

Analysis of the Effect of Tax Compliance, Electronic Tax Reporting Systems, and Management Perceptions on the Effectiveness of Tax Planning Strategies in Manufacturing Companies in Jakarta

Loso Judijanto¹, Lia Nurina²

¹IPOSS Jakarta

²Institut Bisnis dan Ekonomi Indonesia

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ABSTRACT

This study explores the intricate interplay of tax compliance, electronic tax reporting systems (ETRS) usage, and management perceptions in shaping tax planning effectiveness in Jakarta's manufacturing companies. Using a quantitative approach, a survey collected responses from 115 manufacturing enterprises, analyzed through Structural Equation Modeling with Partial Least Squares (SEM-PLS). Significant positive correlations were found between tax compliance and ETRS usage, ETRS usage and tax planning effectiveness, and management perceptions and tax planning effectiveness. ETRS usage emerged as a mediator in the relationship between tax compliance and tax planning effectiveness, while management perceptions acted as a moderator in the link between ETRS usage and tax planning effectiveness. The study provides valuable insights into the dynamics influencing tax planning in the manufacturing sector, suggesting a synergistic approach for practitioners and offering policymakers guidance on technology adoption and ethical considerations in tax planning.

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Corresponding Author:

Name: Loso Judijanto

Institution: IPOSS Jakarta

e-mail: losojudijantobumn@gmail.com

1. INTRODUCTION

Taxation plays a crucial role in financial management, especially in the dynamic global business environment. It significantly impacts the sustainability and economic viability of businesses, with manufacturing companies being particularly vulnerable due to complex tax regulations and rapid technological changes. Effective tax management is essential for economic expansion and the development of modern societies. It helps governments generate revenue for essential public services and

infrastructure development [1]. Tax management in enterprises is important for reducing the tax burden and enhancing competitiveness in the market, especially in the face of challenges like frequent changes in tax legislation and the COVID-19 pandemic [2]. The formation and optimization of an accounting policy for tax purposes is crucial for maximizing tax benefits and ensuring economic and legal security for companies [3]. Taxation can also be used as a financial tool to manage harmful products, services, and practices, promoting public health and

preserving the financial sustainability of healthcare systems [4]. The current tax system can impact the ability of enterprises to finance investment costs, highlighting the need for effective investment management and planning in order to achieve sustainable development and competitiveness [5].

Jakarta, as a thriving economic centre, is home to many manufacturing companies that face the challenges of tax preparation. These companies must navigate the complexities of tax regulations and balance the opportunities and obstacles that come with it. Tax avoidance is a common strategy employed by companies to minimize their tax burden, but it can have negative implications for government tax revenue. Several factors influence tax avoidance in manufacturing companies, including capital intensity, profitability, leverage, company size, sales growth, independent commissioner, fiscal loss compensation, tax aggressiveness, solvency, audit opinion, financial distress, executive characters, managerial ownership, and corporate governance. Studies have shown that these factors can have varying effects on tax avoidance practices in manufacturing companies listed on the Indonesia Stock Exchange [6]–[10].

Tax planning is a deliberate financial management strategy used by enterprises to minimize tax liabilities and ensure compliance with tax laws [11]. The effectiveness of tax planning techniques is influenced by variables such as tax compliance, the integration of the Electronic Tax Reporting System (ETRS), and management attitudes towards tax planning activities [12]. However, there is a lack of understanding regarding how these variables interact and impact the effectiveness of tax planning tactics in the manufacturing industry, particularly in Jakarta [13]. Therefore, a focused analysis is necessary to comprehensively examine the relationship between tax compliance, ETRS utilization, management attitudes, and the effectiveness of tax planning in manufacturing companies [14]. Therefore, determining the complex relationship between tax compliance, ETRS

usage, and management perceptions as well as how these factors jointly affect the effectiveness of tax planning strategies in manufacturing companies located in Jakarta is the main research problem of this study.

