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Power, Accountability, And Corporate Policy-Making: A Systematic Literature Review Of Governance Practices And Organizational Transformation

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Abstract

This study examines the role of power, accountability, corporate policy-making, and governance practices in organizational transformation through 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 key themes related to corporate governance practices, stakeholder engagement, accountability mechanisms, strategic decision-making, digital transformation, and organizational change. The findings indicate that effective governance practices and accountability mechanisms play an important role in managing organizational power, improving transparency, and supporting sustainable transformation. Furthermore, digital technologies and changing business environments encourage organizations to develop more adaptive policies and governance frameworks. However, several challenges remain, including balancing stakeholder interests, ensuring responsible technology adoption, and maintaining organizational accountability during transformation processes. This study contributes to the literature by providing a structured synthesis of previous research and

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highlighting the importance of responsible and adaptive governance practices in achieving long-term organizational sustainability.

Keywords: Power, Accountability, Corporate Policy-Making, Governance Practices, Organizational Transformation, Stakeholder Theory.

INTRODUCTION

Changing global business environments have caused organizations to face increasingly complex, dynamic, and interconnected risks. Developments in digitalization, economic uncertainty, climate change, supply chain disruptions, and increasing regulatory demands have expanded the types of risks that modern companies must manage. Today's organizational risks include not only financial and operational risks, but also strategic, technological, cyber, environmental, social, and governance risks that have multidimensional relationships (Fraser et al., 2022; Gleißner & Berger, 2024; Albuquerque et al., 2026). This condition causes traditional risk management approaches that are separate in nature to no longer be sufficient to understand the increasingly complex relationships between risk types (Luther et al., 2023).

The complexity of organizational risk is driving a shift in approach from conventional risk management to a more integrated Enterprise Risk Management (ERM) approach. ERM enables organizations to thoroughly identify, analyze, evaluate, mitigate, and monitor risks by linking risks to organizational strategies and goals. Fraser et al. (2022) show that ERM implementation still faces various challenges, especially in the integration of risk culture, risk appetite, risk reporting, and management engagement. Gleißner and Berger (2024) affirm that modern ERM not only aims to reduce losses, but also supports strategic decision-making through the process of risk aggregation, risk quantification, and organizational value creation.

The increasing variation in organizational risks has led to the need for risk classification systems becoming increasingly important. Risk classification systems help organizations group risks based on their characteristics, sources of causes, impacts, and control methods so that the decision-making process becomes more effective. Orellano and Gourc (2025) show that different types of risks in innovation projects require different management methods according to their risk characteristics. In addition, Emrouznejad et al. (2023) found that supply chain risk management research is evolving towards an approach that emphasizes risk category identification, risk factor mapping, and the development of an organizational resilience framework.

In addition to risk classification, risk identification strategies are a fundamental aspect in

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ensuring the effectiveness of organizational risk management. Accurate risk identification allows organizations to recognize potential threats before they develop into larger disruptions. Glette-Iversen et al. (2023) explain that risk frameworks need to be developed to be able to capture the dynamics of change, uncertainty, and complexity of organizational systems. Research by Pouyakian et al. (2024) shows that analytical methods such as the Functional Resonance Analysis Method (FRAM) and fuzzy TOPSIS can be used to identify and prioritize emerging risks in complex systems that are difficult to analyze through traditional approaches.

Technological developments and sustainability also expand the complexity of organizational risks through the emergence of cyber risks, information risks, and ESG risks. Kuzminykh et al. (2021) explained that information security risk assessment is an important part of the risk management process because it helps organizations identify, measure, and prioritize information security risks. In line with that, Ghozali et al. (2026) found that the implementation of stronger ERM is related to increased cyber fraud mitigation through strengthening coordination between financial risk management and information technology governance. Meanwhile, Yazo-Cabuya et al. (2024) shows that organizational risks can be classified into several main groups such as economic, technological, social, environmental, and geopolitical risks that require an integrated management approach.

Risk complexity also shows the importance of developing risk governance that is able to manage inter-sectoral, inter-process, and inter-type risk connectivity. Hansen and Antonsen (2024) explained that modern risks have a connectedness character so they require a more holistic risk governance approach. In addition, Bockius and Gatzert (2024) show that organizational risk culture is an important factor in the successful implementation of risk management because it affects risk awareness, internal communication, and the quality of decision-making. This shows that risk management is not only related to technical methods, but also involves organizational aspects and human behavior.

