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Relationship between Business IT Alignment and Risk Management on Company Performance: A Systematic Literature Review

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ABSTRACT

Continuous change is an important thing that must be faced by a company. Such as the increasing integration of information technology (IT) in business operations that has led corporate executives to review the importance of aligning IT and business strategies. At the same time, effective risk management has become critical to ensuring organizational resilience and performance. So this systematic literature review aims to find out more about the relationship between IT-Business strategy alignment and risk management on company performance. The literature review was conducted by sorting and reviewing existing research from publications between 2014 and 2025 by looking at Q1 and Q2 quartiles and using the 5W1H analysis method. This review identified a thorough understanding of Business IT Alignment and Risk Management. This literature review shows that the alignment of IT and business strategies, along with effective risk management, plays an important role in improving corporate performance. The research reveals that the integration of these two factors enables companies to be more efficient, innovative and prepared for market uncertainty.

INTRODUCTION

In an increasingly dynamic and uncertain business environment, the ability to keep up with continuous and unexpected changes is essential for companies to sustain their existence [1]. The concept of agile companies that emerged in the 1990s describes that agile companies are companies that can agilely adapt to changes in business challenges and opportunities that are constantly changing and by always optimizing costs and quality [2]. One of the changes faced by companies is the era of 'digitalization' which is characterized by deep innovation, more integrated business and IT innovation and the need for faster and more agile corporate capabilities [3]. In addition, the evolution of technology allows it to be adopted or used in all spheres, including the business sphere. The adoption of technological devices has revolutionized the industry regarding how a company can conduct business and the expectations of their users or consumers. In fact, the assessment of a company's success can be based on the company's ability to utilize its resources into the company's transformation process [4], [5]. The use of technology in automating processes, without aligning with business strategy, will create a large potential for unnecessary expenses and will waste the great potential of IT that has been adopted.

So in adopting technology tools, one of the most widely mentioned beliefs in existing research is that if the company aligns information systems and information technology with the company's business strategy, it will improve company performance [6]-[9]. According to corporate information technology executives, the main concern in management is to identify the alignment of IT strategy with the company's business strategy [10], [11].

Aligning IT strategy with corporate business strategy is an important challenge that every organization or company must do [12], [13].

Some researchers consider alignment to be the relationship between or within business strategy and IT [14], [15]. Other researchers also interpret alignment as the extent to which the planning that has been made in the use of IT can support the company's business operational planning [16], [17]. Alignment can also be interpreted as the correct application of information technology, in terms of time and place, with the aim of helping companies achieve company goals [18]. While another definition explains that alignment is when company goals and company activities and existing information systems support and remain in line [19]. The concept of strategic alignment was first raised by Henderson & Venkatraman as a level of conformity and form of integration between business and IT strategies and business and IT infrastructure.

There are several studies that say the benefits obtained by companies by aligning information systems strategy and IT strategy with business strategy. By aligning, the company can increase the profitability obtained by the company [20]-[23]. The company can also increase the competitive advantage that can be maintained in the market [22], [23]. Other benefits that can be obtained by companies that align the SI / IT strategy with the company's business strategy are reducing costs in implementing technology in the company [17], increasing the level of operational efficiency of the company [24], obtaining increased ratings from customers or consumers of the company [25], increasing competitive advantage on an ongoing basis [26], reducing company operational costs [17], [27]. And without realizing it, this alignment of IT with business strategy will help companies increase the use of technology within their company [28], [29]. These studies show that companies that have an IT strategy that is aligned with business strategy have a good IT impact in supporting the company's business objectives and exploiting competitive advantages to the positive impact of supranormal profits [30], [31].

However, there are also studies that say related to the 'alignment paradox' where by aligning the SI / IT strategy with the business strategy the company does not benefit from an increase in performance and even the company gets a loss. The loss can be in the form of a waste of resources which ultimately impacts the company's financial losses [32], [33]. There are also companies that say that the losses incurred from the alignment cause a rigidity that has an impact on the company's limited ability to recognize a change and respond to it, and reduce the level of flexibility of its strategy [33]-[35]. Where the rigidity caused is because in the process of aligning the strategy, it requires a long time, expensive costs, and formal actions that cause a slow response to environmental market conditions [33], [35]. Other studies also say that strategic alignment can lead to stagnation and competitive losses in the market [33].

