to the relationship between parts in the governance system. Meanwhile, Sustainability Theory and Evolutionary Theory show that modern research increasingly emphasizes the ability of governance to adapt to changes in the environment, technology, and social needs.

Table 3. Distribution of Research Countries

Country	Number of Articles	Percentage
China	8	16,00%
United States	6	12,00%
English	5	10,00%
Australia	4	8,00%
Germany	4	8,00%
Indonesia	4	8,00%
India	3	6,00%

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Canada	3	6,00%
The Netherlands	3	6,00%
South Korea	2	4,00%
Malaysia	2	4,00%
Switzerland	2	4,00%
Italy	2	4,00%
Singapore	1	2,00%
Japan	1	2,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 3, the distribution of research countries shows that the study of the evolution of governance structures and principles is widely developed in various regions. China, the United States, and the United Kingdom are countries with relatively high publication contributions, which show great concern for institutional transformation, technological innovation, and sustainable development. In addition, contributions from Asian, European, and other regional countries show that governance issues are a global concern with approaches influenced by institutional conditions, public policies, technological developments, and the sustainability needs of each country.

Table 4. Distribution of Research Methods

Research Methods	Number of Articles	Percentage
Qualitative	19	38,00%
Literature Review	11	22,00%
Quantitative	10	20,00%
Mix Method	6	12,00%
Bibliometrics	4	8,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 4, the qualitative approach is the most widely used method in research on the evolution of governance structures and principles with 19 articles (38.00%). The dominance

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of this approach shows that governance studies focus a lot on understanding the process of institutional change, inter-stakeholder relationships, collaboration mechanisms, and policy implementation dynamics. In addition, the literature review approach was used in 11 articles (22.00%) to map the development of concepts, models, and research directions related to modern governance.

Meanwhile, quantitative, mixed method, and bibliometric methods are also used to measure the relationship between variables, evaluate governance network patterns, and systematically analyze the development of the literature. The variety of methods shows that research on governance requires a multidimensional approach that not only explains the structure and principles of governance, but also understands the adaptation process, actor interaction, and changes in the institutional environment.

Table 5. Distribution of Research Sectors

Research Sector	Number of Articles	Percentage
Government and Public Administration	9	18,00%
Environment and Sustainability	8	16,00%
Urban and Regional Development	7	14,00%
Digital Technology and Innovation	6	12,00%
Business and Organization	6	12,00%
Infrastructure and Transportation	5	10,00%
Natural Resources and Agriculture	4	8,00%
Health and Social	3	6,00%
Energy and Industry	2	4,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 5, the distribution of research sectors shows that studies on the evolution of governance structures and principles are mostly carried out in the government and public administration sectors with 9 articles (18.00%), followed by the environment and sustainability sector with 8 articles (16.00%), and the urban sector and regional development with 7 articles (14.00%). This shows that governance issues are developing in sectors that have institutional complexity, the need for coordination between sectors, and the demand for more transparent

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and sustainable management.

In addition, research in the digital technology, business, infrastructure, natural resources, and other sectors shows that the application of governance principles has expanded to various fields. These developments show that modern governance is not only related to public administration, but is also an important approach in improving adaptability, accountability, and effectiveness of decision-making in various organizational environments.

Table 6. Main Research Results

Main Research Results	Number of Articles	Percentage
The development of governance moves from a hierarchical model to a collaborative system involving various actors	12	24,00%
The principles of accountability and transparency are important factors in increasing legitimacy and trust in governance	10	20,00%
The sustainable and adaptive governance model improves the ability of institutions to deal with environmental changes	9	18,00%
The integration of digital technologies such as AI, blockchain, and data-driven systems is changing governance decision-making mechanisms	8	16,00%
Institutional strengthening and coordination between actors supports the effectiveness of governance implementation	6	12,00%
Community participation improves the quality of decisions and the sustainability of the governance system	5	10,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 6, the results of the main study show that most of the articles discuss changes in governance structure from a hierarchical approach to a collaborative model with 12 articles (24.00%). The findings show that the development of modern governance is characterized by the increasing involvement of the government, the private sector, society, and various

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institutional networks in the decision-making process. In addition, as many as 10 articles (20.00%) show that the principles of accountability and transparency are important aspects in building trust, legitimacy, and effectiveness of the governance system.

