Tec Empresarial
P-ISSN: 1659-2395; E-ISSN: 1659-3359

THE ROLE OF STRATEGIC MANAGEMENT ACCOUNTING AND TAX AWARENESS IN SHAPING TAX COMPLIANCE: MODERATING EFFECT OF ORGANIZATIONAL PERFORMANCE

Dhaniel Hutagalung[1*], Murtanto[2], Susi Dwi Mulyani[3]

Abstract

To analyze the effect of Strategic Management Accounting and Tax Awareness on Tax Compliance, with Organizational Performance as a moderating variable. Based on Stakeholder Theory, Contingency Theory, Theory of Planned Behavior, and Compliance Theory, this study examines the factors that drive tax compliance. The research used a quantitative approach with a survey method through a questionnaire distributed to Micro, Small, and Medium Enterprises (MSMEs) in Banten, West Java, and Jakarta. The sample used was 392 MSMEs, and the data obtained was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationship between variables and the moderating role of organizational performance. The results show that Strategic Management Accounting and Tax Awareness significantly positively affect Tax Compliance. However, organizational performance does not moderate the relationship between Strategic Management Accounting and tax compliance but instead weakens it. Research limitations (i) respondents' apprehension when distributing questionnaires due to the many online fraud models. (ii) the complexity of the model with many latent variables, which poses challenges in the interpretation of the results. (iii) the need for further research with a more homogenous sample and more varied measurement methods to strengthen the results of this study. The practical implications of this study include the importance of (i) a more in-depth tax education strategy in the application of tax compliance-oriented strategic management accounting, (ii) increased tax awareness through a better understanding of tax regulations, and (iii) education and application of tax technology/digitalization. The Originality has contributed to the development of tax awareness measurement with 3 new dimensions that support tax compliance.

[1]*Student's Department of Accounting, Trisakti University, Jakarta, 1140, Indonesia, Email: dhaniel221021914004@std.trisakti.ac.id*

[2]*Department of Accounting, Trisakti University, Jakarta, 1140, Indonesia. Email: murtanto@trisakti.ac.id*

[3]*Department of Accounting, Trisakti University, Jakarta, 1140, Indonesia. Email: susi.dwimulyani@trisakti.ac.id*

Keywords: Strategic Management Accounting, Tax Awareness, Tax Compliance, Organizational Performance and Tax Digitalization.

1. INTRODUCTION

Tax compliance is an important aspect of a country's tax system, reflecting the willingness of individuals or business entities to comply with their tax obligations without legal coercion (Youde & Lim, 2019). Tax compliance in Indonesia has been a significant challenge, with the Directorate General of Taxes (DGT) targeting a formal tax compliance rate of 83.22% by 2024. However, by the end of April 2024, the recorded compliance rate was only 73.58%, reflecting a gap of 9.64% in fulfilling tax obligations (Pajak.com, 2024). The decline in tax compliance after ending the Voluntary Disclosure Program (VDP) in 2023 indicates a deep problem with taxpayer compliance behaviour.

Various tax compliance factors must be explored further, especially among Micro, Small, and Medium Enterprises (MSMEs). Despite contributing 61% of Indonesia's GDP in 2023, MSMEs only contribute 2.2% to the country's tax revenue. This indicates an enormous, untapped potential for improving tax compliance in the MSME sector. The main problems faced are low tax awareness and suboptimal implementation of strategic management accounting (SMA) in organizations. Effective SMA can increase transparency and accountability in financial statements, contributing to increased tax compliance. However, the role of SMA and tax awareness in improving compliance and the moderating impact of organizational performance still needs to be researched further, especially in the context of MSMEs in Indonesia.

Using organizational performance as a moderating variable, this study examines the impact of SMA and tax awareness on tax compliance in an effort to close the gap in the literature. This research examines how these factors interact and contribute to tax compliance, particularly in the context of MSMEs, a significant sector of the Indonesian economy. Based on stakeholder theory, contingency theory, theory of planned behaviour, and tax compliance theory, this study examines the factors that encourage or hinder tax compliance on a micro-scale, focusing on the MSME sector.

The main contribution of this research is to provide a deeper understanding of how proper implementation of SMA and increased tax awareness can drive tax compliance, as well as how organizational performance can moderate the relationship. This research is expected to guide policymakers and tax practitioners to design more effective strategies for improving tax compliance in the MSME sector, which in turn will support the country's fiscal stability and economic growth.

2. LITERATURE REVIEW

2.1. The Theory of Grand

2.1.1. Theory of Stakeholders

Stakeholder theory states that a business should serve all its stakeholders, including shareholders, creditors, suppliers, customers, governments, communities, analysts, and others, not just their interests. Freeman introduced this concept in Strategic Management: A Stakeholder Approach in 1984. Stakeholder theory generally encompasses corporate social responsibility (CSR), which includes policies and practices relating to stakeholders, legal compliance, social and environmental considerations, and commitment to sustainable development.