Although research on risk management has developed widely, there is still a research gap regarding how various organizational risks are classified and how risk identification strategies evolve in the face of an increasingly complex business environment. Most previous research has still focused on specific risk categories such as supply chain risk, cyber risk, safety risk, or sustainability risk separately (Emrouznejad et al., 2023; Ghozali et al., 2026; Anton et al., 2025).

Therefore, this study uses the Systematic Literature Review (SLR) approach to map the complexity of organizational risks, identify the development of risk classification systems, and analyze risk identification strategies used in previous research. This study is expected to make a

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theoretical contribution to the development of risk management science and provide practical implications for organizations in building an adaptive, integrated, and sustainable risk system.

LITERATURE REVIEW

Stakeholder Theory

Stakeholder theory explains that the success of an organization is not only determined by the company's ability to meet the interests of shareholders, but also by the company's ability to manage relationships with various parties who have an interest in the organization's activities. This perspective places the company as part of a social system that has responsibilities to investors, customers, employees, the government, society, and the environment. In the development of modern business, the application of stakeholder theory has become increasingly relevant as organizations face pressure to balance economic achievements with social and environmental responsibility through transparent and sustainable governance practices (Kumar et al., 2022; Becker et al., 2026; Kachen et al., 2026; Hernandez Aros et al., 2025).

In the context of organizational transformation, stakeholder theory provides a basis for understanding how companies build decision-making mechanisms that consider the interests of various parties. The development of digital technology, increasing ESG demands, and regulatory changes cause organizations to need to strengthen accountability systems so that strategic decisions are not only oriented to the company's internal interests (Alkaraan et al., 2025; Nahum et al., 2026; Xu et al., 2026; Tan & Cui, 2026). Therefore, this theory is used as a foundation to explain the relationship between organizational power, accountability mechanisms, corporate policy formation, and organizational transformation processes.

Power in Organizations

The concept of power in organizations is related to the ability of individuals and groups to influence decisions, control resources, and determine the strategic direction of the company. In modern organizations, the source of power does not only come from a formal position in the hierarchical structure, but also comes from the mastery of information, technological capabilities, resource ownership, and innovation capacity owned by the organization. The development of digital transformation has caused the distribution of power to change because decision-making is increasingly influenced by the company's ability to manage technology and information (data-driven decision making) (Yang et al., 2024; Nahum et al., 2026; Ji et al., 2025; Cheng & Gao, 2026).

Technological changes also expand the role of organizational actors who have the ability

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to manage innovation and digital transformation. The use of artificial intelligence, blockchain, and data-based technology influences how organizations acquire, process, and use information in determining strategic policies. Previous research has shown that AI can strengthen organizational capabilities through technological innovation, internal capability enhancement, and business process optimization (Xu et al., 2026; Yang et al., 2026; Htet et al., 2026; Mu et al., 2026). Thus, power in this study is understood as the ability of the organization to direct change through the mastery of resources, technology, and decision-making mechanisms.

Accountability in Organizations

Accountability is an important element in organizational governance because it relates to the company's obligation to explain, account, and disclose information about decisions and actions taken. In corporate governance practice, accountability serves as a control mechanism so that organizational power is not used unilaterally and remains in accordance with the interests of stakeholders. The development of ESG and the increasing demand for transparency cause companies to need to build a stronger reporting and supervision system (Hernandez Aros et al., 2025; Kachen et al., 2026; Aray et al., 2021; Becker et al., 2026).

The implementation of organizational accountability is not only realized through formal reporting, but also through alignment between policies, implementation, and the impact that the company produces. In the context of sustainability, companies face the challenge of ensuring that ESG disclosures truly reflect real practices and not just legitimate-building strategies. Research shows that the risks of greenwashing, ESG opportunism, and mismatches between narratives and actions are key challenges in building stakeholder trust (Sun et al., 2026; Kachen et al., 2026; Chen et al., 2026; El Ouadghiri et al., 2026). Therefore, accountability is an important factor in ensuring that organizational transformation runs responsibly.

Corporate Policy-Making

Corporate policy-making is an organization's strategic process in designing, establishing, and implementing policies as a guideline for achieving corporate goals. The process of making corporate policies is not only influenced by economic factors, but also by technological developments, regulatory pressures, stakeholder needs, and sustainability demands. In the modern business environment, corporate policies are increasingly geared towards integrating digital innovation, sustainability, and responsible governance (Li et al., 2025; Tan & Cui, 2026; Zhu et al., 2026; Wei, 2026).