From some of these research results, it shows that aligning the SI / IT strategy can lead to a positive impact on the company as well as a loss impact for the company. In another sense, the evidence of the alignment of the IT strategy with the company's business strategy is still inconsistent with the assessment of whether this will have a positive or negative impact on the company [36].

In addition, in aligning the company's SI/TI with the company's business strategy, it is necessary to analyze the risks that will be faced by the company, because this risk management will affect the company's performance [37]. Risk allows the company to get a loss related to product quality, high costs, and long time in carrying out an activity in order to meet the deadline of the activity [38]. ISO 31000, which is a risk management standard that provides principles, frameworks, and processes that can be carried out by all types of companies, describes that risk is the effect of uncertainty on the achievement of company

goals [39]. So it is necessary to identify and correctly interpret the existing risks to produce a high level of success and quality [40].

Risk management is well-coordinated activities that result in companies to direct and control related risks [39]. Another definition explains that risk management is a complex process that requires expertise and experience in making decisions to interpret existing information to make predictions within a certain period of time in the future [41]. The purpose of risk management is to identify and eliminate software risks before they occur until they become threats that have a high level of potential to the success of operations carried out by the company [42]. This process involves several stages, including risk identification, risk analysis, risk evaluation, risk communication and consultation with stakeholders, and risk event monitoring and management [81].

Information technology risk management is an important endeavor undertaken by companies within the larger auspices of IT governance [43]-[47]. After identifying IT risks, the company must also determine the response to these risks with the aim of reducing risks by making mature efforts that lead to better risk management [48]. From the explanation that has been described, so that researchers want to find out more about the relationship between IT-Business strategy alignment with risk management on company performance.

Despite the extensive body of literature examining Business–IT Alignment (BITA), empirical evidence regarding its impact on organizational performance remains fragmented and inconclusive, particularly when risk management considerations are taken into account [36], [60]. While numerous studies report that BITA contributes to improved efficiency, competitiveness, and financial performance [20]–[26], other research highlights the emergence of strategic rigidity, inefficiencies, and resource misallocation resulting from alignment initiatives, often referred to as the alignment paradox [32]–[35]. Moreover, existing studies predominantly investigate BITA and risk management as separate constructs, resulting in limited theoretical integration and insufficient understanding of their combined influence on firm performance [37], [48]. This fragmentation is further amplified by the diversity of models, contexts, and sectors examined, which complicates the synthesis of cumulative knowledge [52], [55]. Accordingly, this study addresses the following research questions: (1) how Business–IT Alignment influences organizational performance, (2) what types of risks arise in the process of achieving alignment, and (3) how risk management mechanisms interact with alignment to shape performance outcomes. Given the heterogeneity and sometimes contradictory findings in prior research, a Systematic Literature Review (SLR) is warranted to provide a rigorous, transparent, and replicable synthesis of existing studies, identify dominant theoretical perspectives and research gaps, and establish a coherent conceptual foundation for understanding the interrelationship between Business–IT Alignment, risk management, and organizational performance [52], [55], [60].

METHOD

In this section, we will explain how we collected and screened the literature in this article.

Literature Collecting

In an effort to obtain comprehensive data, researchers conducted a search for articles from data libraries such as Scopus, Science Direct, Google Scholar, and IEEE Xplore related to the alignment of SI/TI strategy with business strategy and risk management. Keywords were searched based on the title, abstract, and relevant keywords from the sources mentioned. The combination of keywords was taken from three categories. The first category

was alignment-related with keywords such as “business strategy”, “IT”, “alignment”, “fit”, “strategy alignment”, “IT business alignment” and “company performance”. The second category is related to risk management with keywords such as “risk management”, “enterprise risk management”, “ISO 31000”, and “company performance”.

If we search in google scholar related to “IT Business Alignment”, the corresponding results appear around 3,460,000 data. If we search with the keyword “IT Business Alignment”, the corresponding results appear around 5,960,000 data. Meanwhile, if we search by combining the two keywords, the corresponding results are around 1,310,000 data. This shows that my topic is interesting and relevant for further research.