Stakeholders are categorized into two groups based on their characteristics:

1. Key Stakeholders, these include investors, employees, customers, and suppliers, whose absence would jeopardize the company's ability to remain viable.
2. Government and community organizations that directly or indirectly affect the business but do not participate in its operations are examples of secondary stakeholders.
3. Stakeholders essentially control or influence the allocation of the company's economic resources.

The application of Stakeholder Theory in this study focuses on the relationships and interactions between the organization and its various stakeholders, including the government as the tax authority, shareholders, company management, employees, and the wider community. This theory is relevant for:

1. Strategic Management Accounting (SMA): Stakeholder Theory evaluates how the application of SMA considers the needs and expectations of diverse stakeholders to improve organizational performance.
2. Tax Awareness: This theory examines how stakeholder interactions, for example with government and society, affect tax awareness.
3. Tax Compliance: This report examines how demands and pressures from various stakeholders impact tax compliance.

In addition, he relationship between SMA, tax awareness, and tax compliance is moderated by organizational performance, as explained by stakeholder theory. Involving various stakeholders in planning and executing strategies can increase transparency and accountability, encouraging tax compliance. This aligns with the argument that companies responsive to stakeholder needs and expectations tend to have a better reputation and greater regulatory compliance (Bui & Krajcsák, 2024).

2.2. Middle Range

2.2.1. Attribution Theory

Attribution Theory, developed by Heider (1958), explains how individuals attribute the causes of their own or others' behaviour to internal factors, such as personality, character, and attitudes, or external factors, such as situational pressures or specific circumstances. The theory provides insight into how people understand and react to events by identifying the reasons behind their experiences. Attribution theory distinguishes between situational attribution (external causes), which refers to external environmental factors such as social conditions, societal norms, and public perception, and dispositional attribution (internal causes), which relates to individual aspects such as personality, self-perception, ability, and motivation.

Heider argued that internal forces, such as personal attributes like effort or fatigue, and external forces, such as environmental factors like regulations or weather, together determine human behaviour. He emphasized that indirect perception is an important determinant of behaviour, and whether a person prioritizes internal or external attributions affects their actions and evaluations. In organizational behaviour, internal and external attributions influence performance evaluations, leadership approaches, individual attitudes, and job satisfaction. For example, people tend to behave differently when attributing their actions to internal factors versus external circumstances.

Attribution theory states that internal and external factors influence behavior in the context of taxpayer compliance. Examples of internal factors include knowledge and understanding of tax regulations in Indonesia. On the other hand, one example of an external factor is the quality of tax services tax officers provide to taxpayers. Previous research supports this claim. For example, a 2022 study by Batrancea et al. found that internal attributions of tax obligations and taxpayer compliance are positively correlated. Similarly, Nurwanah et al. (2018) highlighted the role of attributions in taxpayer behaviour. This shows how the external environment provided by the tax authority and one's internal motivation affect taxpayer compliance.

2.2.2. *Theory of Planned Behavior* (TPB)

The Planned Behavior Theory (TPB), which provides a framework for understanding attitudes and how they influence behaviour, was developed by Ajzen and Fishbein (1969) as an extension of the Reasoned Action Theory (TRA). According to TPB, an individual's intention to engage is the most important element influencing behaviour. This intention is influenced by three main factors: attitude toward the behaviour, subjective norm, and perceived behavioural control. Perceived behavioural control refers to a person's belief in their ability to perform the behaviour successfully; attitude reflects a person's positive or negative evaluation of the behaviour, and subjective norm describes the perceived social pressure to either participate in or abstain from the behavior.

TPB assumes that humans are logical beings who methodically consider the consequences of their choices before acting using the information they have. The perceived outcomes of behaviour and their assessment are referred to as behavioural beliefs, which are part of attitudes. Positive perceptions of consequences increase the likelihood that a person intends to perform a behaviour. On the other hand, normative beliefs include the drive to fulfil perceived expectations from important people, such as family, friends, or authority figures. Factors that help or hinder behaviour and the perceived ability of those factors to influence behaviour all fall under control beliefs.

Ajzen (1991) further elaborated on the TPB by identifying three determinants of behavioural intention: Control beliefs (perceived barriers or enablers and their strengths), normative beliefs (expectations of others and motivation to comply), and behavioural beliefs (individual perceptions of outcomes and evaluations) shape attitudes, while normative beliefs and perceived social pressure or subjective norms influence perceived behavioural control. Behavioural barriers can be caused by external factors such as the environment or internal factors such as one's abilities.

The TPB offers insights into taxpayer awareness and organizational performance in tax compliance. Attitudes toward tax compliance reflect an individual's judgment of whether paying taxes is good or bad. Perceived behavioural control indicates a person's belief in his or her ability to fulfil tax obligations, while subjective norms relate to perceived social pressure to comply or not comply with tax obligations. Research has proven the usefulness of TPB in describing taxpayer behaviour. For example, Nurwanah et al. (2018) show that the intention to comply is formed by attitudes, subjective norms, and perceived behavioural control, which have a positive and significant influence. About taxpayer behaviour. Similarly, Bobek and Hatfield (2011) suggest that morality strengthens the relationship between intention and compliance by highlighting the role of moral obligation in moderating the intention to comply with tax obligations.