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The effectiveness of a company's policies is greatly influenced by the governance structure, leadership quality, and organizational ability to manage change. The structure of the board of directors, organizational ownership, and management adaptability are factors that determine how strategic policies are formed and implemented (Nahum et al., 2026; Pelayo-Díaz et al., 2026; Gutuleac et al., 2025; Bauer et al., 2025). Thus, corporate policy-making is not only understood as an administrative process, but as a strategic mechanism that links organizational power, accountability, and long-term value creation.

Organizational Transformation

Organizational transformation describes an overarching change in an organization that includes a company's strategy, structure, technology, culture, and internal capabilities. Organizational transformation is an important necessity as companies must be able to adapt to technological developments, market changes, and increasing sustainability demands. The development of AI, digital innovation, Industry 5.0, and blockchain technology have become major driving factors of modern organizational change (Htet et al., 2026; Cerchione et al., 2026; Kirti et al., 2026; Santana & Albareda, 2022).

The success of organizational transformation depends on the company's ability to integrate technology with governance, leadership, and sustainable innovation. Research shows that digital transformation can improve corporate sustainability through green technology innovation, operational efficiency, and improved organizational capabilities in the face of changing business environments (Liu, 2026; Shi et al., 2025; Hua & Yuan, 2025; Alkaraan et al., 2025). Therefore, organizational transformation in this study is understood as a process of strategic change that requires a balance between innovation, control, and organizational accountability.

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 complexity of organizational risks, risk classification systems, and risk identification strategies. The SLR approach was chosen because it is able to produce a systematic, transparent, and replicable study process in mapping the development of research concepts, methods, and gaps. The literature is obtained from reputable academic databases, namely Scopus, Web of Science (WoS),

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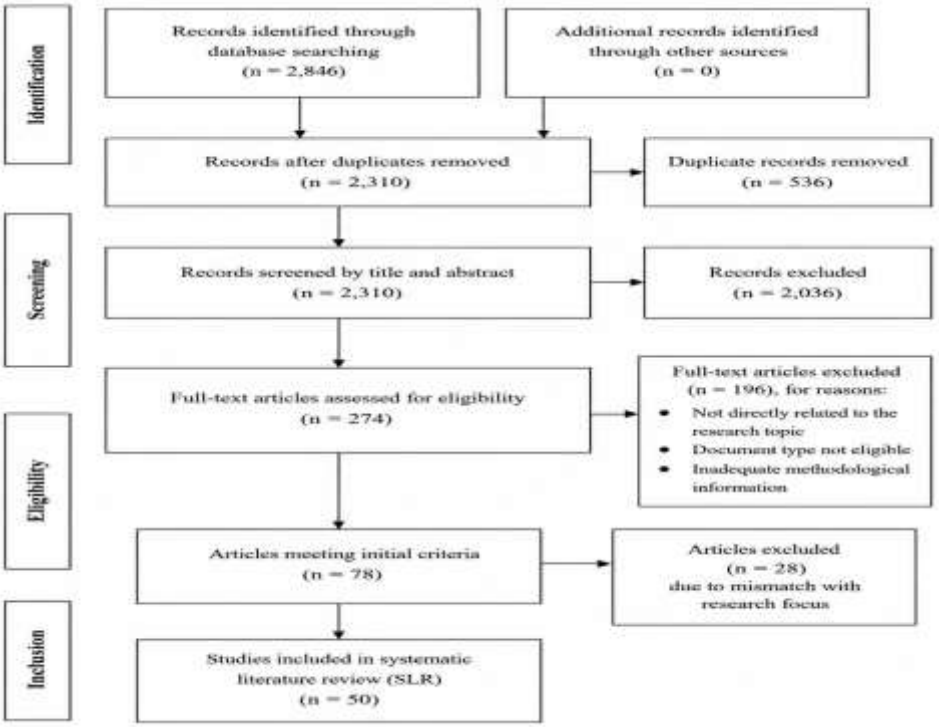
ScienceDirect, and Emerald Insight relevant to the field of risk management and complex organizations (Fraser et al., 2022; Glette-Iversen et al., 2023; Gleißner & Berger, 2024).

The articles used in this study are international scientific publications that have gone through a peer review process and are indexed in reputable academic databases. The literature analyzed includes research on organizational risk management, enterprise risk management, risk classification systems, risk taxonomy, risk assessment, emerging risk, and risk identification methods. The search process was carried out using a combination of keywords such as "Organizational Risk", "Risk Complexity", "Risk Classification System", "Risk Taxonomy", "Risk Identification", "Emerging Risk", and "Enterprise Risk Management". Furthermore, a screening process was carried out based on the year of publication, the relevance of the topic, the type of document, and the suitability of the article to the research objectives (Emrouznejad et al., 2023; Orellano & Gourc, 2025; Yazo-Cabuya et al., 2024).

