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Strengthening Financial Resilience Through Risk Management: A Systematic Literature Review Of Financial Risk Assessment, Mitigation And Decision-Making Approaches

Agusman Sianturi
Department Of Accounting, Sriwijaya University, Indonesia
Muhammad Ario Permadi
Department Of Accounting, Sriwijaya University, Indonesia
Rahmad Hidayat
Department Of Accounting, Sriwijaya University, Indonesia
Rela Sari
Department Of Accounting, Sriwijaya University, Indonesia
Yulia Saftiana
Department Of Accounting, Sriwijaya University, Indonesia
Isnurhadi
Department Of Accounting, Sriwijaya University, Indonesia

Corresponding Author: agusmansianturi@gmail.com

Abstract

This study examines the role of risk management in strengthening financial resilience through a Systematic Literature Review (SLR) approach. A total of 50 peer-reviewed articles were analyzed based on the PRISMA guidelines to identify research trends related to financial risk assessment, risk mitigation strategies, and decision-making approaches. The findings indicate that effective risk management contributes to organizational financial resilience by improving risk identification, evaluation, mitigation, and strategic responses. Furthermore, digital technologies such as artificial intelligence, machine learning, and data analytics enhance the ability of organizations to predict risks and support evidence-based decision-making. However, challenges remain regarding data quality, technological integration, and managing increasingly complex financial risks. This study contributes to the literature by providing a structured synthesis of previous research and highlighting the importance of integrated risk management capabilities in

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achieving sustainable financial resilience.

Keywords: Financial Resilience, Risk Management, Financial Risk Assessment, Risk Mitigation, Decision-Making Approaches, Dynamic Capabilities Theory.

INTRODUCTION

A company's ability to maintain financial stability becomes increasingly important when business activities face uncertainty stemming from various sources of risk. Global economic developments, technological changes, supply chain disruptions, environmental pressures, and policy changes have created business conditions that are more difficult to predict. In such situations, the success of an organization is not only determined by its ability to generate profits, but also by its capacity to absorb pressure, make adjustments, and maintain the sustainability of business activities. The concept of financial resilience then develops as an organization's strategic ability to deal with disruptions and maintain financial sustainability through effective risk management (Crovini et al., 2021; Hunger et al., 2026; Pan et al., 2026).

Financial resilience is no longer understood only as a strong financial condition, but as an adaptive ability that allows organizations to respond to changes and external pressures in an ongoing manner. Companies with a good level of financial resilience tend to have flexibility in managing resources, gaining access to financing, and adjusting strategies when facing uncertainty. Previous research has shown that mechanisms such as supply chain finance, digital financial capabilities, and improved access to credit can help companies reduce funding barriers and improve their adaptability to changing business environments (Zheng et al., 2025; Wu & Liao, 2025; Li et al., 2026).

In building financial resilience, the process of identifying and measuring risks (financial risk assessment) is an important stage because it determines the organization's ability to understand potential threats and their impact on financial conditions. Technological developments have brought changes in risk assessment methods through the use of artificial intelligence, predictive analysis, and various data-driven models. Approaches such as machine learning to predict financial distress, fuzzy logic methods to evaluate uncertainty, and network analysis to understand systemic risk indicate that risk management is increasingly moving towards a more analytical and information-based approach (Liu et al., 2026; Fernando et al., 2026; Zhang et al., 2025).

In addition to the ability to identify risks, organizations also need the right mitigation strategies so that the impact of risk can be effectively controlled. Risk mitigation is not only related

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to preventive measures, but also includes strengthening governance, increasing information transparency, optimizing resources, and developing adaptation strategies. The Enterprise Risk Management (ERM) approach shows that risk management integrated with organizational strategies can improve the quality of decision-making. In addition, the development of technology-based mitigation frameworks and analytical methods helps companies determine risk priorities and choose the most appropriate actions in conditions of uncertainty (Andersen et al., 2022; Akhmad et al., 2026; Ren et al., 2026).