In addition, seen in Figure 1, I also conducted a search using publish or perish software, by taking data from Scopus between 2014 and 2025, and it was found that the number of citations using this topic was high. Thus, these articles show that research in this field is not only frequently published but also recognized and referred to by other researchers.

Using the above points, I can show that this topic qualifies as “publishable” due to the large number of published articles, the quality of the journal, as well as its continued relevance in the face of modern business challenges. These considerations demonstrate that the topic addressed in this study is of significant importance and offers a meaningful contribution to the existing scientific literature.

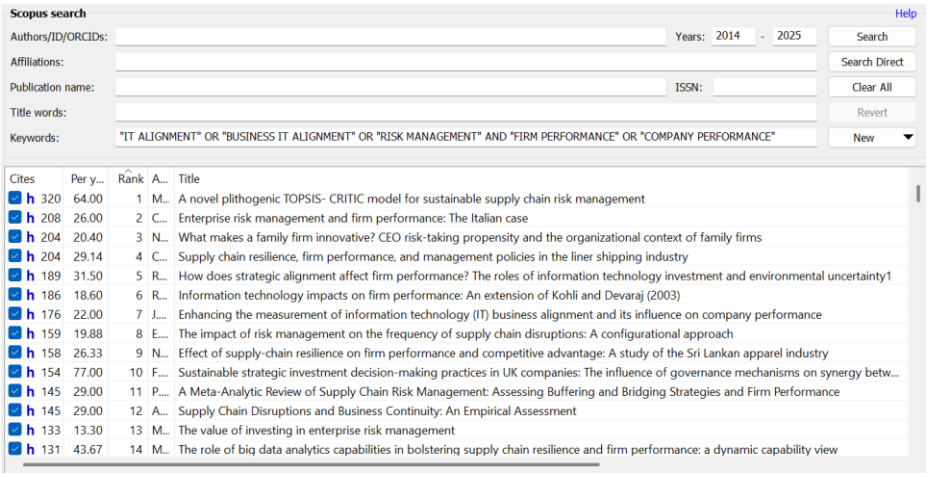

Figure 1. Search results using Publish or Perish Software

Literature Screening

From the first step of searching for articles from data libraries such as Scopus, Science Direct, Google Scholar, and IEEE Xplore, the next step was to screen the literature. From the amount of data generated, I conducted screening to ensure the quality of the literature to be reviewed. This was done by selecting articles published in highly reputable journals, particularly those in the Q1 and Q2 quartiles. The selection of journals within these quartiles is based on their reputation and impact within the academic community, where Q1 and Q2 journals typically have rigorous standards of assessment as well as high citation counts, suggesting that articles published in these journals have significant influence.

I filtered the articles based on several key criteria, such as the relevance of the topic, the reputation of the journal, and its relevance to the research focus on IT Alignment, Risk Management, and Firm Performance. The articles published in Q1 and Q2 journals are believed to make a strong contribution as they go through a rigorous peer-review process and are recognized in the field. As such, only quality literature can provide accurate and reliable data and analysis.

In addition, the focus on Q1 and Q2 journals also ensured that I obtained in-depth and empirical evidence-based perspectives from leading researchers in the field. The selected

literature from these reputable journals is expected to provide a strong theoretical basis and support further analysis of the relationship between IT strategy, risk management, and firm performance. Here are some of the journals that I selected as primary sources in this literature review.