The article selection stages are carried out based on inclusion and exclusion criteria to ensure the quality and relevance of the literature. The inclusion criteria include: (1) articles published in the 2021–2026 period; (2) articles that discuss organizational risks, risk classification, risk identification, or risk analysis methods; (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 topic, 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, 2,846 articles were obtained in the initial stage of identification from all databases. After the elimination of 536 duplicate articles, 2,310 articles were obtained for the screening stage based on titles and abstracts. The results of the screening resulted in 274 relevant articles for the eligibility assessment stage through full-text review. From this process, 78 articles were obtained that met the initial criteria, then as many as 28 articles were eliminated because they were not in accordance with the research focus. Thus, 50 international journal articles were selected as the basis for SLR analysis based on research characteristics, methods, risk categories, classification systems, identification strategies, and future research opportunities.

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Source : Data processed, 2026

Figure 1. PRISMA Flow Diagram

Figure 1 shows the stages of literature selection using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach. The selection process starts from the stage of article identification through an academic database, followed by the elimination of duplicate articles, filtering by title and abstract, and thorough evaluation of the feasibility of articles through a full-text review process. Based on these stages, 50 international journal articles were obtained that met the inclusion criteria and were used as the basis for the analysis of the Systematic Literature Review (SLR) regarding the relationship between power, accountability, corporate policy-making, governance practices, and organizational transformation.

RESEARCH RESULTS

Based on the results of the article selection, this study identified the distribution of journal indexes from 50 selected articles used as the basis for the Systematic Literature Review (SLR) analysis. The analysis of the distribution of journal indexes was carried out to determine the academic quality and reputation level of the publications that became the source of the study.

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The grouping based on the Scopus quartile provides an overview of the quality of literature used in discussing governance practices, organizational accountability, corporate policy formation, and organizational transformation. The distribution of articles based on the Scopus journal index is presented in Table 1 below.

Table 1. Journal Index Distribution

Journal Index	Number of Articles	Percentage
Scopus Q1	30	60,00%
Scopus Q2	12	24,00%
Scopus Q3	6	12,00%
Scopus Q4	2	4,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 1, most of the articles used in this study came from Scopus Q1 category journals with a total of 30 articles (60.00%), followed by Scopus Q2 with 12 articles (24.00%). Overall, articles from highly reputable journals (Q1 and Q2) reached 42 articles or 84.00% of the total literature analyzed. The composition shows that studies on governance practices, accountability, corporate policy-making, and organizational transformation are widely developed in reputable international journals with strong academic quality.

Table 2. Distribution of Research Theories

Theory	Number of Articles	Percentage
Stakeholder Theory	12	24,00%
Resource-Based View (RBV)	9	18,00%
Dynamic Capabilities Theory	8	16,00%
Institutional Theory	6	12,00%
Agency Theory	5	10,00%
Technology-Organization-Environment (TOE) Framework	4	8,00%
Systems Theory	3	6,00%
Contingency Theory	3	6,00%
Total	**50**	**100%**

Source : Data processed, 2026

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Based on Table 2, the most dominant theory used in research on governance practices and organizational transformation is Stakeholder Theory with 12 articles (24.00%). The dominance of this theory shows that the company's relationship with various parties such as investors, government, society, and other stakeholders is an important aspect in understanding organizational accountability practices. In addition, Resource-Based View and Dynamic Capabilities Theory are also widely used to explain how organizations utilize internal resources, innovation capabilities, and technology in the face of changing business environments (Bauer et al., 2025; Htet et al., 2026; Wei, 2026).

In general, the use of various theoretical perspectives shows that research on corporate governance has evolved from a traditional control approach to a more strategic and adaptive approach. The use of Institutional Theory and Agency Theory shows attention to the mechanism of legitimacy, the relationship between management and owners, and supervision of organizational decision-making (Nahum et al., 2026; Chen et al., 2026). Meanwhile, the Dynamic Capabilities Theory and TOE Framework approaches show that organizational transformation is increasingly understood as the process of developing internal capabilities in adopting technology and creating sustainable innovation.