In general, the results of the study show that research on the evolution of governance is evolving towards a more adaptive and sustainable approach. A total of 9 articles (18.00%) found that the sustainable and adaptive governance model helps organizations and institutions deal with social, economic, technological, and environmental changes. In addition, 8 articles (16.00%) emphasized the role of digital technology in increasing transparency, efficiency, and oversight mechanisms, while other research shows the importance of strengthening institutions and community participation in supporting the success of modern governance.

DISCUSSION

1. Transformation of Governance Structure from a Hierarchical Model to a Collaborative System

Structural changes Governance can be understood through perspective Governance Theory which explains that modern governance is undergoing a shift from a hierarchical control-based system to a coordination mechanism involving various actors. In this approach, effectiveness Governance It is determined not only by formal authority, but also by the ability of institutions to build relationships, manage interests, and create adaptive patterns of cooperation. These developments show that the structure of the Governance Evolve in response to increasingly complex social, economic, and technological changes (Laughs) et al., 2026; Dong et al., 2026; Jaywant & Badami, 2026).

The results of the literature review show that structural transformation Governance occurs due to the increasing need for cross-sectoral coordination and the involvement of non-governmental actors in the decision-making process. Model Governance traditional government-oriented systems as the primary controller are beginning to undergo changes towards networked systems involving organizations, communities, and the private sector. Research shows that these changes improve the capabilities of the system Governance in responding to complex problems through the division of roles and strengthening collaboration mechanisms (Gao & Zhang, 2025; Kumar, 2026; Zhang et al., 2025).

In perspective Governance Theory, structural changes Governance It is also related to the evolution of relationships between actors in an institutional system. Structure Governance It is no longer seen as a fixed form of organization, but as a dynamic process that continues to

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evolve through interaction, negotiation, and inter-stakeholder learning. Studies on business networking, institutional reform, and regional development show that success Governance It is strongly influenced by the actor's ability to build flexible coordination and adjust management mechanisms to environmental conditions (Jagtiani, 2026; Qu et al., 2026; Ratajczak et al., 2024).

Structural development Governance It also shows the increasing role of communities and communities in the decision-making process. A collaborative approach provides space for various parties to participate in determining policy direction and solving common problems. Research on rural development, land consolidation, and resource management shows that community involvement can strengthen the legitimacy of decisions and increase the effectiveness of implementation Governance (Jalilvand & Moorthy, 2023; Money et al., 2026; Zhao et al., 2026).

Overall, the results of the study show that the evolution of the structure Governance It is a process of change from a centralized system to a more open, collaborative, and adaptive system. Perspective Governance Theory affirms that the success of modern governance depends on the ability of institutions to integrate various interests, build networks of cooperation, and create coordination mechanisms that are responsive to change. Thus, structural transformation Governance is an important factor in building an effective and sustainable governance system (Gao & Zeng, 2026; Lu et al., 2026; Stuttgart et al., 2026).

2. The Role of the Principles of Accountability and Transparency in Strengthening Governance Legitimacy

Principle Accountability and transparency is an important element of perspective Governance Theory because it is related to the ability of the governance system to build trust, legitimacy, and responsibility between actors. In development Governance In modern times, the success of a system is not only determined by the effectiveness of decision-making, but also by the openness of the process, the clarity of authority, and the ability of actors to account for the actions taken. Research shows that the principle of Accountability and transparency become the basis for building credible governance in various organizational and institutional contexts (Alkhouri & Halteh, 2026; Pirannejad et al., 2026).

Based on the results of the literature review, the application of the principle Accountability and transparency has evolved in line with the increasing complexity of relationships between actors in the system Governance. Governance structures involving

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governments, organizations, communities, and the private sector require mechanisms that can ensure that each actor has clear roles and responsibilities. Research shows that strengthening accountability mechanisms can improve the quality of coordination, reduce conflicts of interest, and strengthen the legitimacy of decisions in the process Governance (Jagtiani, 2026; Jaywant & Badami, 2026; Lin & Song, 2024).

