

EDITORIAL: Future-forward governance: Adapting for tomorrow's organizational landscape

Dear readers!

We are delighted to share with you the recent issue of the journal *Corporate Governance and Organizational Behavior Review*.

The journal has long served as a vital platform for scholars, practitioners and policymakers and takes pride in being a nexus for cutting-edge research that navigates the intricate landscape of corporate governance and organizational behavior. In today's rapidly evolving business landscape, the synergy between governance mechanisms and behavioral patterns is more critical than ever, and as we stand at the crossroads of innovation, ethical imperatives and corporate responsibility, the need for insightful analysis and practical insights has never been greater.

This issue features a careful selection of high scientific value articles covering a wide range of topics related to the world of governance and organizational dynamics, such as information technology (IT) governance and administrative information quality, tax ethics and compliance, leadership training programmes and productivity and grievance management in healthcare organizations. The variety and difference of perspectives with which the authors have outlined their studies allow us to fully understand the evolutionary process in which governance finds itself today, but above all, it allows us to appreciate the novelties and innovations in this field through a shrewd and sometimes critical scientific perspective. Additionally, in line with our ongoing commitment to supporting the academic journey, the rigorous peer-review process ensures that only the highest quality research and the utmost academic integrity are published.

To better express the spirit and purpose of this issue it is possible to state that, today, the traditional contours of corporate governance are shifting and this changing face is leading to a new paradigm in this field (Filatotchev & Boyd, 2009; Ararat et al., 2021). Companies are no longer viewed merely as profit-driven entities; instead, they are increasingly expected to be socially responsible stewards of their resources (Aguilera et al., 2019). Shareholders, stakeholders and society at large demand transparency, accountability and ethical leadership and *Corporate Governance and Organizational Behavior Review* plays a pivotal role in dissecting these changing paradigms, offering a scholarly forum to explore the challenges and opportunities arising from this new era.

On the other hand, organizational behavior, the cornerstone of any successful enterprise, is becoming a more complex interplay of human psychology and leadership effectiveness (Lorsch & Tierney, 2002). How employees interact, collaborate and respond to managerial decisions profoundly influences an organization's overall performance and it also has a fundamental impact on firms' financial performance (Ahmed et al., 2020; Lawrence et al., 2022). This connection is certainly emphasized in situations of crisis or corporate and organizational upheavals: how leadership responds, communicates and adapts to unforeseen challenges can be a critical determinant of a company's survival and recovery (Hafez, 2016; Hitt et al., 2016). Whether in the aftermath of a global pandemic or industry-specific disruptions, understanding how governance structures and behavioral patterns influence financial resilience is paramount.

Taking inspiration from the extremely in-depth scientific works contained in this issue, researchers must delve into the effectiveness of these management practices, strategic decision-making and board oversight in mitigating financial downturns during crises, keeping in mind that the role of sustainability in contemporary businesses cannot be underrated. Beyond being a buzzword, sustainability embodies a commitment to environmental stewardship, social responsibility and ethical governance (Ali et al., 2022; lo Conte et al., 2023). That said, future research endeavours should also scrutinize the intersection of sustainability and corporate governance, elucidating how businesses can integrate, quickly, responsible practices into their governance frameworks for long-term viability (van Tulder & van Mil, 2019; Ali et al., 2022). In fact, traditional governance models, designed for stability and predictability, often struggle to keep up with the speed at which markets evolve (van Tulder & van Mil, 2019). Agile governance models, inspired by principles from agile software development, are proving to be a vital response to this accelerated pace, providing organizations with the agility required to navigate constant change efficiently (Aguilera et al., 2019). For Luna et al. (2014) these models are not merely about responding to change but fostering a culture of continuous adaptation and innovation. Together with long-term viability, new streamlined and optimized governance models also encourage and promote collaboration and empowerment (Lawrence et al., 2022); transparent communication (Ali et al., 2022; Campos-Domínguez & Díez-Garrido, 2023) and enhanced resilience (van Tulder & van Mil, 2019).