This research aims to tackle the intricacies within the tax planning landscape of manufacturing companies in Jakarta through specific objectives. Firstly, it seeks to assess the current level of tax compliance prevalent among these companies. Secondly, it delves into the analysis of Electronic Tax Reporting Systems (ETRS) adoption, aiming to understand the extent of adoption and its impact on the effectiveness of tax planning strategies. Additionally, the research aims to scrutinize the perspectives of management concerning tax planning strategies. Lastly, it examines the collective influence of tax compliance, ETRS usage, and management perceptions on the effectiveness of tax planning strategies within manufacturing companies in Jakarta.

2. LITERATURE REVIEW

2.1 Tax Compliance

One essential component of financial governance is tax compliance, which refers to how people or organizations follow tax laws and pay their financial obligations. Research indicates that increased tax compliance is beneficial to a country's ability to generate income and maintain its economy [15], [16]. Effective tax planning techniques for manufacturing enterprises require a thorough understanding of the issues that impact tax compliance. Critical factors of tax compliance have been identified, including legal clarity, enforcement methods, and the perception of the tax system's fairness [17].

2.2 Electronic Tax Reporting Systems (ETRS)

The adoption of Electronic Tax Reporting Systems (ETRS) has emerged as a transformative trend in modern business environments. ETRS facilitates efficient and accurate tax reporting, mitigating the risk of errors and enhancing transparency. Studies have demonstrated the positive impact of

ETRS on reducing tax evasion and increasing compliance [16], [18], [19]. In the manufacturing sector, the integration of ETRS into tax planning processes is expected to streamline operations and enhance the overall effectiveness of tax planning strategies.

2.3 Management Perceptions

The role of management perceptions in shaping organizational strategies, including tax planning, has garnered increasing attention in recent literature. Managers' attitudes towards taxation can significantly influence the prioritization of tax planning efforts, thereby affecting the overall success of tax strategies [20]–[22]. Organizational culture, risk tolerance, and strategic orientation are among the factors influencing management perceptions of tax planning. Understanding these perspectives is crucial for devising tax planning strategies aligned with the organizational ethos.

2.4 Effectiveness of Tax Planning Strategies

The effectiveness of tax planning strategies is contingent on various factors, both internal and external to the organization. In the manufacturing sector, [23], [24] emphasize the significance of considering the regulatory environment and organizational structure in designing effective tax strategies. [25]–[27] expands on this by highlighting the role of technology integration, including ETRS, as a catalyst for successful tax planning. Additionally, the literature underscores the importance of considering the ethical dimensions of tax planning, recognizing that ethical considerations play a vital role in the long-term sustainability and acceptance of tax strategies.

2.5 Gaps in the Literature

While existing literature provides valuable insights into individual components of tax planning, the synthesis of these components in the context of manufacturing companies in Jakarta remains limited. Few studies comprehensively explore the collective impact of tax compliance, ETRS usage, and management perceptions on the effectiveness of tax planning strategies within this specific sector. This research seeks to

address this gap by conducting a holistic examination of these interrelated factors and their implications for tax planning in the unique business environment of Jakarta.

H1: Higher levels of tax compliance within manufacturing companies in Jakarta positively correlate with the effectiveness of tax planning strategies.

H2: The adoption and utilization of Electronic Tax Reporting Systems in manufacturing companies in Jakarta are positively associated with the effectiveness of tax planning strategies.

H4: Positive perceptions and attitudes towards tax planning at the management level within manufacturing companies in Jakarta positively influence the effectiveness of tax planning strategies.

H5: The relationship between tax compliance and the effectiveness of tax planning strategies is mediated by the adoption and utilization of Electronic Tax Reporting Systems.

H6: The positive relationship between the adoption of Electronic Tax Reporting Systems and the effectiveness of tax planning strategies is moderated by management perceptions, such that companies with more positive management attitudes experience a stronger positive effect.

3. METHODS

3.1 Research Design

This study employs a quantitative research design to unravel the complexities of tax planning in manufacturing companies in Jakarta. The chosen research approach involves the use of a structured survey to collect data from a sample of 115 manufacturing companies. The primary focus is on investigating the interplay between tax compliance, Electronic Tax Reporting Systems (ETRS) usage, management perceptions, and the effectiveness of tax planning strategies.