Table 3. Distribution of Research Countries

Country	Number of Articles	Percentage
China	9	18,00%
United States	7	14,00%
English	5	10,00%
Germany	4	8,00%
Australia	4	8,00%
India	3	6,00%
Indonesia	3	6,00%
Italy	3	6,00%
Malaysia	2	4,00%
Canada	2	4,00%
The Netherlands	2	4,00%
South Korea	1	2,00%
Switzerland	1	2,00%
Other countries	4	8,00%
Total	**50**	**100%**

Source : Data processed, 2026

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Based on Table 3, research on governance practices and organizational transformation was most widely conducted in China with 9 articles (18.00%), followed by the United States with 7 articles (14.00%), and the United Kingdom with 5 articles (10.00%). The high contribution of research from these countries shows that digital transformation, sustainability, and governance system changes are strategic issues in a rapidly evolving business environment.

In general, the distribution of research countries shows that the study of corporate power, accountability, and policies has a global character by involving various economic and institutional contexts. The differences in regulatory characteristics, technological developments, and organizational structures between countries provide diverse perspectives in understanding how companies build governance mechanisms and carry out organizational transformation. These variations reinforce that corporate governance practices are not universal, but are influenced by the institutional conditions and business environment of each country.

Table 4. Distribution of Research Methods

Research Methods	Number of Articles	Percentage
Quantitative	26	52,00%
Qualitative	11	22,00%
Literature Review	8	16,00%
Mix Method	5	10,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 4, the most widely used research method in the study of governance practices and organizational transformation is the quantitative approach with a total of 26 articles (52.00%). The dominance of quantitative methods shows that most of the research focuses on testing the relationship between variables, such as the influence of digital transformation, corporate governance, leadership, innovation, and sustainability on organizational performance (Xu et al., 2026; Tan & Cui, 2026; Yang et al., 2026).

The qualitative approach was used in 11 articles (22.00%) to understand the process of organizational change, decision-making mechanisms, and the dynamics of the relationship between the organization and stakeholders. Meanwhile, as many as 8 articles (16.00%) used the literature review method to develop concepts and map the development of research related to organizational governance. The mixed method approach as many as 5 articles (10.00%) were used to combine empirical analysis with a contextual understanding of organizational transformation.

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In general, the variety of methods shows that the study of corporate governance requires an approach that not only measures the relationship between variables, but also understands the change process and organizational management mechanism as a whole.

Table 5. Distribution of Research Sectors

Research Sector	Number of Articles	Percentage
Manufacturing Industry	10	20,00%
Information and Digital Technology	9	18,00%
Finance and Banking	7	14,00%
Public and Government Sector	5	10,00%
Infrastructure and Construction	5	10,00%
Energy and Sustainable Industries	4	8,00%
Supply Chain and Logistics	4	8,00%
Agriculture and Primary Industries	3	6,00%
Health and Pharmacy	2	4,00%
Others	1	2,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 5, the manufacturing sector is the most studied sector with 10 articles (20.00%), followed by the information technology and digital technology sector with 9 articles (18.00%), and the finance and banking sectors with 7 articles (14.00%). The dominance of these sectors shows that organizations with a high level of technological change and operational complexity have great attention to the implementation of governance practices, innovation management, and organizational transformation (Alkaraan et al., 2025; Xu et al., 2026).

In addition to the main industrial sectors, research is also developing in the public sector, infrastructure, energy, supply chain, and sustainability-based industries. This shows that the issues of power, accountability, and corporate policy formation are not only a concern for certain business sectors, but have become cross-industry issues. The differences in sector characteristics provide diverse perspectives on how organizations build governance systems, manage change, and adjust policies to external environmental demands.

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Table 6. Main Research Results

Main Research Results	Number of Articles	Percentage
Governance practices strengthen strategic decision-making and organizational control	14	28,00%
Digital transformation drives changes in organizational structure, processes, and capabilities	11	22,00%
Accountability and transparency increase stakeholder trust	9	18,00%
Technology and innovation strengthen the sustainability and competitiveness of the organization	7	14,00%
Leadership and organizational culture support successful transformation	5	10,00%
The integration of corporate policies and stakeholder interests is an important factor in organizational change	4	8,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 6, the main research results show that the most dominant theme is the role of governance practices in strengthening strategic decision-making and organizational control mechanisms with a total of 14 articles (28.00%). This shows that corporate governance is an important aspect in regulating the relationship between authority, responsibility, and the process of forming organizational policies (Nahum et al., 2026; Alkaraan et al., 2025). In addition, as many as 11 articles (22.00%) discuss the influence of digital transformation on changes in organizational structure, business processes, and the ability to adapt to a dynamic environment (Tan & Cui, 2026; Htet et al., 2026).