2.2.3. Contingency theory

Contingency theory argues that there is no best way to organize a company, lead an organization, or make decisions. Instead, the optimal course of action depends on internal and external situational factors. This perspective emphasizes that each organization has unique characteristics and faces different challenges. This theory is rooted in environmental uncertainty and organizational structure, as initially proposed by Lawrence and Lorsch (1967). The concept was further developed by Katz and Rosenzweig (1973), who argued that alignment between organizational factors and environmental conditions is critical to achieving optimal business performance.

From a strategic management accounting perspective, contingency theory underscores the importance of aligning organizational activities with external demands to ensure survival and competitiveness. Langfield-Smith (2008) highlights that companies must continue to provide cost-effective solutions to meet consumer demands. Bromwich (1990) adds that organizations should direct their management accounting practices to achieve targeted results.

This theory serves as an important framework for understanding variations in organizational structure and is instrumental in defining and achieving organizational goals. It highlights the adaptability required to effectively respond to environmental uncertainty and align organizational activities to ensure performance and sustainability.

2.2.4. *Resource-Based View* (RBV) *Theory*

In the Resource-Based View (RBV) Theory, a strategic management framework emphasizes internal resources as the primary source of long-term competitive advantage. According to RBV, an organization's distinctive and valuable assets and competencies can differentiate it from competitors and provide a sustainable competitive advantage. These resources serve as inputs that enable the company to conduct activities, develop competitive strategies, and achieve sustainable growth.

According to RBV, an organization's resources and capabilities significantly influence strategic choices in a competitive business environment. These capabilities empower companies to add value along the customer value chain, innovate products, or expand into new markets. However, not all resources in an organization are strategic. Competitive advantage arises when resources exhibit heterogeneity and immobility, making them valuable, rare, inimitable, and irreplaceable (VRIN framework). The VRIN framework outlines four important attributes of strategic resources:

1. Valuable: Resources should contribute significantly to achieving the organization's goals.

2. Scarce: Resources should be relatively rare or difficult for competitors to obtain.
3. Incomparable: The resource must be complex to replicate due to its complexity, patents, or unique know-how.
4. Non-Replaceable: Resources should not have alternatives that competitors can utilize.

In its application, the RBV provides insight into organizational performance as a moderating variable, particularly in strengthening the relationship between strategic management accounting and tax compliance. Organizations with strong performance are likely to have superior resources to implement effective management accounting systems and foster tax awareness among employees. Conversely, poorly performing companies may require more resources to manage their tax obligations effectively, potentially leading to lower compliance levels (Ferreira et al., 2017).

RBV theory highlights the importance of an organization's internal resources as determinants of competitive advantage. In tax compliance, SMAs are considered strategic resources that can improve organizational performance and drive tax compliance. Recent research shows that by utilizing information technology and effective accounting systems, organizations can increase the transparency of their financial statements, which in turn affects reducing tax avoidance (Pasaribu et al., 2020).

2.3. Applied Theory

2.3.1. Tax compliance theory

Theory of tax compliance is one theoretical framework to explains why individuals or organizations choose to comply with or avoid tax obligations. This theory integrates economics, psychology, and sociology to explain the factors influencing taxpayers' decisions to fulfil their duties. The most famous economic model of tax compliance is the Allingham-Sandmo model (1972), which conceptualizes taxpayer decisions as a rational process. In this model, taxpayers weigh the costs and benefits of compliance versus tax avoidance, considering the risk of detection and the severity of penalties in the event of non-compliance.

From a psychological perspective, tax compliance theory emphasizes internal factors such as attitudes, motivations, and beliefs. Erich Kirchler's "Slippery Slope Framework" model identifies two main components: trust and power. The model states that tax compliance increases when taxpayers have a high level of trust in tax authorities and when those authorities can effectively enforce the law. Trust encourages voluntary compliance, while power results in enforced compliance. Tax compliance theory also has significant implications for public policy. A better understanding of the factors influencing tax compliance can help policymakers design more effective strategies, such as improved law enforcement policies, tax education programs, and increased taxpayer confidence in tax authorities. This aligns with the assumption that an increased understanding of tax compliance can increase national revenue collection and influence taxpayer behaviour (Allingham & Sandmo, 1972). In practice, tax compliance is realized in three primary forms:

1. internal obligations, such as monthly tax payments and submission of periodic tax returns;
2. annual obligations, including calculating and paying off tax debts and reporting them in the Annual Tax Return;

3. compliance with material and formal requirements, including proper accounting of income and other financial transactions for accurate tax assessment (Youde & Lim, 2019).