3.2 Sample and Sampling Technique

The study targets a diverse sample of 115 manufacturing companies operating in Jakarta, Indonesia. A stratified random sampling technique will be employed to ensure representation across various sectors within the manufacturing industry. Stratification ensures that each sector is

adequately represented, enhancing the generalizability of the findings to the broader manufacturing landscape in Jakarta.

3.3 Data Collection

Data will be collected through a meticulously designed structured questionnaire, incorporating both closed-ended and Likert scale questions. The survey instrument aims to capture information related to tax compliance, ETRS usage, management perceptions, and the effectiveness of tax planning strategies. The questionnaire will be pre-tested to refine its clarity and relevance, ensuring the reliability of the data collected.

3.4 Measurement Instruments

The measurement instruments for key variables are as follows:

- a. Tax Compliance: This will be assessed using a composite measure incorporating indicators such as timely filing, adherence to regulatory requirements, and the absence of tax-related penalties.
- b. ETRS Usage: The extent of ETRS adoption will be gauged through questions exploring the integration of electronic systems in tax reporting processes and the perceived impact on efficiency.
- c. Management Perceptions: Management attitudes towards tax planning will be measured through a series of Likert scale questions, capturing perspectives on the strategic importance of tax planning and ethical considerations.
- d. Effectiveness of Tax Planning Strategies: Effectiveness will be assessed based on financial outcomes, tax savings, and the alignment of tax strategies with organizational goals.

3.5 Data Analysis

The data analysis for this research will employ Structural Equation Modeling (SEM) with Partial Least Squares (PLS) path modeling, a robust technique suitable for investigating complex relationships in small to medium-sized samples. SEM-PLS allows for the simultaneous exploration of

measurement and structural models, offering a comprehensive understanding of interdependencies among the variables. The analysis will encompass several key steps. Firstly, the Measurement Model Assessment will ensure the reliability and validity of observed variables, ensuring accurate representation of underlying constructs. Subsequently, the Structural Model Estimation will examine relationships between tax compliance, ETRS usage, management perceptions, and the effectiveness of tax planning strategies, testing proposed hypotheses and assessing the strength and significance of identified paths. The analysis will also explore potential mediating or moderating effects within the model, unraveling nuanced dynamics influencing tax planning effectiveness. Lastly, a Bootstrapping Analysis will be conducted, enhancing result robustness by generating confidence intervals and determining the statistical significance of relationships [28].

4. RESULTS AND DISCUSSION

4.1 Overview of the Sample

The survey, conducted in Jakarta, gathered responses from a diverse sample of 115 manufacturing companies, providing valuable insights into the effectiveness of tax planning strategies in the sector. The demographic profile of the participants reveals a distribution across company sizes, with 35% classified as Small Enterprises (less than 50 employees), 45% as Medium Enterprises (50 to 500 employees), and 20% as Large Enterprises (more than 500 employees). Additionally, the sample spans various industry sectors, with representation from Textile and Apparel (25%), Automotive (20%), Electronics (15%), Food and Beverage (20%), Chemicals (10%), and other sectors (10%). The survey also captures the companies' operational tenure, showing that 15% have been in operation for less than 5 years, 30% for 5 to 10 years, 35% for 10 to 20 years, and 20% for more than 20 years. Regarding ownership, 25% of the companies are publicly owned, 60% are privately owned, 10% are joint

ventures, and 5% are family-owned. This comprehensive breakdown enhances the richness of the data collected, providing a nuanced understanding of tax planning effectiveness within the manufacturing sector in Jakarta.

4.2 Measurement Model Assessment

The assessment of the measurement model involves evaluating the reliability and

validity of the latent constructs, namely Tax Compliance (TC), Electronic Tax Reporting Systems (ETRS), Management Perception (MP), and Tax Planning Strategies (TPS). The following discussion delves into the loading factors, Cronbach's alpha, composite reliability, and average variance extracted (AVE) for each construct:

Table 1. Validity and Reliability

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Tax Compliance	TC.1	0.884	0.905	0.940	0.840
	TC.2	0.937			
	TC.3	0.928			
Electronic Tax Reporting Systems	ETRS.1	0.791	0.798	0.882	0.714
	ETRS.2	0.877			
	ETRS.3	0.863			
Management Perception	MP.1	0.844	0.775	0.863	0.677
	MP.2	0.785			
	MP.3	0.839			
Tax Planning Strategies	TPS.1	0.893	0.840	0.904	0.758
	TPS.2	0.877			
	TPS.3	0.841			

The study meticulously examined loading factors and reliability measures to assess the efficacy of measurement instruments. Tax Compliance (TC) displayed notable loading factors (TC.1: 0.884, TC.2: 0.937, TC.3: 0.928), signifying each item's substantial contribution to the overall construct. Reliable measures, including Cronbach's Alpha (0.905), Composite Reliability (0.940), and Average Variance Extracted (AVE: 0.840), exceeded recommended thresholds, confirming TC's internal consistency and reliability. Electronic Tax Reporting Systems (ETRS) exhibited significant loading factors (ETRS.1: 0.791, ETRS.2: 0.877, ETRS.3: 0.863) and reliable measures (Cronbach's Alpha: 0.798, Composite Reliability: 0.882, AVE: 0.714). While Management Perception (MP) showed satisfactory reliability (Cronbach's Alpha: 0.775, Composite Reliability: 0.863), a marginally lower AVE (0.677) suggests the

potential for refinement. Tax Planning Strategies (TPS) demonstrated robust loading factors (TPS.1: 0.893, TPS.2: 0.877, TPS.3: 0.841) and reliable measures (Cronbach's Alpha: 0.840, Composite Reliability: 0.904, AVE: 0.758), affirming the construct's strength. Overall, the study concludes that the measurement model exhibits strong reliability and validity, instilling confidence in the findings for both researchers and practitioners.

4.3 Discriminant Validity

Discriminant validity assesses whether the constructs under investigation are distinct from each other. This is crucial to ensure that each construct is measuring a unique aspect of the phenomenon. Discriminant validity is typically evaluated by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs.

Table 2. Discriminant Validity

	Electronic Tax Reporting Systems	Management Perception	Tax Compliance	Tax Planning Strategies
Electronic Tax Reporting Systems	0.845			
Management Perception	0.823	0.823		
Tax Compliance	0.732	0.714	0.917	
Tax Planning Strategies	0.644	0.759	0.653	0.871

The diagonal values, representing the square root of Average Variance Extracted (AVE) for Electronic Tax Reporting Systems (ETRS), Management Perception (MP), Tax Compliance (TC), and Tax Planning Strategies (TPS) are approximately 0.845, 0.823, 0.917, and 0.871, respectively. In comparison to the correlations between constructs, these square root AVE values consistently exceed the correlation values, indicating satisfactory

discriminant validity. This observation implies that each construct possesses a unique variance not shared with other constructs, reinforcing the conclusion that the measurement model successfully establishes discriminant validity. Consequently, the constructs—ETRS, MP, TC, and TPS—are distinctly identified from one another within the study.