As we anticipate the future trajectory of corporate governance research, it is crucial to align our scholarly pursuits with the pressing challenges faced by organizations today. *Corporate Governance and Organizational Behavior Review* remains committed to fostering discussions that transcend academic boundaries, providing a platform for innovative ideas that will shape the future of corporate governance in an ever-changing global landscape.

At last, we extend our heartfelt gratitude to the scholars who have contributed their invaluable insights to this issue. Your dedication to advancing the frontiers of knowledge in corporate governance and organizational behavior is the bedrock upon which this Journal stands. Each paper presented adds a layer to the rich tapestry of understanding in our field, and we express our sincere thanks for your commitment to scholarly excellence.

*Giuseppe Sancetta, Prof.,
Department of Management,
Sapienza University of Rome, Rome, Italy,
Editorial Board member, Corporate Governance and Organizational Behavior Review*

*Davide Liberato lo Conte, Ph.D. student in Business Management,
Department of Management,
Sapienza University of Rome, Rome, Italy*

REFERENCES

1. Aguilera, R. V., Marano, V., & Haxhi, I. (2019). International corporate governance: A review and opportunities for future research. *Journal of International Business Studies*, 50, 457–498. <https://doi.org/10.1057/s41267-019-00232-w>
2. Ahmed, U., Umrani, W. A., Zaman, U., Rajput, S. M., & Aziz, T. (2020). Corporate entrepreneurship and business performance: The mediating role of employee engagement. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020962779>
3. Ali, I., Sami, S., Senan, N. A. M., Baig, A., & Khan, I. A. (2022). A study on corporate sustainability performance evaluation and management: The sustainability balanced scorecard. *Corporate Governance and Organizational Behavior Review*, 6(2), 150–162. <https://doi.org/10.22495/cgobrv6i2p15>
4. Ararat, M., Claessens, S., & Yurtoglu, B. B. (2021). Corporate governance in emerging markets: A selective review and an agenda for future research. *Emerging Markets Review*, 48, Article 100767. <https://doi.org/10.1016/j.ememar.2020.100767>
5. Campos-Domínguez, E., & Díez-Garrido, M. (2023). Digital transparency and political communication. *Profesional de la información/Information Professional*, 32(1). <https://doi.org/10.3145/epi.2023.ene.04>
6. Filatotchev, I., & Boyd, B. K. (2009). Taking stock of corporate governance research while looking to the future. *Corporate Governance: An International Review*, 17(3), 257–265. <https://doi.org/10.1111/j.1467-8683.2009.00748.x>
7. Hafez, H. M. (2016). Corporate social responsibility and firm value: An empirical study of an emerging economy. *Journal of Governance and Regulation*, 5(4), 40–53. https://doi.org/10.22495/jgr_v5_i4_p3
8. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
9. Lawrence, P. L., Rose, K. C., & Aryee, S. (2022). The impact of employee engagement on financial performance: A contemporary perspective. *Journal of Organizational Behavior*, 350–367.
10. lo Conte, D. L., Sancetta, G., & D'Amore, R. (2023). Corporate social responsibility and financial performance: An empirical analysis of the Italian case. In *Proceedings of the Sinergie-SIMA Management Conference 2023 — Rediscovering local roots and interactions in management* (pp. 531–546). Fondazione CUEIM. <https://hdl.handle.net/11573/1689134>
11. Lorsch, J. W., & Tierney, T. J. (2002). *Aligning the stars: How to succeed when professionals drive results*. Harvard Business School Press.
12. Luna, A. J. H. D. O., Kruchten, P., Pedrosa, M. L. G. D. E., de Almeida Neto, H. R., & de Moura, H. P. (2014). State of the art of agile governance: A systematic review. *International Journal of Computer Science & Information Technology*, 6(5), 121–141. <https://doi.org/10.5121/ijcsit.2014.6510>
13. van Tulder, R., & van Mil, E. (2019). Responsible governance: Broadening the corporate governance discourse to include positive duties and collective action. In O. Laasch, R. Suddaby, R. E. Freeman, & D. Jamali (Eds.), *Research handbook of responsible management*. Edward Elgar Publishing.