The development of digital technology has also changed the way organizations manage risks and make strategic decisions. The use of artificial intelligence (AI), financial technology (FinTech), and data analytics provides opportunities for companies to improve their ability to detect risks, predict possible disruptions, and make more accurate decisions. However, the application of technology also presents new challenges related to information security, algorithm transparency, and technology governance. Therefore, digital innovation needs to be accompanied by adequate oversight mechanisms in order to provide optimal benefits in strengthening organizational risk management systems (Ammar et al., 2026; Raina et al., 2026; Metzger et al., 2025).

The risks faced by organizations today are also increasingly multidimensional because they are influenced by environmental, social, technological, and global financial system factors. Climate risks, cybersecurity threats, sustainability pressures, and interconnectedness between companies can create a chain effect that impacts an organization's financial condition. Research on climate risk shows the importance of companies' ability to identify assets that are vulnerable to environmental change, while research on information security and biodiversity risk confirms that non-financial risks can develop into economic risks if not managed appropriately (Bertrand et al., 2024; Zhang et al., 2026; Li & Shahzad, 2026).

Although the study of risk management and financial resilience has progressed significantly, previous research still shows discrepancies in addressing various risk assessment approaches, mitigation strategies, and decision-making processes. Most studies still focus on specific types of risks such as credit risk, supply chain risk, digital risk, or sustainability risk without integrating the overall perspective in one comprehensive framework. Therefore, this study uses the Systematic Literature Review (SLR) method to identify research developments on financial risk assessment, risk mitigation strategies, and decision-making approaches to strengthening financial resilience. This study is expected to make a theoretical and practical contribution to the development of a more adaptive and sustainable risk management system (Biswas et al., 2022;

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Zhou et al., 2026; Huang & An, 2026).

LITERATURE REVIEW

Dynamic Capabilities Theory

Dynamic capabilities theory explains that an organization's ability to maintain sustainability does not only depend on the ownership of resources, but also on the company's ability to adjust and develop these resources when facing changes in the environment. This theory emphasizes three main processes, namely the ability to recognize change (sensing), take strategic actions (seizing), and carry out organizational transformation (transforming). In business conditions full of uncertainty, dynamic capabilities are an important factor so that companies are able to respond to disruptions and maintain competitive advantages in a sustainable manner (Teece et al., 1997; Teece, 2007).

In the context of risk management, dynamic capabilities theory explains that organizations need adaptive capabilities to deal with increasingly complex risk character changes. Companies need to develop information systems, analytics technologies, and decision-making mechanisms that allow for faster risk identification and response. Previous research has shown that the use of digital technology, innovation, and organizational knowledge management can improve companies' ability to deal with uncertainty and strengthen their capacity to adapt to changing business environments (Guo & Wang, 2025; Raina et al., 2026; Hunger et al., 2026).

Financial Resilience

Financial resilience is an organization's ability to maintain financial stability, face external pressures, and recover after experiencing disruptions that can affect business continuity. This concept not only describes healthy financial conditions, but also reflects the company's ability to maintain resource flexibility, maintain operations, and adjust strategies when environmental changes occur. In modern management research, financial resilience is an important aspect because companies must be able to withstand various economic, operational, and unforeseen external risks (Zheng et al., 2025; Wu & Liao, 2025; Li et al., 2026).

Increasing financial resilience is influenced by an organization's ability to manage funding sources, improve operational efficiency, and utilize information to support strategic decisions. Companies that have better access to financing and high adaptability tend to be able to reduce the impact of financial disruptions. Previous studies have shown that digitalization, information transparency, and strengthening risk management systems contribute to increasing

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organizational financial resilience in the face of increasingly uncertain business conditions (Guo & Wang, 2025; Ren et al., 2026; Zhou et al., 2026).

Financial Risk Assessment

Financial risk assessment is an evaluation process conducted by an organization to identify, measure, and understand potential risks that can impact a company's financial condition. This process is an important part of risk management because it helps organizations determine the level of threat, estimate consequences, and develop appropriate response strategies. Technological developments have led to a shift from traditional methods to data-driven approaches that use predictive analytics, artificial intelligence, and various computational models to improve the accuracy of risk evaluations (Biswas et al., 2022; Fernando et al., 2026; Liu et al., 2026).