In general, the results of the study show that research on power, accountability, and corporate policy-making is evolving towards a more integrated approach by placing technology, transparency, and stakeholder interests as important factors in organizational transformation. A total of 9 articles (18.00%) emphasized the importance of accountability and transparency through ESG practices and sustainability reporting in building stakeholder trust (Kachen et al.,

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2026; Hernandez Aros et al., 2025). The findings suggest that modern organizations need not only effective governance structures, but also the ability to balance decision-making power, organizational responsibilities, and strategic policies to create long-term value.

DISCUSSION

1. The Role of Governance Practices in Managing Stakeholder Interests and Organizational Decision Making

In the perspective of Stakeholder Theory, an organization is seen as an entity that has responsibilities not only to shareholders, but also to various parties who have an interest in the company's activities. The relationship between the organization and stakeholders is fundamental in the decision-making process because every company policy can have an impact on various interest groups. The development of the modern business environment has caused corporate governance practices to change from an internal oversight mechanism to a system that regulates the balance between power, responsibility, and organizational value creation (Kumar et al., 2022; Nahum et al., 2026; Becker et al., 2026; Alkaraan et al., 2025). Therefore, governance practices are an important element in ensuring that the company's strategic decisions still consider the interests of stakeholders as a whole.

The results of the literature review show that corporate governance practices have an important role in building a more transparent and responsible decision-making system. The structure of the board of directors, supervisory mechanisms, and ownership systems are factors that influence how organizations manage the relationship between management and stakeholders. Research shows that effective governance is able to strengthen an organization's ability to deal with environmental changes, improve sustainability, and support the corporate transformation process (Nahum et al., 2026; Gutuleac et al., 2025; Pelayo-Díaz et al., 2026; Kachen et al., 2026). This condition shows that governance not only functions as a control mechanism, but also as a strategic instrument in creating organizational value.

In addition to aspects of organizational structure, technological developments and sustainability also affect how companies carry out governance practices. The use of digital technology, data management, and the application of ESG principles cause organizations to need to strengthen oversight mechanisms so that every strategic decision remains in accordance with the interests of stakeholders. Research shows that digital transformation and sustainable innovation require a governance system that is able to integrate technological capabilities with the principles of transparency and organizational responsibility (Xu et al.,

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2026; Tan & Cui, 2026; Htet et al., 2026; Wei, 2026). Thus, modern governance practices are not only oriented towards risk control, but also support the organization's ability to adapt to change.

Overall, the results of the study show that governance practices have a strategic role in bridging the relationship between organizational power and stakeholder interests. Based on the perspective of Stakeholder Theory, the success of an organization is not only determined by financial achievements, but also by the company's ability to build responsible relationships with various parties. Therefore, strengthening governance mechanisms is an important need for organizations to be able to produce transparent, adaptive, and sustainable policies in the face of the dynamics of the business environment (Hernandez Aros et al., 2025; Kachen et al., 2026; Cerchione et al., 2026; Fang et al., 2026).

2. The Role of Accountability in Building Transparency and Stakeholder Trust

Changes in the business environment that increasingly demand openness have caused accountability to become one of the important aspects of modern corporate governance practices. Organizations are not only required to achieve economic performance, but must also be able to explain the decision-making process, resource use, and impact of company activities on various stakeholders. This concept is in line with Stakeholder Theory which emphasizes that the success of an organization is not only determined by relationships with shareholders, but also by the company's ability to meet the interests of broader stakeholders (Kumar et al., 2022; Kachen et al., 2026; Becker et al., 2026; Hernandez Aros et al., 2025). Therefore, accountability mechanisms are an important instrument in ensuring that organizational power is used responsibly.

The results of the literature review show that organizational accountability develops through various mechanisms such as information transparency, sustainability reporting, internal control, and stakeholder involvement in the company's policy-making process. Companies that are able to build a strong accountability system have a greater ability to gain legitimacy and increase trust from stakeholders. Previous research has shown that ESG reporting practices, sustainability disclosures, and transparent governance mechanisms play a role in strengthening a company's relationship with its social and business environment (Aray et al., 2021; Hernandez Aros et al., 2025; Kachen et al., 2026; El Ouadghiri et al., 2026). This shows that accountability does not only function as an administrative obligation, but is part of an organization's strategy in creating long-term value.