In the context of the development of digital technology, the principle of transparency It is becoming increasingly important as the decision-making process begins to involve data-driven systems and automated technologies. Perspective Governance Theory explained that the use of technology requires a supervisory mechanism so that digital authority remains within the framework of institutional responsibility. Research on Artificial Intelligence (AI), Blockchain, and digital systems show that information traceability, decision control, and evaluation mechanisms are important factors in creating the system Governance Responsible (Cross et al., 2026; Khan et al., 2026; Maldonado et al., 2026).

The results of the study also show that Accountability and transparency It is not only related to formal rules, but is also influenced by organizational culture and stakeholder participation mechanisms. Systems Governance Effective policies require the involvement of various parties in the evaluation and decision-making process so that the resulting policies have wider acceptance. Research on environmental management, natural resources, and public policy shows that information disclosure and stakeholder participation can increase the effectiveness of implementation Governance (Gillon et al., 2026; Hussain & Zou, 2026; Jenkins, 2026).

Overall, the results of the study show that the Accountability and transparency become the main foundation in strengthening the legitimacy of the system Governance modern. Perspective Governance Theory emphasizing that effective governance requires a balance between authority, responsibility, and openness between actors. Thus, strengthening the principles of Accountability and transparency is an important factor in building a system Governance that are trustworthy, adaptive, and able to cope with increasingly complex environmental changes (Khan et al., 2026; Pirannejad et al., 2026; Wu et al., 2026).

3. Development of Sustainable and Adaptive Governance Models in Facing Environmental Change

Models sustainable and adaptive governance is an important development in perspective Governance Theory because it explains the ability of governance systems to deal with environmental, social, and technological changes. This approach emphasizes that the

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Governance cannot rely solely on a fixed institutional structure, but must have the ability to adapt, learn, and coordinate between actors. Climate change, technological developments, and the increasing complexity of global problems have prompted the emergence of a need for a more flexible and sustainability-oriented governance model (Hussain & Zou, 2026; Khare & Bhatia, 2026).

Based on the results of the literature review, the Sustainable Governance Thrive through the integration of economic, social, and environmental goals in the decision-making process. Perspective Governance Theory shows that sustainability is not only related to policy outcomes, but also to the ability of institutions to build coordination, manage different interests, and create effective implementation mechanisms. Research on Environmental Governance, ESG, and sustainable development show that successful governance requires the joint involvement of governments, organizations, and communities (Hussain & Zou, 2026; Lu et al., 2026; Wu et al., 2026).

Model development Adaptive Governance It also shows that modern governance systems must be able to respond to uncertainty and changes that occur quickly. In perspective Governance Theory, adaptability is influenced by institutional flexibility, information exchange, and the capacity of actors to adapt to new conditions. Research on rural development, space management, and resources shows that systems Governance that involves various actors have a greater ability to deal with change than centralized systems (Qu et al., 2026; Zhao et al., 2026).

The results of the study also show that the application of sustainable and adaptive governance requires strengthening networks of collaboration and institutional innovation. Sustainable governance systems require not only formal regulation, but also learning mechanisms that allow institutions to adapt policies based on changing environmental conditions. Research on low-carbon governance, sustainable transportation, and resource management shows that cross-sectoral coordination is an important factor in creating a system Governance that can survive in the long term (Gao & Zeng, 2026; Indreica, 2026; et al., 2026; Kumar, 2026).

Overall, the results of the study show that the model sustainable and adaptive governance is the main direction of development in the modern governance system. Perspective Governance Theory explains that the success of future governance depends on the ability of institutions to combine sustainability, flexibility, and collaboration between actors. Thus, the model Governance adaptive not only serves to overcome current problems,

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but also builds institutional capacity in the face of future changes and uncertainties (Alexandria) et al., 2026; Kumar, 2026).

4. The Integration of Digital Technology in the Evolution of Modern Governance

Literature developments in the 2021–2026 period show that digital technology is one of the main factors driving system change Governance modern. In perspective Governance Theory, technology not only functions as a tool to support administration, but also affects the pattern of inter-stakeholder relationships, decision-making mechanisms, and the distribution of authority in a governance system. The presence of technology such as Artificial Intelligence (AI), Blockchain, and data-driven systems create opportunities to improve effectiveness, transparency, and accountability Governance (Engin, 2026; Najati, 2026; Zhang & Luo, 2022).