The use of technology in financial risk assessment allows organizations to identify risks more quickly and produce more accurate information to support managerial decisions. Approaches such as machine learning, artificial intelligence, and network analysis can help companies predict the likelihood of financial disruption and understand the relationship between types of risk. Previous research has shown that technology-based models can improve an organization's ability to conduct early detection of risks and strengthen the effectiveness of the overall risk management system (Ammar et al., 2026; Liu et al., 2026; Zhang et al., 2025).

Risk Mitigation and Decision-Making Approaches

Risk mitigation and decision-making approaches describe how organizations determine appropriate strategies and actions to reduce the impact of risk and maintain the continuity of business activities. Mitigation strategies not only focus on loss control, but also include strengthening governance, increasing information transparency, diversifying resources, and developing organizational adaptability. In the perspective of dynamic capabilities, mitigation capabilities show how companies transform risk information into strategic actions to effectively deal with changes in the business environment (Andersen et al., 2022; Akhmad et al., 2026; Hunger et al., 2026).

METHOD

This study uses the Systematic Literature Review (SLR) method with reference to the guidelines of Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The

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SLR method is used to identify, select, evaluate, and synthesize previous research on strengthening financial resilience through a risk management approach. This approach was chosen because it is able to produce a systematic, transparent, and replicable study process in understanding research developments related to financial risk assessment, risk mitigation strategies, and decision-making approaches in dealing with financial uncertainty (Andersen et al., 2022; Crovini et al., 2021; Ammar et al., 2026).

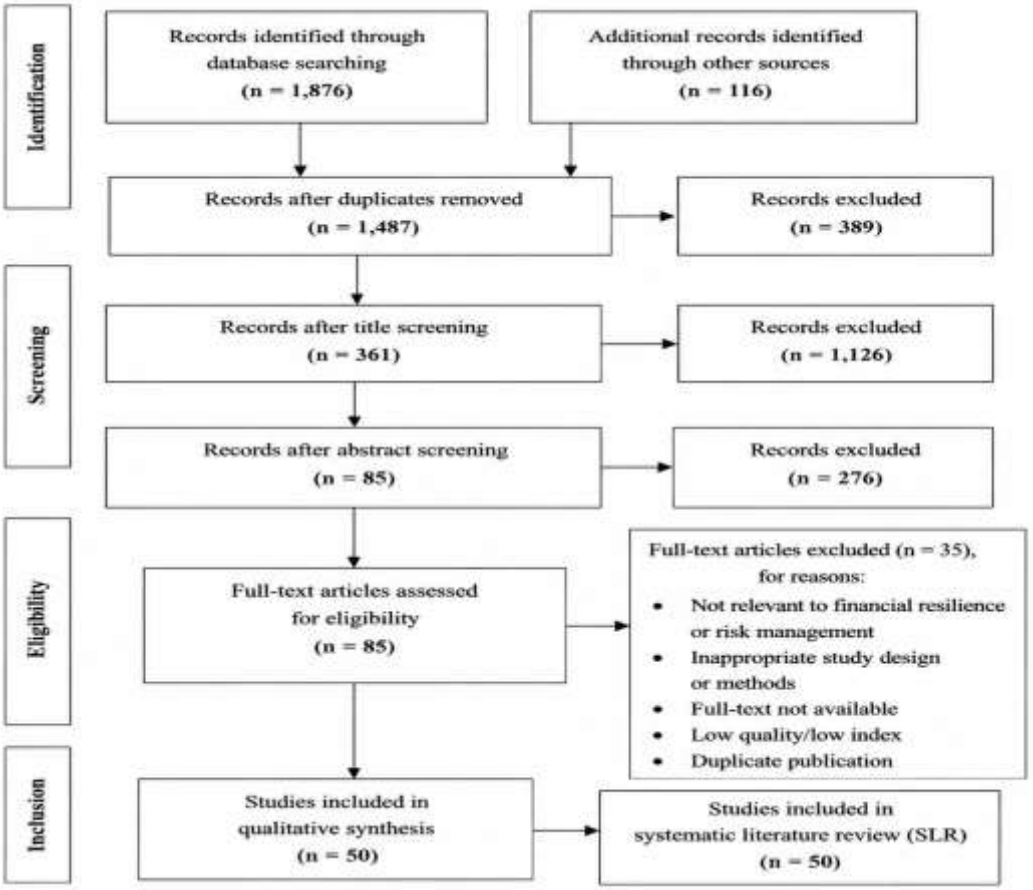
Research literature is obtained through several reputable academic databases, namely Scopus, Web of Science (WoS), ScienceDirect, and Emerald Insight. The search process was carried out using a combination of keywords tailored to the focus of the research, such as "financial resilience", "financial risk management", "financial risk assessment", "risk mitigation strategy", "decision-making approach", "financial distress prediction", and "digital risk management". Based on the initial identification process, a total of 1,876 articles were obtained from all databases related to the topic of risk management and financial resilience. All of these articles then go through a selection process based on predetermined inclusion and exclusion criteria.