The development of digital technology also influences changes in the form and

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mechanism of organizational accountability. The use of technology such as artificial intelligence, data assets, and digital systems allows companies to improve their ability to monitor, process information, and control organizational activities. However, increasing the use of technology also requires a governance system that is able to ensure that the digitalization process continues to run ethically and responsibly. Several studies show that the use of AI, supply chain digitization, and data management can increase organizational effectiveness, but still require oversight mechanisms so as not to create opportunistic behavior or gaps between the information conveyed and the practices carried out by the company (Sun et al., 2026; Chen et al., 2026; Ji et al., 2025; Liu, 2026).

Overall, the results of the study show that accountability has a strategic role in strengthening the relationship between organizations and stakeholders. Effective accountability mechanisms can reduce conflicts of interest, increase transparency, and ensure that company policies remain in line with stakeholder values and expectations. The findings show that modern governance practices not only require a clear authority structure, but also an accountability system that is able to support sustainable organizational transformation (Becker et al., 2026; Alkaraan et al., 2025; Nahum et al., 2026; Pelayo-Díaz et al., 2026).

3. The Influence of Digital Transformation on Organizational Structure and Policy Changes

The development of digital technology has driven major changes in the way organizations carry out business activities, manage resources, and determine strategic policy directions. Digital transformation is no longer understood only as a process of technology application, but as an overarching change that affects organizational structures, coordination patterns, decision-making mechanisms, and the company's relationship with stakeholders. These changes show that organizations need to have high adaptability in order to remain able to create value in an increasingly dynamic business environment. This concept is in line with Stakeholder Theory which explains that organizations need to consider the influence of various parties in each change process so that the transformation carried out can provide broader benefits (Htet et al., 2026; Xu et al., 2026; Tan & Cui, 2026; Wei, 2026). Therefore, digital transformation is an important part of the development of governance practices and the formation of modern corporate policies.

The results of the literature review show that digital transformation plays a role in changing organizational structures through increasing access to information, business process efficiency, and changing the pattern of authority distribution. The use of digital technology allows organizations to make decisions faster and data-driven, thereby increasing the

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effectiveness of corporate strategies. Previous research shows that digitalization can reduce communication barriers, strengthen coordination between organizational units, and encourage changes from hierarchical organizational structures to more flexible and adaptive structures (Yang et al., 2024; Ji et al., 2025; Cheng & Gao, 2026; Xi & Ling, 2025). This condition shows that digital transformation not only impacts operational aspects, but also affects the way organizations manage power and responsibility in the decision-making process.

In addition to providing opportunities to increase organizational effectiveness, digital transformation also presents new challenges in corporate governance practices. The use of technologies such as artificial intelligence, blockchain, and data asset management requires policies that are able to ensure that innovation continues to run in accordance with the principles of transparency, ethics, and stakeholder interests. Research shows that digital technology can improve innovation, sustainability, and an organization's ability to create value, but without adequate governance mechanisms, these technologies have the potential to cause problems such as information imbalances, weak oversight, and abuse of authority (Yang et al., 2024; Kirti et al., 2026; Khachaturyan & Klicheva, 2026; Zaidan et al., 2026). Therefore, the success of digital transformation is highly dependent on the organization's ability to integrate technology with corporate accountability systems and policies.

Overall, the results show that digital transformation has become an important factor in reshaping governance practices and organizational policy-making processes. Technological changes encourage companies to not only improve their innovation capabilities, but also strengthen oversight mechanisms and stakeholder involvement in decision-making processes. Based on these findings, modern organizations need a balance between technological capabilities, governance structures, and social responsibility in order for the transformations to be able to generate long-term value (Memon & Ooi, 2023; Cerchione et al., 2026; Fang et al., 2026; Alkaraan et al., 2025).

4. Integration of Corporate Policy-Making and Organizational Transformation in Creating Sustainable Value

Corporate policy-making is one of the important aspects in determining the strategic direction of an organization, especially when companies face changes in the business environment, technological developments, and increasing stakeholder demands. Organizational policies not only reflect management decisions, but also show how the company uses power, allocates resources, and sets strategic priorities. In this context, Stakeholder Theory provides an understanding that corporate policies need to consider the

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balance of interests between owners, employees, customers, governments, society, and other parties affected by organizational activities (Bauer et al., 2025; Dai et al., 2026; Memon & Ooi, 2023; Fang et al., 2026). Thus, corporate policies are becoming an important instrument in directing the transformation of responsible organizations.