Table 1. Journal Sources

Journal	Qty	Index (Scopus)	H-Index	Clarivate
MIS Quarterly: Management Information Systems	2	Q1	271	✓
IEEE Access	1	Q1	242	✓
European Journal of Information Systems	2	Q1	128	✓
Journal of Higher Education Policy and Management	1	Q1	54	✓
Journal of Information Technology	3	Q1	92	✓
Computers in Industry	1	Q1	129	✓
Journal of Enterprise Information Management	1	Q1	82	✓
Information Systems Management	1	Q1	67	✓
Information & Management	1	Q1	191	✓
International Journal of Accounting & Information Management	1	Q1	35	✓
Computer Standards & Interfaces	1	Q1	76	✓
Digital Business	1	Q1	13	✓
International Journal of Productivity and Performance Management	1	Q1	77	✓
Corporate Social Responsibility and Environmental Management	1	Q1	113	✓
International Journal of Public Administration	1	Q2	58	✓
International Journal of Technology Assessment in Health Care	1	Q2	77	✓
Journal of Advanced Research in Applied Sciences and Engineering Technology	2	Q2	11	✓
Journal of Computer Science and Technology	1	Q2	59	✓
Journal of Business Economics and Management	1	Q2	48	✓
Journal of High Technology Management Research	1	Q2	55	✓
International Journal of Information Technology (Singapore)	1	Q2	34	✓
Journal of Contemporary Accounting and Economics	1	Q2	37	✓
Journal of Risk and Financial Management	1	Q2	40	✓
Banks and Bank Systems	1	Q2	22	✓
Frontiers in Psychology	1	Q2	184	✓
Health Science Reports	1	Q2	20	✓
Small Enterprise Research	1	Q2	23	✓

Literature Analysis

The next step in this literature review is to choose the analysis method used and determine the main questions to be answered. The analysis method used was 5W1H (What, When, Where, Why, Who, and How). By using this analysis, it is possible to extract important information from each article and identify current research trends. There are six questions that can be answered in this literature review that reflect aspects of 5W1H, as follows.

RQ1: How many papers are published each year?
RQ2: Where are they being applied?
RQ3: What are the main research questions?
RQ4: What is the pattern of collaboration networks between authors?
RQ5: What are the main motivations and research challenges?
RQ6: What are the models and techniques for doing so?

This research aims to provide a comprehensive understanding of the current literature on Business-IT Alignment (BITA) and Risk Management studies by answering these six questions.

RESULTS AND DISCUSSION

In this section, we will explain how we collected and screened the literature in this article.

"When" Analysis

This analysis is intended to answer RQ1. Figure 2 shows the number of articles published in the last 11 years, from 2014 to 2025. First, the researchers found that there was an increasing trend in publications related to Business-IT Alignment and Risk Management. Data was obtained using the Publish or Perish software by retrieving data from the Scopus index. Although there was a significant decline in 2021, there was a gradual increase in 2022 and a significant increase in 2023 and 2024. Data for 2025 was only collected up to August. Therefore, it cannot be denied that the number continues to increase gradually over time.

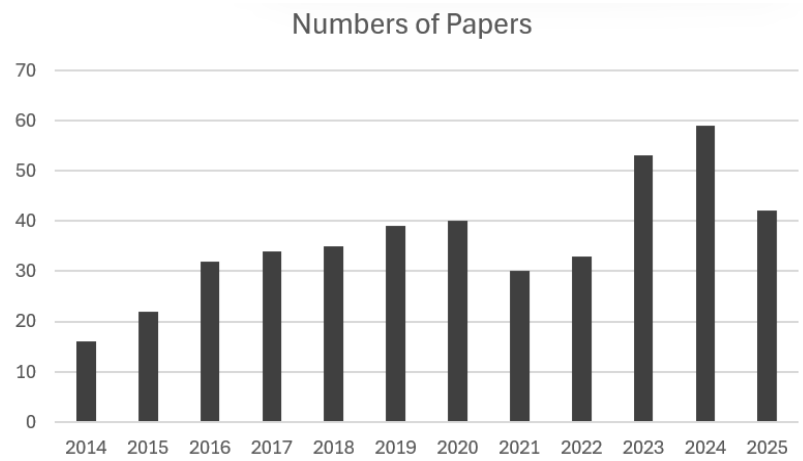

Figure 1. Evolution of Publication Development in The Last 11 Years

Secondly, the increasing trend from 2014 to 2025 is relatively clear, in accordance with previous research which says that the attention to alignment between business and IT has increased and become a top priority since the 2000s [49]. Although it has been a top concern for a long time, it still continues to be a goal of corporate attention [50]. On the other hand, many experts agree that this alignment will be outdated after 30 years, and experts suggest changing the term to other words such as using the words integrated, harmonized, and fused [50]. Alignment will remain a major concern for companies as IT and business evolve over time [50]. Alignment between business and IT holds the key in driving the company forward [49]. Likewise, IT risk management continues to increase as said by one researcher that in the last two decades, risk mitigation strategies have evolved rapidly to obtain effective risk management strategies [51].