The next stage is the screening process of articles that have been found. Of the initial 1,876 articles, 389 articles were deleted because they were identified as duplicate articles from several databases. After the duplicate removal process, 1,487 articles remained which were then evaluated based on titles, abstracts, topic relevance, and suitability for the scope of the research. At this stage, as many as 1,126 articles were eliminated because they were not directly related to financial resilience, risk management, financial risk assessment, or decision-making strategies. The results of the initial screening resulted in 361 articles that entered the eligibility assessment stage.

At the feasibility evaluation stage, 361 full-text articles were reviewed, resulting in the exclusion of 276 articles due to irrelevance, limited methodological information, unclear risk management mechanisms, and insufficient discussion of financial resilience. A total of 85 articles met the initial criteria, and after applying the PRISMA selection process, 50 international journal articles were selected for further analysis. The selected studies were analyzed using thematic synthesis based on risk assessment methods, mitigation strategies, technology adoption, and decision-making approaches to identify research patterns and gaps in strengthening financial resilience through risk management and strategic decision-making (Biswas et al., 2022; Liu et al., 2026; Zheng et al., 2025).

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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 is carried out through the stages of article identification, elimination of duplication, screening of titles and abstracts, and feasibility evaluation through full-text review. Based on these stages, 50 international journal articles that meet the inclusion criteria were obtained and used as the basis for the analysis of the Systematic Literature Review (SLR) regarding financial resilience, risk management, financial risk assessment, risk mitigation strategies, and decision-making approaches.

RESEARCH RESULTS

Based on the results of the literature selection, this study analyzed the characteristics of

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50 international journal articles that became the basis for the Systematic Literature Review (SLR) study. The analysis was carried out to understand publication patterns based on journal quality, theoretical approaches, and geographical distribution of research related to strengthening financial resilience through risk management. This study focuses on the development of research on financial risk assessment, risk mitigation strategies, and decision-making approaches in dealing with various forms of financial uncertainty. The results of the analysis of the characteristics of the literature are presented through the following main classifications.

Table 1. Journal Index Distribution

Journal Index	Number of Articles	Percentage
Scopus Q1	28	56,00%
Scopus Q2	14	28,00%
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 28 articles (56.00%), followed by Scopus Q2 journals with 14 articles (28.00%). Overall, articles from high-reputable journals (Q1 and Q2) reached 42 articles or 84.00% of the total literature. The composition shows that studies on financial resilience, risk management, and decision-making approaches are widely developed in international journals with high academic quality.

Table 2. Distribution of Research Theories

Theory/Concept	Number of Articles	Percentage
Dynamic Capabilities Theory	11	22,00%
Resource-Based View (RBV)	8	16,00%
Enterprise Risk Management Framework	7	14,00%
Institutional Theory	6	12,00%
Agency Theory	5	10,00%
Stakeholder Theory	5	10,00%
Technology-Organization-Environment (TOE) Framework	4	8,00%

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Theory/Concept	Number of Articles	Percentage
Other approaches	4	8,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 2, the most widely used theoretical approach in research related to financial resilience and risk management is Dynamic Capabilities Theory with 11 articles (22.00%). The dominance of this approach shows that the organization's ability to adapt, transform, and develop internal capabilities is an important aspect in dealing with financial uncertainty. In addition, the Resource-Based View was used in 8 articles (16.00%) to explain the role of internal resources such as technology, information, and organizational capabilities in supporting financial resilience.