The results of the study show that the integration of digital technology has changed the way organizations and institutions carry out decision-making processes. Technology-based systems allow for faster information management, increased data traceability, and strengthened oversight mechanisms. However, these developments also pose new challenges related to authority control, information security, and responsibility in the use of technology. Research shows that digital innovation requires an institutional design that is able to balance technological developments and the principles of responsible governance (Alkhouri & Halteh, 2026; Cruz et al., 2026; Khan et al., 2026).

In perspective Governance Theory, the application of digital technology is inseparable from the need for regulating the relationship between humans, technology, and institutions. AI-based systems, for example, require mechanisms that ensure that technological decisions remain within the framework of human oversight and can be accounted for. Research on AI in various sectors shows that the approach to AI human-in-the-loop It becomes important to maintain a balance between automation, human control, and decision accountability (Engin, 2026; Maldonado et al., 2026; Sharma et al., 2026).

In addition, the development of digital technology also encourages changes in the coordination structure and participation in the system Governance. Technology enables the formation of new networks between governments, organizations, communities, and other stakeholders through more open information exchange mechanisms. Research shows that digital success Governance It does not only depend on technological capabilities, but also on the institutional readiness, regulation, and capacity of actors to utilize technology effectively (Laughs) et al., 2026; Gillon et al., 2026).

Overall, the results show that digital technology is an important element in evolution

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Governance modern. Perspective Governance Theory affirm that technology must be understood as part of a governance system that requires clear rules, coordination, and accountability mechanisms. Thus, the successful integration of technology in Governance It is not only determined by technical innovation, but also by the ability of institutions to build transparent, adaptive, and sustainable systems (Khan et al., 2026; Maldonado et al., 2026; S. Zhang & Luo, 2022).

CONCLUSION

Based on the results of the Systematic Literature Review (SLR) of 50 scientific articles on the evolution of governance structures and principles, this study concludes that the modern governance system has changed from a hierarchical approach to a more collaborative, adaptive, and sustainability-oriented model. The results of the literature synthesis show that the development of governance is influenced by changes in inter-stakeholder relations, institutional strengthening, technological developments, and increasing demands for accountability and transparency. In the perspective of Governance Theory, governance is no longer only understood as a formal control mechanism, but as a dynamic system that involves interaction between government, organizations, society, and technology.

The results of the study also show that the success of modern governance is greatly influenced by the ability of institutions to build coordination, increase information disclosure, and develop mechanisms to adapt to environmental changes. However, some studies still show that there are challenges in the implementation of governance, such as limited coordination between actors, gaps in policy implementation, and the need to balance technological innovation with the principles of responsibility and sustainability.

RESEARCH LIMITATIONS

This research has several limitations that need to be considered in understanding the results of the study. The research analysis is based on the available literature so that the results are greatly influenced by the quality, scope, and characteristics of the articles analyzed. In addition, this study does not conduct empirical testing directly on certain organizations or institutions, so the results obtained better illustrate the development of research concepts and patterns regarding governance.

In addition, differences in research sectors, country contexts, institutional characteristics, and methodological approaches used in the article can limit the generalization of research results.

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The development of governance has different characteristics according to social, political, economic, and technological conditions in each environment. The possibility of publication bias also remains a limitation because research with stronger theoretical contributions tends to be more widely published.

SUGGESTIONS

Further research is suggested to develop an empirical study on the application of collaborative, transparent, and adaptive governance models in various sectors. In addition, future research can further examine the role of digital technologies such as artificial intelligence (AI), blockchain, and data-based systems in building more effective, responsible, and sustainable governance mechanisms.

PRACTICAL AND THEORETICAL IMPLICATIONS

Practically, this study shows that organizations and institutions need to strengthen governance structures through increased coordination between actors, strengthening accountability and transparency mechanisms, and developing governance systems that are able to adapt to environmental changes. The application of these principles can help organizations improve legitimacy, decision-making effectiveness, and long-term sustainability.

Theoretically, this study strengthens the application of Governance Theory in explaining changes in the modern governance system. The findings of the study show that governance develops as a dynamic process influenced by institutional, technological, and social factors. The results of this study provide the basis for the development of further research on governance models that are more adaptive, collaborative, and sustainability-oriented.

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