The results of the study show that the success of organizational transformation is greatly influenced by the company's ability to align internal policies with changes in the external environment. Organizations that are able to integrate innovation strategies, leadership, organizational culture, and governance mechanisms have greater ability to deal with change. Research shows that strategic leadership and adaptive organizational culture play a role in accelerating the transformation process and ensuring that the changes made remain in line with the company's long-term goals (Pelayo-Díaz et al., 2026; Shi et al., 2025; Liu, 2026; Alkaraan et al., 2025). This shows that organizational transformation is not only related to structural changes, but also changes in organizational mindset and ability to manage relationships with stakeholders.

In addition to internal organizational factors, external pressures such as regulations, technological developments, and sustainability demands also affect the process of forming company policies. Organizations need to develop policies that are able to accommodate these changes in order to still gain the legitimacy and trust of stakeholders. Research shows that the application of sustainability principles, green innovation, and strengthening governance mechanisms are important factors in creating more adaptive and responsible organizations (Luo et al., 2026; Hua & Yuan, 2025; Cerchione et al., 2026; El Ouadghiri et al., 2026). Therefore, modern corporate policies are not only oriented towards the achievement of profits, but also consider the social and environmental impact they generate.

Overall, the results show that the integration between corporate policy-making and organizational transformation is an important element in building a sustainable organization. The relationship between power, accountability, and stakeholder interests is the basis for determining how companies design and implement strategic policies. Thus, organizations that are able to develop governance practices that are adaptive, transparent, and sparing-oriented will have greater ability to deal with changes in the business environment and create long-term value (Kachen et al., 2026; Nahum et al., 2026; Becker et al., 2026; Alkaraan et al., 2025).

CONCLUSION

Based on the results of the Systematic Literature Review (SLR) of 50 scientific articles on

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power, accountability, corporate policy-making, governance practices, and organizational transformation, this study shows that modern organizational governance has evolved from an internal control approach to a more strategic and stakeholder-oriented approach. Governance practices have an important role in regulating the use of power, supervisory mechanisms, and decision-making processes to run transparently and responsibly. Based on the perspective of Stakeholder Theory, the organization is not only accountable to the shareholders, but also needs to consider the interests of the various parties involved in the company's activities.

The results of the study show that accountability is an important element in building stakeholder trust through information transparency, sustainability reporting, and organizational accountability mechanisms. In addition, the development of digital technology and sustainability demands have encouraged companies to transform organizational structures, business processes, and policies. However, this transformation requires a balance between innovation, governance, and organizational responsibility so that the changes made are able to create long-term value. Thus, the success of modern organizations is not only determined by the ability to adapt to change, but also by the ability to build a governance system that is effective, accountable, and oriented to stakeholder interests.

RESEARCH LIMITATIONS

This study has several limitations that need to be considered in understanding the results of the study. The SLR approach used depends on the availability, quality, and scope of previous literature so that the results of the study are more reflective of conceptual synthesis than direct empirical testing. In addition, differences in industry sectors, country characteristics, regulatory environment, and variations in research methods in the analyzed articles can affect the level of generalization of findings. The possibility of publication bias is also a limitation because research with significant theoretical contributions and results tends to be published more. Therefore, the results of this study do not fully represent all variations in governance practices, accountability mechanisms, and organizational transformation processes in various types of companies.

SUGGESTIONS

Further research is recommended to conduct an empirical study on the relationship between governance practices, accountability, and organizational transformation in various industry sectors. Future research can also expand the discussion by examining how technological developments such as artificial intelligence, blockchain, and data management affect decision-

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making processes, authority distribution, and corporate policy formation. In addition, subsequent research can consider broader stakeholder perspectives to understand how organizations create a balance between economic, social, and environmental interests.

PRACTICAL & THEORETICAL IMPLICATIONS

In practical terms, this research implies that organizations need to strengthen governance practices mechanisms through increased transparency, accountability, and quality of decision-making. Companies need to build policies that are able to integrate stakeholder interests, technological developments, and sustainability demands in order to be able to cope with changes in the increasingly complex business environment. In addition, organizations need to ensure that the transformation process is not only oriented towards efficiency, but also pays attention to ethical aspects and social responsibility.

Theoretically, this study strengthens the application of Stakeholder Theory in explaining the relationship between organizational power, accountability mechanisms, corporate policy formation, and organizational transformation. The results of the study show that modern organizations need to be understood as systems that involve various interrelated interests. These findings contribute to expanding the understanding of how adaptive governance practices can support organizational sustainability and open up opportunities for further research on governance models that are more responsive to changes in the business environment.

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