According to Paleka & Vitezić (2023), six key factors influence tax compliance: trust in government, quality of tax services, personal norms, social norms, understanding of tax law, and religiosity. They also identified four groups of taxpayers based on their compliance characteristics: actively compliant, passively compliant, non-compliant for economic reasons, and non-compliant due to distrust of the government.

Voluntary tax compliance theory highlights the importance of incentives, social influence, tax system fairness, political legitimacy, and tax knowledge in encouraging compliance. Research shows that incentives and rewards can increase compliance. At the same time, fairness in the tax system and trust in the government are very important in shaping taxpayers' attitudes toward fulfilling their obligations (Mebratu, 2024). Thus, tax compliance should be understood as both a legal obligation and a social phenomenon influenced by various internal and external factors. Efforts to improve tax compliance should use a holistic approach that integrates an understanding of social norms, public trust, and fair and effective policy design.

2.3.2. Strategic Management Accounting

Strategic management accounting (SMA) discovers, collects, selects, and analyzes accounting data to help management teams make strategic decisions and assess the efficacy of their organizations (Lari et al., 2012). Cadez and Guilding (2012) classify SMA techniques into five main categories based on their application: Control-oriented methods, competitor and customer accounting, strategic costing, and strategic decision-making. A thorough analysis of these methods is presented below:

1. Strategic Costing

Strategic costing uses market-oriented and cost data to create a strategy that offers a long-term competitive advantage (Cadez & Guilding, 2012). According to Aksoylu and Aykan (2013), strategic costing has five dimensions: (a) Activity-Based Costing (ABC): A technique that allocates overhead costs to production activities, providing an accurate allocation of indirect costs. (b) Value Chain Costing: Examines how cutting expenses and understanding the relationship between business procedures and customer needs can generate customer value. (c) Target Costing: Focuses on designing products within cost constraints to meet competitive pricing while ensuring desired profitability. (d) Life Cycle Costing considers all costs associated with a product throughout its life cycle, including design, marketing, growth, maturity, and decline phases. (e) Quality Costing: Analyzes the costs associated with preventing, detecting, and addressing quality issues, categorized into prevention, assessment, and failure costs.

2. Competitor Accounting

Competitor accounting analyzes competitors' financial and operational data to monitor their current costs, assess competitive position, and predict future strategies (Cadez & Guilding, 2008). Its three dimensions include: (a) Competitive Position Monitoring: Collect information on competitors' sales, market share, and cost structure. (b) Competitor Performance Assessment: This involves analyzing competitors' published financial statements to evaluate their competitive strength. (c) Competitor Cost Assessment: Concentrate on competitors' unit cost estimates to understand their cost structures and strategies.

3. Customer Accounting

Customer accounting techniques analyse profitability and customer relationships to inform strategic decisions. Bonacchi Perego (2018) highlights the main techniques (a) Customer Profitability Analysis (CPA): Evaluates the profit generated by each customer or segment. (b) Lifetime Customer Profitability (LTCP): Combines future revenue and cost projections for long-term customer valuation. (c) Valuation of Customers as Assets (VCA): Treats customers as long-term assets, calculating the net present value of expected future revenue. These techniques help improve customer retention strategies, loyalty programs, and overall satisfaction.

4. Strategic Decision Making

Strategic decision-making utilizes SMA techniques to guide long-term business direction. Important methods include: (a) Strategic Pricing: Determining the optimal pricing strategy based on cost analysis, market demand, and competitor pricing. (b) Brand Valuation: Assessing the financial value of a brand by analyzing factors such as brand awareness, customer loyalty, and perceived quality, which support strategic marketing investments.

5. Control-Oriented Technique

Control-oriented techniques ensure that the organization remains aligned with its strategic goals through effective performance measurement and monitoring: (a) Balanced Scorecard (BSC): A holistic performance evaluation framework across financial, customer, internal process, and learning dimensions (Kaplan & Norton, 1996). (b) Performance Measurement System (PMS): This system uses financial and non-financial indicators to identify areas for improvement and allocate resources effectively. (c) Activity-Based Costing (ABC): Identifies cost drivers and allocates resources based on activities to improve operational efficiency.

2.3.3. Tax Awareness

A key component in driving the best tax compliance is tax awareness. This cognitive process includes understanding the need to pay taxes, complying with tax regulations, and fulfilling tax payment obligations on time (Zanaria and Lestari, 2020). Similarly, Ratnawati et al. (2019) define tax awareness as an attitude influenced by viewpoints, beliefs, knowledge, and reasoning that motivates people to act following tax regulations. Another perspective Hastuti (2014) emphasizes is tax awareness, which is the ability to calculate, pay, and report taxes independently. It is also considered an intrinsic element within individuals, allowing them to understand taxation's reality and take appropriate attitudes and actions towards it. Tax awareness contributes significantly to taxpayer compliance, as individuals with sufficient knowledge of tax regulations and planning will be more likely to report and pay taxes (Sawitri, 2017) accurately.