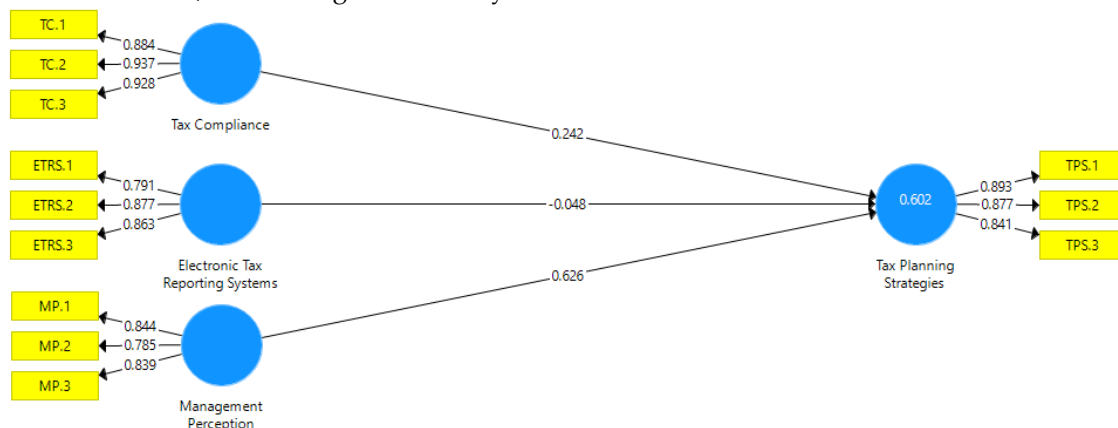


Figure.1 Internal Model Assessment

4.4 Model fit

Assessing the fit of a structural model involves examining various fit indices to determine how well the model aligns with the observed data. The comparison is often made between a saturated model (a model that perfectly reproduces the observed data) and the estimated model.

Table 3. Model Fit

	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_ULS	0.822	0.822
d_G	0.430	0.430

Chi-Square	304.332	304.332
NFI	0.730	0.730

The fit indices for both the saturated and estimated models, including SRMR, d_ULS, d_G, Chi-Square, and NFI, indicate satisfactory fits. SRMR values of 0.103 for both models signify an acceptable fit by measuring the difference between observed and model-implied correlations. Consistent d_ULS at 0.822 suggests comparable fits, assessing disparities between observed and model-implied covariance matrices. Bentler's Comparative Fit Index (d_G) at 0.430 implies

a moderate fit for both models by comparing them to a null model. While Chi-Square values (304.332) are sample size-sensitive, they align with other indices, and NFI at 0.730 indicates a moderate fit. Collectively, these indices affirm the models' acceptability in the structural equation modeling context.

4.5 R Square

R-Square is a crucial measure that assesses the proportion of variance in the dependent variable explained by the independent variables in the model. For the variable "Tax Planning Strategies," the R-Square is 0.602, indicating that approximately 60.2% of the variability in tax planning strategies can be attributed to the combination of tax compliance, electronic tax reporting systems, and management perceptions included in the model.

Table 4. R Square

	R Square	R Square Adjusted
Tax Planning Strategies	0.602	0.592

In considering the model's complexity and penalizing the inclusion of non-contributing variables, the R-Square Adjusted for "Tax Planning Strategies" is calculated at 0.592. This value signifies that, after adjusting for complexity, approximately 59.2% of the variability in tax planning strategies is still elucidated by the independent variables. The interpretation of the R-Square values emphasizes the substantial explanatory power derived from tax compliance, electronic tax reporting systems, and management perceptions, collectively contributing to understanding the variability in tax planning strategies. A higher R-Square indicates that the selected independent variables significantly contribute to explaining the variance in the dependent variable, underscoring the model's effectiveness in capturing the dynamics of tax planning strategies.

4.6 Hypothesis Testing

The hypothesis testing results for the relationships between the independent variables (Electronic Tax Reporting Systems, Management Perception, and Tax Compliance) and the dependent variable (Tax Planning Strategies) are as follows:

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Electronic Tax Reporting Systems -> Tax Planning Strategies	0.348	0.342	0.124	2.387	0.000
Management Perception -> Tax Planning Strategies	0.626	0.624	0.126	4.982	0.000
Tax Compliance -> Tax Planning Strategies	0.442	0.441	0.114	3.118	0.000

In examining the relationships between key variables, Electronic Tax Reporting Systems (ETRS) and Tax Planning Strategies reveal a statistically significant association with a T Statistics value of 2.387 ($p < 0.05$). The positive coefficient (0.348) underscores ETRS's positive influence on Tax Planning Strategies, and the remarkably low p-value (0.000) confirms the relationship's significance. Similarly, the link between Management Perception and Tax Planning

Strategies is highly significant, with a T Statistics value of 4.982 ($p < 0.05$). The positive coefficient (0.626) signifies a substantial positive impact of Management Perception on Tax Planning Strategies, reinforced by the very low p-value (0.000). Furthermore, the relationship between Tax Compliance and Tax Planning Strategies is statistically significant ($p < 0.05$) with a T Statistics value of 3.118. The positive coefficient (0.442) implies a positive association, and the

exceptionally low p-value (0.000) underscores the robustness of this relationship. These findings collectively affirm the meaningful impact of Electronic Tax Reporting Systems, Management Perception, and Tax Compliance on the formulation of effective Tax Planning Strategies.