"Where" Analysis

This analysis is intended to answer RQ2: Where it can be applied. Based on the type of case study, Business-IT Alignment or Strategic Planning, many studies have been conducted with a case study of a company [56], [57], [59]-[61], [64]-[69], [72], [73], [76]. [56] and [77] conducted on companies engaged in health services such as hospitals. [57]

conducted research on companies engaged in financial services, namely banks. [66] conducted Business-IT Alignment of companies in the accommodation services sector such as hotels. [67] conducted research using a company engaged in information technology consulting located in Virginia [67]. In fact, there are studies that do it into the public sector such as government [54]. In addition, Business-IT Alignment or Strategic Planning can also be applied to non-profit institutions such as institutions engaged in education, as has been done by [53], [58], [62], [81]. Likewise, risk management is usually done in companies, both large and small and medium companies [48], [70], [71], [74], [75], [78], [79].

Some studies use models such as the Strategic Alignment Model (SAM) which covers the areas of functional integration and strategy fit to ensure that business strategy and IT strategy are aligned and overcast each other [52]. This SAM model can be applied to various types of companies, both profit-oriented companies and non-profit-oriented companies [62]. The SAM model has a function as an analytical tool in analyzing the dynamics that occur between Business-IT Alignment including analysis models such as lead-leg, stages of growth, and punctuated equilibrium [57]. Business-IT Alignment can also be applied in Solution Delivery, where Business-IT Alignment is used to ensure that solutions are delivered or developed, in accordance with the strategic planning that has been previously prepared [52]. Business-IT Alignemnt also plays a role in business processes, where Business-IT Alignment can increase efficiency and automate the business processes of a company [67]. Business-IT Alignment also influences the development of a new product or service by assessing the environment and creating a product or service through an IT application according to the company's environmental conditions [73].

In addition, risk management can be carried out to all fields within a company [48], [70], [74], [75, [78], [79]. In conducting risk management, risk management can be applied primarily in the areas of business strategy, reporting, operations, and compliance [80]. Risk management can maximize the company's strategy in a competitive market, ensure reliable reporting systems and legal compliance, and increase the level of operational efficiency [70]. In addition, based on previous research, risk management can also be carried out on the IT part of the company, including for example the software used by the company [48], [71]. Risk management is very important as a communication, operation, and monitoring tool for the success of an IT project by identifying the perceptions of company officials [48]. Research conducted by [48] focuses on large-scale companies, so that medium and small companies may be underrepresented. However, research conducted by [78] has revealed that medium and small organizations or companies can improve their performance by implementing effective Business-IT Alignment and risk management. [74] also stated that this risk management affects operations in the banking sector such as liquidity risk and credit risk. Thus, Business-IT Alignment and Risk Management can be applied in various areas and can be adjusted according to the needs of each company or organization.

"What" Analysis

This analysis aimed to answer RQ3: What are the main research questions. Some studies may have the same or different research questions. The following are some of the research questions carried out by existing studies.

1. HOW TO ACHIEVE BUSINESS IT ALIGNMENT?

There are several ways to achieve Business IT Alignment. Broadly speaking, the first step that can be taken is to understand the company's business strategy and IT strategy [55]. This understanding also includes having to understand the short-term to long-term goals of both strategies in supporting the achievement of company goals [55]. In addition, how to

achieve Business IT Aligenmt can also use models and techniques that have been developed and implemented previously by practitioners [52]. As done by [52], where Business IT Alignment can be achieved with the help of Enterprise Architecture (EA) which can help and manage Business IT Alignment in the company.

Effective communication and good collaboration between business teams and IT teams are very important in order to understand that both parties have the same goals and views [55]. Strong leadership such as by ensuring that all parties involved understand the importance of Business IT Alignment can also help in achieving the success of Business IT Alignment [55]. The last step is certainly the need for management and maintenance including measurement and evaluation of Business IT Alignment due to changes in market conditions that continue to occur [52], [55].