Tax awareness is built in various dimensions, including tax knowledge and education. Tax knowledge is a fundamental aspect of awareness and relates to taxpayers' understanding of tax rates, fairness, and the role of taxes in society. Research by Saad (2014) shows that awareness of tax rates significantly affects compliance. In addition, as explained by Kirchler (2007), the perceived fairness of tax rates increases the willingness of taxpayers to fulfil their obligations. Transparent communication by the tax authorities regarding the allocation and use of tax revenues further fosters trust and compliance among taxpayers.

Education also plays an important role in increasing tax awareness. Sawitri (2017) found that formal and informal education, such as seminars, workshops, and public campaigns, effectively increases taxpayers' understanding of their obligations, thus encouraging compliance. Social media has become an effective platform for increasing tax awareness among the younger generation. Syadat et al. (2022a) found that campaigns on platforms such as Instagram significantly increased awareness and engagement, ultimately resulting in higher compliance rates.

The role of information technology in fostering tax awareness is increasingly significant in the digital era. Tax apps, online platforms, and software have changed how individuals interact with the tax system, simplifying processes such as reporting and payment. Knowledge and proficiency in using these tools have become essential to improve compliance. In addition, integrating technology increases transparency and trust, allowing taxpayers better to understand their obligations and the use of public funds. Increasing tax awareness is critical to creating a fair and effective tax system. Al Maghrebi et al. (2016) highlight that campaigns focusing on education and transparency effectively increase compliance. Providing clear and accessible information on tax rates, allocation of public funds, and administrative procedures helps build trust in the tax system and encourages active participation among taxpayers.

In conclusion, tax awareness plays an important role in improving compliance and ensuring the effectiveness of the tax system. Its key elements, including knowledge, education, and use of technology, are interconnected in shaping taxpayer understanding and engagement. Strategies that focus on transparency, education, and technological advancements have great potential to improve tax awareness and compliance.

2.3.4. Organizational Performance

Organizational performance reflects the results achieved by its members, measured through various indicators such as revenue, profit, growth, development, and organization expansion (Ejere and Abasilim, 2011). According to Kaplan and Norton's Balanced Scorecard (BSC) framework, four interconnected perspectives, internal business processes, learning and growth, and financial performance can be used to assess organizational success. The performance of an organization is assessed from the point of view of its customers using a customer perspective. This aspect emphasizes the importance of customer satisfaction and loyalty as a top management priority. Managers must translate the organization's mission into specific and measurable goals that reflect factors important to customer needs and expectations.

Internal operations directly impact customer satisfaction and should be optimized according to the internal business process perspective. By concentrating on these important procedures, managers can guarantee that the company successfully meets customer demands while maintaining operational efficiency. The learning and growth perspective highlights an organization's ability to innovate, learn, and continuously evolve. These capabilities are important for maintaining competitiveness, penetrating new markets, increasing revenue, and enhancing shareholder value. Organizations that foster innovation and adaptability are better positioned to survive long term.

Finally, an essential measure of the success of the organization's strategy, execution, and implementation is the financial viewpoint. Financial performance is often assessed using metrics such as cash flow, sales growth, operating income per division, wealth creation, market share in a particular segment, and return on equity (ROE). These metrics reflect a business's ability to create value for its stakeholders. By integrating these perspectives, the Balanced Scorecard approach provides a holistic framework for evaluating and improving organizational performance. It ensures that strategic objectives are aligned with operational practices, driving sustainable growth and resilience in a competitive business environment.

2.4. Impact of Tax Technology and Digitalization on Tax Compliance

Along with technological advances, the digitalization of the tax system is becoming an increasingly important in encouraging tax compliance. Implementing technology-based tax collection systems (such as e-filing and digital tax applications) has made it easier for taxpayers to report and pay their taxes. Recent studies show that the adoption of digital technology in the tax sector provides substantial benefits, especially in increasing transparency and reducing administrative burden for taxpayers, leading to increased tax compliance. For example, a study by Al-Maghrebi et al. (2016) shows that budget transparency and digital tax tools can increase tax awareness and compliance among taxpayers. Digital tax applications in Indonesia are also increasingly being introduced through e-filing and e-Bupot, making it easier for MSMEs to report their tax obligations accurately and on time. A study by Syadat et al. (2022) shows that tax education campaigns conducted through digital platforms such as Instagram can accelerate taxpayers' understanding of their tax obligations, particularly millennials. The study notes that interaction with digital tools contributes significantly to increasing taxpayer awareness and engagement, which in turn drives higher tax compliance.

2.5. Recent Studies on Tax Compliance across Industries and Regions

Research on tax compliance is often influenced by contextual factors, including the industry in which the taxpayer operates and geographic region. Existing studies show significant differences in tax compliance levels across sectors and regions.