In general, the use of various theoretical perspectives shows that research on financial risk management has evolved from a risk control approach to a more adaptive and strategic approach. The use of the Enterprise Risk Management Framework shows concern for the integration of risk identification, evaluation, and mitigation processes, while technology-based approaches such as the Technology-Organization-Environment Framework show the increasing role of digitalization in supporting risk assessment and financial decision-making processes.

Table 3. Distribution of Research Countries

Country	Number of Articles	Percentage
China	10	20,00%
United States	7	14,00%
English	5	10,00%
Australia	4	8,00%
Germany	4	8,00%
India	3	6,00%
Indonesia	3	6,00%
Italy	2	4,00%
Malaysia	2	4,00%
Canada	2	4,00%
The Netherlands	2	4,00%
South Korea	1	2,00%
Switzerland	1	2,00%

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Other countries	4	8,00%
Total	**50**	**100%**

Based on Table 3, the most research on financial resilience and risk management was conducted in China with 10 articles (20.00%), 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 issues related to financial resilience, digital transformation, corporate risk, and decision-making strategies are important concerns in a dynamic business environment.

Overall, the distribution of research countries shows that the study of financial resilience through risk management has an international scope with various economic and institutional backgrounds. Differences in regulatory conditions, levels of digitalization, financial market structures, and industry characteristics cause risk management approaches to develop differently between countries. The diversity of research contexts provides an idea that strengthening financial resilience requires strategies that adjust to the characteristics of each country's business environment.

Table 4. Distribution of Research Methods

Research Methods	Number of Articles	Percentage
Quantitative	21	42,00%
Literature Review	12	24,00%
Qualitative	9	18,00%
Mix Method	8	16,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 4, quantitative methods are the most widely used approach with 21 articles (42.00%). The dominance of these methods shows that research on financial resilience and risk management uses empirical testing to analyze the relationship between risk factors, mitigation strategies, technology, and organizational ability to maintain financial stability. In addition, the literature review approach of 12 articles (24.00%) shows increasing academic attention to concept mapping and theoretical developments in the field of risk management.

The qualitative approach was used in 9 articles (18.00%) to understand the risk management process, organizational adaptation mechanisms, and decision-making in the face of uncertain conditions. Meanwhile, the mixed method method of 8 articles (16.00%) was used to combine quantitative analysis with an in-depth understanding of organizational phenomena. The

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variety of methods shows that the study of financial resilience requires a multidimensional approach that not only focuses on statistical relationships, but also understands strategic processes in risk management.

Table 5. Distribution of Research Sectors

Research Sector	Number of Articles	Percentage
Finance and Banking	9	18,00%
Manufacturing	7	14,00%
Digital and Information Technology	6	12,00%
Supply Chain and Logistics	6	12,00%
Energy and Environment	5	10,00%
Infrastructure and Construction	5	10,00%
Agriculture and Agribusiness	4	8,00%
Health and Pharmacy	3	6,00%
Services and Tourism	3	6,00%
Other Sectors	2	4,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 5, the financial and banking sectors are the sectors with the largest research contribution of 9 articles (18.00%). This shows that the issues of financial risk assessment, financial stability, credit risk, and financial decision-making are the main concerns in financial resilience research. Furthermore, the manufacturing sector as many as 7 articles (14.00%) and the digital technology and supply chain sectors as many as 6 articles each (12.00%) show that financial resilience is also related to the company's ability to cope with operational changes and technological developments.

The distribution of the research sector shows that risk management studies have developed in various industries. The energy, construction, agriculture, health, and services sectors are also of concern because they face risks stemming from changes in the environment, regulations, technology, and market dynamics. This shows that strengthening financial resilience is a cross-sector issue that requires risk management strategies in accordance with the characteristics of their respective industries.