2. HOW TO ACHIEVE BUSINESS IT ALIGNMENT?

Business IT Alignment can improve company performance because Business IT Alignment can help companies save costs, improve quality, increase company competitiveness, and increase company revenue growth [63], [66]. Business IT Alignment produces a broader strategy that will have an impact on company performance [63]. Then, Business IT Alignment makes it possible to utilize shared knowledge between business teams and IT teams in executing strategies at the operational level [66].

3. WHAT ARE THE KEY SUCCESS FACTORS OF STRATEGIC PLANNING?

The key success factor of strategic planning for companies is the alignment between business strategy and corporate information strategy [63]. Second, there is good cooperation from the various teams involved in preparing the company's strategic planning [63]. The third key factor is a strong understanding of the processes and procedures in planning owned by all parties involved [63]. The fourth key factor is a comprehensive environmental analysis, be it an analysis of the internal business and IT environment or an analysis of the external business and IT environment [55].

4. HOW CAN RISK MANAGEMENT IMPROVE COMPANY PERFORMANCE?

Risk management can improve company performance in several ways. For example, by identifying and proactively managing company risks that can reduce the possibility of loss or minimize the negative impact that can be caused [48], [70], [75], [79]. Risk management is also useful for monitoring and evaluating risks on a regular basis so that companies can find out areas that need improvement and optimize the resources owned by the company [48]. By using Enterprise Risk Management, companies can reduce business operational costs which will increase the value and competitiveness of the company [74], [78]. Risk management can improve company performance by identifying, assessing, and mitigating potential threats that could negatively impact organizational objectives.

Effective risk management enhances decision-making, promotes strategic planning, and ensures resource allocation aligns with risk appetite, leading to increased operational efficiency and competitive advantage [81]. Finally, by using Risk Management, it will enable more informed decision making, so as to increase investor confidence and business partners in improving reputation and opening new business opportunities for the company [48],[78].

In summary, the above categories cover all questions contained in the selected literature publications. The following figure shows the number of references for each of the four questions or categories.

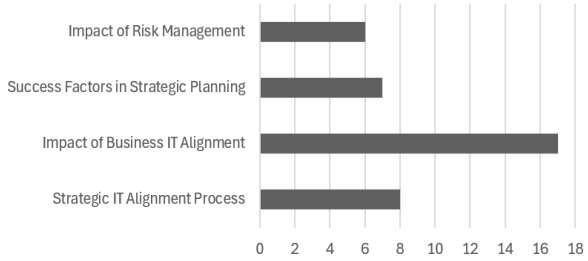

Figure 3. Statictical Number of Four main RQ in Literature

"Who" Analysis

This analysis aimed to answer RQ4: Investigate the co-authorship relationships of the 32 studies. Based on the figure presented in this study, there is a significant pattern of collaboration among authors in the field of Business IT Alignment and Risk Management. The graph shows that most of the studies were conducted by author teams consisting of different institutions and countries, reflecting the multidisciplinary and international nature of this topic.

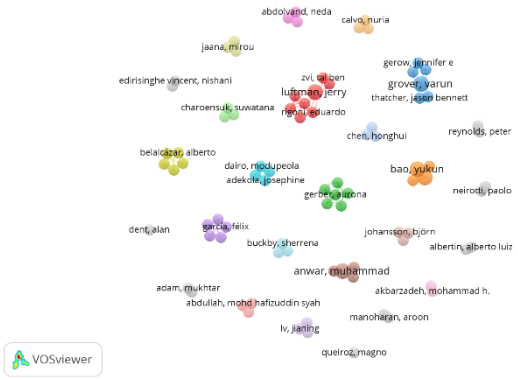

Figure 4. The Co-Authorship Network

This collaboration between authors not only enriches the research perspective but also improves the quality and credibility of the results obtained. By involving authors from different backgrounds, the research can incorporate various methodological approaches and relevant theories, resulting in a more comprehensive and in-depth analysis. In addition, strong co-authorship relationships also indicate the existence of an active and dynamic research network, which contributes to the development of the literature in this field. In this context, co-authorship analysis also helps identify researchers or groups of researchers who act as thought leaders in the field. They are often at the center of collaborative networks, indicating that they have significant influence in driving the direction of research and theory development in the field of Business IT Alignment and Risk Management. Thus, this analysis not only provides insights into collaboration patterns but also helps in identifying future research trends and directions.