2.5.1. MSME Industry

In Indonesia, the MSME sector is one of the main contributors to the country's economy. However, its contribution to tax revenue is very low, only 2.2% of total national tax revenue (President of Indonesia, 2024). Research by Hamid et al. (2022) revealed that low tax awareness among MSMEs is caused by uncertainty related to tax regulations and low access to tax education. Therefore, this study emphasizes the importance of tax education and digital technology to improve tax compliance in the MSME sector.

2.5.2. Large Industry

On the other hand, large companies tend to have better accounting systems and can utilize information technology to improve their tax compliance. Research by James & Edwards (2019) shows that despite having more resources to comply with tax obligations, large companies sometimes engage in tax avoidance by utilizing loopholes in complex tax regulations. Therefore, it is important to have policies that balance ease of administration and strict supervision.

2.5.3. Inter-Region Comparison

Comparative studies across regions also show variations in tax compliance. In developing countries, such as Indonesia, lack of understanding of tax obligations and distrust of the tax system are often the main barriers to improving tax compliance. In contrast, tax compliance rates are much higher in countries with higher levels of tax digitalization, such as Singapore and Estonia. This suggests that technological factors and policies that support digitization can improve the effectiveness of the tax system and encourage higher compliance rates.

2.6. Research Contribution to Existing Literature

This research contributes to the existing literature by examining the impact of SMA, tax awareness, and organizational performance on tax compliance in the MSME sector and exploring the role of digital technology in increasing tax awareness. The focus on the MSME sector and the deeper integration of tax technology provide new insights that can be used to improve more effective tax policies, particularly in developing countries.

2.7. Hypothesis Development

Based on the existing literature and the conceptual framework that has been developed, this study proposes the following hypotheses:

2.7.1. Strategic Management Accounting and Tax Compliance

Strategic Management Accounting (SMA) is an accounting strategy that can help organizations, especially SMEs, improve efficiency and transparency in financial reporting. According to Stakeholder Theory, meeting stakeholders' expectations, including the government as the tax authority, is significant. Effective implementation of SMA enables organizations to improve their accountability to external stakeholders, ensure that financial reports are more accurate and reliable, and encourage tax compliance (Ojra et al., 2021).

From a Resource-Based View (RBV) perspective, SMAs are considered strategic capabilities that can provide a competitive advantage, particularly by optimizing internal resources (Rashid et al., 2023). By using techniques such as strategic costing, competitor accounting, and customer accounting, SMEs can better understand their cost and profit structures, thereby improving the transparency and accuracy of their reporting. This transparency is critical in taxation as it ensures more valid and complete data, supports tax compliance, and reduces the risk of inaccurate reporting (Pasaribu et al., 2020). Pasaribu et al. (2020) found that sound management systems and effective accounting information systems contribute to better management control, which is directly related to tax compliance. With SMA supported by an adequate accounting system, SMEs can better fulfil their tax obligations accurately.

Contingency Theory suggests that environmental conditions and firm characteristics, such as size, complexity, and external pressures, may affect the effectiveness of SMA implementation. Studies show that external conditions, such as competitive intensity and environmental uncertainty, can moderate the relationship between SMA and tax compliance. Applying SMA techniques encourages organizations to be more adaptive to changes in tax policy, thus making them proactive in fulfilling their tax obligations (Rashid et al., 2023). Therefore, the application of SMA is expected to have a positive impact on tax compliance. The following is the first theory that is put up in light of this:

H1: There is a positive relationship between Strategic Management Accounting and Tax Compliance.

2.7.2. Tax Awareness and Tax Compliance

According to Stakeholder Theory, tax awareness improves the relationship between taxpayers and tax authorities because transparency and clarity of tax information can increase taxpayers' trust in the tax system (Freeman et al., 2010). However, according to The National Interest Theory of Planned Behaviour, attitudes, subjective norms, and perceived behavioural control all influence the intention to pay taxes (Ajzen, 1991, 2020). Positive experiences and tax education can help strengthen these factors. Compliance Theory (Cummings et al., 2016) also emphasizes that tax compliance is influenced by a clear understanding of the rules and benefits of taxation and hands-on experience in fulfilling tax obligations.

Tax awareness is critical in improving tax compliance because an individual or organization's understanding of its tax obligations encourages better compliance. Increased tax compliance is positively correlated with tax awareness, according to Adhikari et al. (2021). Erasashanti's research (2024) shows that tax awareness mediates the impact of tax authorities and tax amnesty on vehicle tax compliance. Other studies, including one by Sundari (2022), support the idea that tax awareness mediates the impact of tax authorities and tax amnesty on tax compliance.

Higher tax awareness includes understanding tax obligations and the perceived benefits of taxation, thus encouraging taxpayers to comply more with tax regulations. In addition, effective tax education, as found in Hamid et al. (2022), significantly increases tax compliance by providing taxpayers with a clearer understanding of tax obligations. Based on the literature, people or organizations show higher levels of tax compliance when they are more aware of taxes. Tax reporting behaviour becomes more accurate and timely (Cummings et al., 2016). Therefore, the second hypothesis is developed as follows:

H2: There is a positive relationship between Tax Awareness and Tax Compliance.