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Table 6. Main Research Results

Main Research Results	Number of Articles	Percentage
Integration of risk management improves the ability of organizations to deal with financial uncertainty	12	24,00%
The use of technology and data analytics strengthens risk identification	9	18,00%
Risk mitigation strategies help maintain business sustainability	8	16,00%
Financial risk assessment model improves decision accuracy	7	14,00%
Data-driven decision-making approach improves organizational response	6	12,00%
External risks such as ESG, climate, and geopolitics affect financial resilience	5	10,00%
Strengthening governance and organizational coordination to support risk management	3	6,00%
Total	**50**	**100%**

Source : Data processed, 2026

Based on Table 6, the main research results show that the most dominant theme is the integration of risk management in improving the organization's ability to deal with financial uncertainty with 12 articles (24.00%). The findings show that risk management is not only seen as a control mechanism, but also as a strategic ability to maintain organizational sustainability. In addition, as many as 9 articles (18.00%) highlight the role of technology and data analytics in improving companies' ability to identify risks more quickly and accurately.

Overall, the results of the study show that strengthening financial resilience is formed through a combination of risk assessment capabilities, mitigation strategies, decision-making quality, and organizational adaptability. Research on the financial risk assessment model as many as 7 articles (14.00%) and data-based decisions as many as 6 articles (12.00%) show a shift towards a more predictive and technology-based risk management approach. Meanwhile, external factors such as ESG, climate change, and geopolitics are also starting to receive attention as a source of risk that can affect the company's financial stability.

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DISCUSSION

1. The Role of Risk Management in Strengthening Financial Resilience

The increasing uncertainty of the business environment has caused risk management to no longer only be seen as a loss control activity, but has developed into an organization's strategic ability to maintain financial sustainability. Companies are required to be able to recognize the source of risk, understand their potential impacts, and determine appropriate response strategies to remain able to operate in stressful conditions. This perspective is in line with the concept of organizational adaptability which emphasizes the importance of flexibility in dealing with changing environments. Previous research has shown that integrated risk management is able to increase organizational readiness in the face of financial and operational disruptions (Crovini et al., 2021; Andersen et al., 2022; Zheng et al., 2025).

The results of the literature review show that risk management is closely related to the formation of financial resilience because it provides a mechanism for organizations to identify threats and determine appropriate mitigation actions. An effective risk management system allows companies to improve their adaptability through strengthening governance, internal coordination, and the use of information in the decision-making process. Several studies have shown that a structured risk management strategy can help organizations reduce uncertainty, maintain operational stability, and improve their ability to deal with external pressures that have the potential to disrupt the company's financial condition (Andersen et al., 2022; Akhmad et al., 2026; Ren et al., 2026).

Research developments show that modern risk characteristics are increasingly complex because they are influenced by various external factors such as technological changes, supply chain disruptions, economic uncertainty, and sustainability issues. These conditions cause organizations to need a risk management approach that not only focuses on traditional financial risks, but is also able to understand the relationships between interrelated risk types. Previous studies have shown that companies need to develop adaptive risk systems in order to be able to respond quickly to environmental changes and maintain organizational resilience in the long term (Hunger et al., 2026; Zhang et al., 2025; Li & Shahzad, 2026).

Overall, the results of the SLR show that risk management is a fundamental factor in strengthening financial resilience. Risk management not only functions as a protection mechanism against potential losses, but also as an organization's ability to create preparedness to face various forms of disruption. Organizations that are able to integrate risk identification, risk evaluation, mitigation, and decision-making processes will have better

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ability to maintain financial stability. The findings show that modern risk management should be understood as part of an organizational strategy, not just an administrative function (Crovini et al., 2021; Zheng et al., 2025; Akhmad et al., 2026).

2. The Development of Technology-Based Financial Risk Assessment

The development of digital technology has brought significant changes to the organization's approach to conducting financial risk assessments. The risk assessment process that previously relied heavily on historical data and conventional analysis is now evolving towards a technology-based approach that is able to make predictions faster and more accurately. The use of artificial intelligence, machine learning, and other analytical methods allows organizations to understand complex risk patterns and identify potential financial disruptions from an early stage. These changes show that the ability to manage information is an important factor in strengthening modern risk management systems (Liu et al., 2026; Fernando et al., 2026; Ammar et al., 2026).