"Why" Analysis

This analysis is intended to answer RQ5: Identify the motivations and challenges faced in conducting Business IT Alignment and Risk Management. The selected literature is largely influenced by two aspects, namely why companies need to do Business IT Alignment and Risk Management to improve company performance and why many papers introduce various models in Business IT Alignment and Risk Management. The answer to the first

question is the motivation for implementing Business IT Alignment for companies and. The answer to the second question is related to the challenges in implementing it in the company. After analyzing the motivations and challenges, the number of frequencies per category will be calculated and then combined. The results can be seen in the table that displays these categories.

Some of the motivations and challenges can be seen in Table 1. From some literature, it can be seen that the biggest motivation for implementing Business IT Alignment and Risk Management is because it can improve company performance. While the biggest challenge is the limited resources owned by each company.

Table 2. Motivation and Challenges in Implementing Business IT Alignment and Risk Management

Motivation	Challenges
Business IT Alignment can improve organizational performance and company competitiveness.	Limitations in methodology and resources
Business IT Alignment can overcome budget and IT resource limitations	Rapid changes in information technology
Improve technology support for the company's business processes	Complexity in accurately measuring Business IT Alignment
Business IT Alignment can maximize IT flexibility in responding to changes in the competitive environment	Overcoming cultural differences between IT and business departments
Enterprise Risk Management can improve company performance	Ensure that the measured business strategies and ERM practices truly reflect the practices implemented in the field

"How" Analysis

This analysis is intended to answer RQ6: Identify research models and techniques in the literature. There are several models that can be used in conducting Business IT Alignment and Risk Management. The most widely followed model is the Strategic Alignment Model (SAM) developed by Henderson and Venkatraman. As for Risk Management, most use the ERM model.

Table 3. Type of Research Model Used

Models	Descriptions	Sources
Strategic Alignment Model (SAM)	Developed by Henderson and Venkatraman. This model measures the maturity level of strategic alignment in organizations by assessing various aspects.	[52],[55], [57],[59], [61],[62], [65],[67],
Strategic Alignment Maturity Model (SAMM)	Developed by Luftman, this model is used to assess the maturity level of strategic alignment in organizations. The model helps organizations understand their current position and the steps needed to improve alignment.	[55],[61]
Enterprise Architecture Frameworks	Used to support alignment by modeling business and IT strategies and their relationship to enterprise architecture.	[52]
Fit Model	Measures alignment by comparing IT and business strategies independently, then combining them into a composite index using different types of fit.	[55],[59]
Socio-Technical Framework	Considers the interaction between social and technical aspects in the organization to achieve alignment between IT and business.	[55]
Service-Oriented Architecture	Aligns the solution model with the enterprise architecture, enabling better integration between business and IT.	
Model 10 langkah Bryson	This model builds on previous process- or activity-based strategic planning models.	[54]
Cognitive Approach	Focuses on aligning thinking between business and IT management to ensure that both parties have a common understanding of strategic goals.	[55],[56]
Gartner Model	This framework includes several phases, namely IT strategic vision, IT strategic plan, and implementation.	[58]

ERM	The ERM model developed by Mukhtar and Soliman includes five main themes, namely risk organization and governance, risk insight and strategy, risk processes and decisions, operational and regulatory environment, and risk monitoring and reporting.	[70],[74], [75],[78], [79], [81]
ITRM	The process of managing risks associated with information technology (IT) in a company or organization.	[48]

Discussions

In this discussion, we will explore the importance of information technology risk management (ITRM) in the modern business context. ITRM is a process that manages information technology-related risks within a company or organization. With the increasing reliance on technology, IT-related risks are becoming increasingly significant and require special attention. Research shows that this topic is not only frequently published but also recognized and referred to by other researchers, signifying its relevance and importance in the scientific literature. The articles published in Q1 and Q2 journals make a strong contribution as they go through a rigorous peer-review process, ensuring that only quality literature provides accurate and reliable data and analysis.