2.7.3. Organizational Performance as a Moderator of the Relationship between Strategic Management Accounting and Tax Compliance

Organizational performance, a moderating variable, strengthens the relationship between strategic management accounting (SMA) and tax compliance. Bandiyono and Augustine's (2019) research shows that good organizational performance, supported by control systems such as belief systems and diagnostic control systems, can improve the accuracy and timeliness of tax reporting. Furthermore, Hutagalung and Augustine's (2023) research found that organizational performance mediates the relationship between SMA and tax compliance; effective SMA improves organizational performance and contributes to tax compliance.

According to Freeman et al. (2010), Stakeholder Theory highlights organisational management's importance in meeting diverse stakeholders' interests. Good organizational performance reflects managers fulfilling their responsibilities to stakeholders, including the government, owners, and employees. As they recognize the value of accountability and transparency in tax reporting, managers using SMA to improve organizational performance will likely comply with tax laws. Contingency Theory suggests that SMA effectiveness depends on contextual factors such as organizational size, complexity, and business environment (Donaldson, 2001). Good organizational performance indicates that the firm can adapt to external changes and use SMA effectively in managing operations and meeting its tax obligations (Rashid et al., 2023). Thus, good organizational performance strengthens the relationship between SMA and tax compliance.

RBV theory explains that unique resources and capabilities developed through SMA can provide sustainable competitive advantage (Pasaribu et al., 2020). Good organizational performance reflects the effective use of resources, including managerial capabilities in the organization implementing SMA. When an organization performs well, it will be better able to leverage SMA to improve tax compliance through improved cost management and reporting. These theories led to the development of the following theory:

H3: Organizational Performance moderates the positive relationship between Strategic Management Accounting and Tax Compliance.

2.7.4. Organizational Performance as a Moderator of the Relationship between Tax Awareness and Tax Compliance

Tax Compliance Theory identifies tax awareness as a key factor influencing tax compliance (Alm, 2012). Tax awareness reflects an individual or organization's understanding of its tax responsibilities. However, organizational performance can also significantly mediate the relationship between awareness and tax compliance. James and Edwards (2019) research shows that tax awareness significantly impacts tax compliance, and good organizational performance can facilitate applying this knowledge to improve compliance. Joulfaian (2020) found that managerial preferences and effective organizational strategies can reduce corporate tax avoidance, highlighting the importance of organizational performance in supporting tax awareness.

Stakeholder Theory suggests that organizations with good performance are more responsible and transparent in their tax reporting because they realize that tax compliance benefits the organization and strengthens relationships with the government and other stakeholders (Hassan, 2023). Good organizational performance also increases the acceptance of tax regulations and guidelines, thus strengthening the impact of tax awareness on compliance. Based on this research, the hypotheses developed are as follows:

H4: Organizational Performance moderates the positive relationship between Tax Awareness and Tax Compliance.

3. METHOD

This study explores the influence of Strategic Management Accounting (SMA) and Tax Awareness on Tax Compliance, with Organizational Performance as a moderating variable. This study's research methodology is a quantitative approach using a survey design. A detailed description of the sampling, research instruments, and data analysis techniques follows.

3.1. Sampling Technique

Purposive sampling was used to choose the sample for this investigation, which aims to select respondents with knowledge and experience relevant to the research topic. The respondents selected were business actors from MSMEs, or micro, small, and medium-sized businesses registered with the tax authorities in three significant regions of the Indonesian economy: Banten, DKI Jakarta, and West Java. The selection of these regions is based on the consideration that they have a high concentration of MSMEs, which also reflects variations in the level of tax awareness and tax compliance. The criteria for respondents included in the sample were business owners or company representatives who know tax obligations and understand the use of SMA in their business operations. Thus, the sample better represents the demographics of the MSMEs that are the object of the study, namely business actors who are directly involved in tax and accounting management in their companies. In this study, 330 respondents served as the minimum sample size, which was chosen because this sample size could provide sufficient statistical power to test the research hypotheses using complex structural analysis techniques. In addition, to ensure that the sample represents a broader business sector, a selection of MSMEs covering various industrial sectors, such as trade, manufacturing, and services, was made.

3.2. Research Instruments

The instrument used in this study is a structured questionnaire distributed directly and through online platforms such as Google Forms. The questionnaire was designed to measure the study's three main variables, Strategic Management Accounting (SMA), Tax Awareness, and Tax Compliance, with Organizational Performance as a moderating variable. The questionnaire also includes questions regarding tax penalties and tax fairness as control variables.