The results show that the quality of financial risk assessment has an important role in determining the effectiveness of organizational strategies in dealing with uncertainty. Data-driven analysis models can help companies measure risks more objectively, including in predicting the possibility of financial distress, systemic risk, and business disruption. This approach provides support for management in determining risk priorities and choosing appropriate response strategies. Previous research shows that the use of computational methods can improve an organization's ability to understand the relationship between risk factors that were previously difficult to analyze using traditional approaches (Liu et al., 2026; Zhang et al., 2025; Biswas et al., 2022).

Although technology provides a great opportunity to improve risk assessment capabilities, its implementation still faces several challenges such as data quality, algorithm transparency, and the need for adequate technology governance. Organizations need to ensure that the use of technology-based systems not only produces accurate predictions, but is also able to provide information that can be understood and used in the decision-making process. Research on explainable artificial intelligence and the use of digital technology shows that transparency and oversight are important factors in the successful implementation of risk technologies (Ammar et al., 2026; Raina et al., 2026; Metzger et al., 2025).

In general, the results show that financial risk assessment has shifted from a reactive approach to a more adaptive predictive approach. The integration of technology, data, and analytical capabilities provides an opportunity for organizations to increase the speed of

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recognizing risks and determining more effective response strategies. These developments show that financial resilience is not only influenced by a company's ability to address risks after they occur, but also by the ability to anticipate before risks develop into larger disruptions (Fernando et al., 2026; Liu et al., 2026; Zhang et al., 2025).

3. Risk Mitigation Strategy in Building Organizational Resilience

Risk mitigation strategies are an important stage in the risk management process because they determine how the organization responds to various threats that have been previously identified. The results of the study show that risk mitigation is not only oriented towards reducing negative impacts, but also includes efforts to improve the organization's ability to maintain operations and create flexibility in the face of change. Companies need to develop mitigation mechanisms that involve strengthening governance, resource management, increasing information transparency, and coordination between organizations to produce more effective risk responses (Akhmad et al., 2026; Andersen et al., 2022; Hunger et al., 2026).

Based on the results of the literature synthesis, risk mitigation strategies have evolved from a simple approach of loss control to a more strategic and adaptive approach. Modern organizations not only seek to avoid risk, but also build the ability to adapt strategies when faced with changing business conditions. Research shows that the integration between risk management, operational flexibility, and information utilization can help companies reduce the impact of disruptions and maintain financial stability in the long term (Zheng et al., 2025; Ren et al., 2026; Guo & Wang, 2025).

The development of the business environment also causes mitigation strategies to consider various sources of external risks such as climate change, supply chain disruptions, technological risks, and market uncertainty. These risks have interrelationships that can produce a chain impact on the organization's financial condition if not managed appropriately. Several studies show that companies need to develop a comprehensive mitigation approach that considers the relationship between risks and the organization's adaptability in dealing with changes in the external environment (Bertrand et al., 2024; Li & Shahzad, 2026; Hunger et al., 2026).

Overall, the results of SLR show that risk mitigation strategies play an important role as a link between the risk identification process and the achievement of financial resilience. Effective mitigation allows organizations not only to reduce potential losses, but also to improve their ability to recover after experiencing disruptions. The findings of the study show

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that organizations that develop mitigation strategies based on information, technology, and internal coordination have better ability to maintain business sustainability in the midst of uncertainty (Akhmad et al., 2026; Zheng et al., 2025; Ren et al., 2026).

4. Decision-Making Approach in Strengthening Financial Resilience

Decision-making is becoming an important component of a risk management system because it determines how organizations translate risk information into strategic actions. In increasingly uncertain business conditions, decisions can no longer rely solely on managerial experience, but require accurate information support and comprehensive risk analysis. The results of the study show that data-driven decision-making approaches help organizations prioritize risks, choose mitigation strategies, and allocate resources more effectively to maintain financial stability (Liu et al., 2024; Metzger et al., 2025; Raina et al., 2026).