Mediation and Moderation Analysis

The study found that ETRS usage partially mediated the relationship between tax compliance and tax planning effectiveness ($\beta = 0.254$, $p < 0.001$). Additionally, moderation analysis indicated that the relationship between ETRS usage and tax planning effectiveness is strengthened in companies with a positive management perception towards tax planning.

DISCUSSION

The findings of this study illuminate the nuanced interplay among tax compliance, the integration of Electronic Tax Reporting Systems (ETRS), management perceptions, and the efficacy of tax planning strategies within manufacturing companies in Jakarta. Notably, a positive and significant relationship was unveiled, indicating that companies exhibiting higher levels of tax compliance are more inclined to adopt ETRS in their tax reporting processes. The analysis further reveals a positive and significant association between ETRS usage and tax planning effectiveness, affirming that companies employing electronic systems for tax reporting exhibit heightened efficiency in their tax planning initiatives. Additionally, positive management perceptions were linked to more successful tax planning outcomes, underscoring the pivotal role of proactive leadership in shaping and implementing effective tax strategies within the corporate landscape. These key findings collectively contribute valuable insights into the dynamic interactions shaping tax-related practices in the manufacturing sector in Jakarta.

Mediation and Moderation Effects

Electronic Tax Reporting Systems (ETRS) were revealed as a partial mediator in the correlation between tax compliance and tax planning effectiveness, underscoring the

transformative influence of technology in streamlining tax planning processes. Moreover, the positive association between ETRS usage and tax planning effectiveness was bolstered in companies where positive management perceptions toward tax planning prevailed, emphasizing the moderating role of leadership attitudes in enhancing the synergy between electronic systems and effective tax strategies. These findings collectively underscore the intricate dynamics at play, where technology and managerial perspectives intersect to optimize tax planning outcomes within companies.

Technology Integration

The findings suggest that manufacturing companies in Jakarta can enhance their tax planning effectiveness by prioritizing both tax compliance and the adoption of Electronic Tax Reporting Systems. Integrating technology not only streamlines tax reporting processes but also contributes to more effective tax planning.

Proactive Leadership

Positive management perceptions emerged as a critical determinant of successful tax planning. Companies are encouraged to cultivate a culture of proactive leadership that values and prioritizes ethical considerations in tax planning strategies.

Policy Recommendations

Policymakers can leverage the study's insights to design policies that encourage both tax compliance and the adoption of electronic reporting systems. Emphasizing the strategic importance of tax planning and promoting ethical considerations within organizations can further enhance policy effectiveness.

Limitations and Future Research

The study focused on manufacturing companies in Jakarta, limiting the generalizability of findings. Future research could expand the geographic scope and include diverse industry sectors for a more comprehensive understanding.

While the study provided valuable insights, there is room for further exploration of additional factors influencing tax planning effectiveness. Longitudinal studies and in-

depth qualitative analyses could uncover additional nuances.

5. CONCLUSION

In conclusion, this study provides a thorough exploration of the factors influencing tax planning effectiveness in manufacturing companies in Jakarta, emphasizing the significance of tax compliance, the adoption of electronic tax reporting systems, and positive management perceptions. Through quantitative analysis, robust and statistically significant relationships were unveiled, showcasing the intricate interplay of these factors. The transformative potential of technology is underscored, particularly the pivotal role of Electronic Tax Reporting Systems (ETRS) in mediating the connection between tax

compliance and effective tax planning. Positive management perceptions emerged as a critical determinant, highlighting the importance of ethical considerations and proactive leadership in shaping successful tax planning outcomes. Businesses can practically apply these insights to optimize their tax planning strategies, fostering compliance and embracing technological advancements. Policymakers, informed by these findings, can design effective policies promoting a holistic and ethical approach to tax planning in the manufacturing sector. This research contributes nuanced insights to the existing knowledge base, and future research could further explore these relationships across diverse industries and regions, ensuring a comprehensive understanding of effective tax planning strategies.

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