In addition, the use of the 5W1H analysis method in the literature review allows extracting important information from each article and identifying current research trends. This method helps in answering key questions such as what are the main motivations and challenges in research, as well as how models and techniques are applied in practice. As such, this discussion emphasizes that IT risk management is not only essential for business sustainability but also makes meaningful contributions to scientific literature and business practice. The trend of increasing attention to the alignment between business and IT has been a top priority since the 2000s, and although it has long been a concern, it still continues to be a major focus for companies.

In this context, it is important to understand that IT risk management serves not only as a tool to reduce risk, but also as a strategy to improve corporate performance. By integrating risk management into business strategy, companies can be better prepared for the challenges that arise from a dynamic business environment and constantly evolving technology. This is in line with the finding that alignment between business and IT strategies can improve overall company performance. Therefore, companies need to continuously adapt and develop effective risk management approaches to remain competitive in the global market.

Furthermore, the literature analysis shows that there are various models and techniques that have been developed to support IT risk management. These models are designed to assist companies in identifying, assessing and managing risks associated with the use of information technology. However, the main challenge faced is how to effectively implement these models in different business contexts. Therefore, further research is needed to develop more flexible and adaptive approaches that can be applied across different industries and business scenarios.

Finally, it is important to note that IT risk management is not a task that can be completed once, but is an ongoing process that requires constant monitoring and adjustment. As such, companies should invest in training and development of human resources to ensure that they have the necessary skills and knowledge to effectively manage IT risks. With the right approach, IT risk management can be a powerful tool to support business growth and sustainability in this digital age.

Method Check

This section will discuss the methods used in this study to ensure the validity and reliability of the results obtained. The methods used in this study involved collecting and

analyzing literature from various trusted sources such as Scopus, Science Direct, Google Scholar, and IEEE Xplore. These sources were chosen because of their reputation for providing articles that have gone through a rigorous peer-review process, thus ensuring the quality and credibility of the information obtained.

The first step in this method is the collection of literature relevant to the topic of IT-Business strategy alignment and risk management. This process involved specific keyword searches to ensure that only relevant articles were considered. After collection, the literature was screened based on pre-defined inclusion and exclusion criteria. These criteria included topic relevance, journal quality, and year of publication to ensure that only recent and high-quality literature was used in the analysis.

Once the literature was collected, the next step was analysis using the 5W1H method (What, When, Where, Why, Who, and How). This method was chosen for its ability to extract key information from each article and identify current research trends. By answering these key questions, the research was able to uncover the main motivations, challenges, and models and techniques applied in IT risk management practices. This analysis also helps in understanding how IT-Business strategy alignment can affect overall company performance.

To ensure the validity of the results, the research also triangulated the data by comparing findings from different sources and analysis methods. This triangulation is important to reduce bias and increase the reliability of the research results. By comparing results from multiple perspectives, this research can provide a more comprehensive and accurate picture of the topic at hand.

Finally, to ensure that the methods used can be replicated, this study documented each step of the process in detail. This documentation includes a full description of how the literature was collected, screened, and analyzed. Thus, this research not only makes a meaningful contribution to the scientific literature but also provides a framework that can be used by other researchers for further studies in this area.

CONCLUSION

This systematic literature review provides a comprehensive analysis of the relationship between Business IT Alignment (BITA) and Risk Management, and its impact on enterprise performance. The study highlights the importance of aligning IT strategy with business strategy to improve organizational performance, especially in the face of continuous change and digitalization. Through the use of the 5W1H analysis method, this review identifies key trends, application areas, and research questions in the literature published between 2014 and 2025.

The key findings show that while BITA and Risk Management are critical to improving efficiency and driving innovation, they also present challenges such as resource limitations and potential rigor. The review emphasizes the need for effective risk management as a means to strengthen organizational resilience and performance. Despite the complexities involved, the alignment of business and IT strategies remains a vital component to achieving competitive advantage and sustaining growth across a wide range of sectors, including healthcare, finance, hospitality and education.

Overall, this review contributes to a deeper understanding of the current literature on BITA and Risk Management, offering insight into the motivations, challenges, and success factors associated with strategic planning. The review also highlights the need for further research to address the challenges identified and explore innovative methodologies that can facilitate alignment and more effective risk management practices.

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