The development of digital technology has driven changes in organizational decision-making processes through the use of decision support systems, artificial intelligence, and predictive analytics. These technologies allow companies to evaluate various decision alternatives based on available risk information to produce faster and more accurate decisions. Previous research has shown that the use of digital technology can improve an organization's ability to understand risk patterns, anticipate changes, and strengthen the quality of strategic decisions in the face of complex conditions (Ammar et al., 2026; Liu et al., 2026; Raina et al., 2026).

However, the use of technology-based approaches in decision-making still requires a balance between analytical capabilities and managerial considerations. The information generated by digital systems needs to be combined with an understanding of the business context so that the resulting decisions are not only technical, but also in accordance with the organization's goals. Several studies have shown that model transparency, information quality, and an organization's ability to interpret the results of analysis are important factors in ensuring the effectiveness of risk-based decision-making (Ammar et al., 2026; Metzger et al., 2025; Zhang et al., 2025).

Overall, the results of the study show that the decision-making approach has a strategic position in strengthening financial resilience because it is the final stage that connects the risk analysis process with organizational actions. The company's ability to make decisions quickly, precisely, and based on information is an important factor in dealing with financial pressures and external disruptions. The findings of SLR show that the integration of risk assessment, mitigation strategies, and decision-making is a key element in building an

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adaptive and sustainable risk management system (Liu et al., 2024; Zheng et al., 2025; Zhang et al., 2025).

CONCLUSION

Based on the results of a Systematic Literature Review (SLR) of 50 scientific articles on financial resilience, risk management, financial risk assessment, risk mitigation strategies, and decision-making approaches, this study shows that risk management has an important role in strengthening an organization's ability to deal with financial uncertainty. Modern risk management no longer only functions as a loss control mechanism, but develops into a strategic capability that helps organizations identify risks, determine responses, and maintain business sustainability. Based on the perspective of Dynamic Capabilities Theory, adaptability and transformation are important factors in building an organization's financial resilience.

The results of the study show that financial risk assessment, mitigation strategies, and decision-making approaches are the main elements in strengthening financial resilience. The development of digital technologies such as artificial intelligence, data analysis, and decision support systems contribute to improving the organization's ability to predict and respond to risks. In addition, the integration of risk information, organizational capabilities, and business strategies is an important factor in dealing with changes in the external environment. Thus, organizations that are able to manage risk adaptively have a greater chance of maintaining financial stability and creating long-term sustainability.

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 characteristics of previous literature so that the results of the study better illustrate the synthesis of research developments than direct empirical testing. In addition, variations in industry sectors, research countries, analysis methods, and indicators of measuring financial resilience and risk management in the articles studied can affect the level of generalization of research results. The possibility of publication bias is also a limitation because research with significant results tends to be published more widely.

SUGGESTIONS

Further research is recommended to conduct empirical studies that examine the relationship between risk management, financial risk assessment, mitigation strategies, and

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financial resilience in various industry sectors. Future research can also develop integrative models by considering internal organizational factors such as digital capabilities, information quality, risk culture, and innovation capacity. In addition, technological developments such as artificial intelligence, machine learning, and big data analytics can be the focus of advanced research to understand how these technologies support risk identification processes, decision-making, and improving organizational financial resilience.

PRACTICAL & THEORETICAL IMPLICATIONS

In practical terms, this research implies that organizations need to strengthen risk management systems as part of a long-term business strategy. Companies need to build mechanisms that are able to integrate risk identification processes, risk evaluation, mitigation, and decision-making in an ongoing manner. The use of digital technology and improving information quality are also important factors in helping organizations respond to changes in the business environment. Thus, risk management not only serves to reduce negative impacts, but also becomes an instrument in improving organizational adaptability.

Theoretically, this study contributes to the development of Dynamic Capabilities Theory in explaining how organizations build financial resilience through the ability to adapt to change and uncertainty. The results of the study show that financial resilience is not only influenced by the financial strength of the company, but also by the organization's ability to manage risk, develop mitigation strategies, and produce information-based decisions. These findings broaden the understanding of the relationship between organizational capabilities and modern risk management and open up opportunities for further research on the development of a more comprehensive financial resilience model.

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