The questionnaire uses a 6-point Likert Scale comprising six answer options spanning from "Strongly Disagree" to "Strongly Agree". Using a 6-point Likert Scale without a neutral midpoint was chosen to force respondents to give a more precise opinion, either in agreement or disagreement with the proposed statement. The omission of the midpoint aims to avoid "midpoint bias", which is the tendency of respondents to choose the neutral option without considering the statement. This will produce firmer data and reduce ambiguity in interpreting survey results. Although this scale may affect the interpretation of respondents' views, this approach is considered more effective for revealing more definite attitudes towards tax-related issues, strategic management accounting, and tax compliance. Using this scale makes it possible to analyze the data more clearly and reduces the difficulty in interpreting the results from respondents who may feel uncertain or hesitant to provide answers.

3.3. Data Collection

Data was collected by distributing questionnaires through face-to-face and online platforms (such as Google Forms). The questionnaire was designed using a 6-point Likert Scale to avoid a neutral midpoint to encourage respondents to provide a clearer answer, either in favour of or against the statements posed. Once the data was collected, a data cleaning process was conducted to ensure no invalid or incomplete responses, and only data that met the criteria were included in the analysis.

3.4. Data Analysis

The data obtained from the questionnaire will be analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, a multivariate statistical method that allows the analysis of relationships between variables and hypothesis testing simultaneously. The data analysis process involves several stages, as follows:

1. Descriptive Statistics: To describe the demographic characteristics of respondents and the distribution of responses to the questions in the questionnaire.
2. Testing the Measurement Model (Outer Model): Testing the validity (content, convergent, and discriminant validity) and reliability (Cronbach's Alpha reliability and Composite Reliability) of the variables used in the model.
3. Structural Model Testing (Inner Model): Measures the relationship between latent variables using path coefficients and R-square values to test the strength of the model. This test also involves hypothesis testing using bootstrapping techniques to obtain t statistics and p values.
4. Moderation Analysis: Identifying the moderating role of organizational performance in the connection between SMA, tax awareness, and tax compliance.

4. RESULTS AND DISCUSSION

4.1. Analysis of Research Results

4.1.1. Measurement Model Test (Outer Model)

The following describes the results of testing the model of measurement using Confirmatory Factor Analysis (CFA) on each research variable.

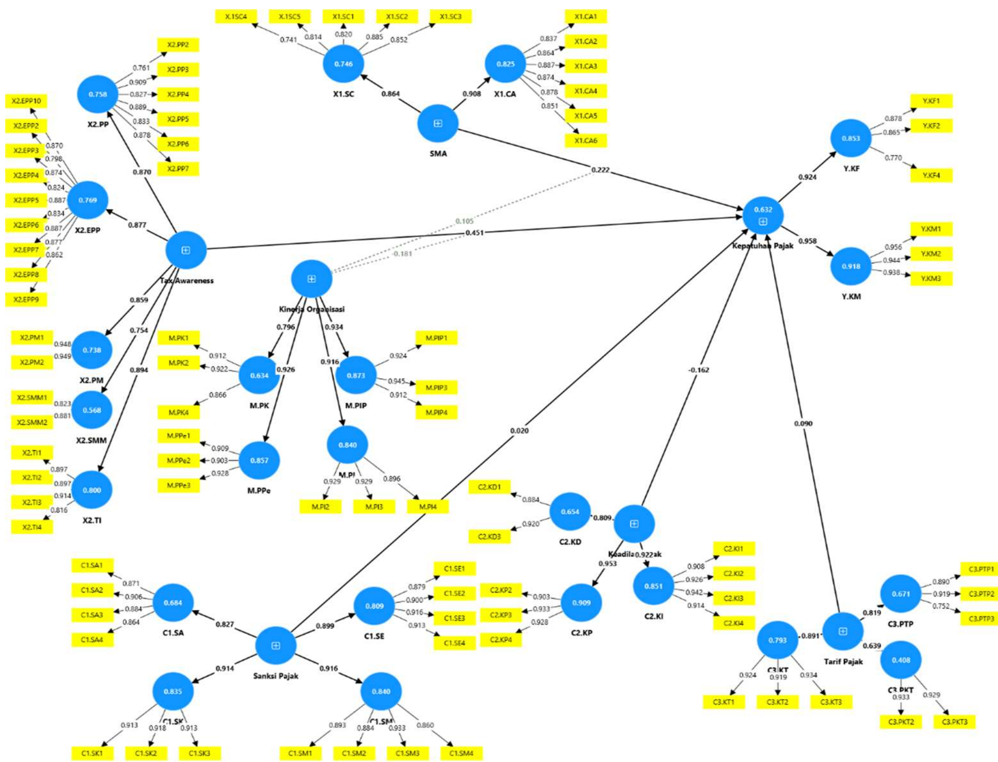

Figure 1. Structural Model with Fulfilled Factor Loading

4.1.2. Outer Model Research Variables

1. Convergent Validity Test

Based on testing the measurement model with the second-order method, all variables analyzed in Figure 1, namely Tax Compliance, Strategic Management Accounting, Tax Awareness, and Organizational Performance, show that all indicators in the first and second-order models have factor loadings above 0.70. This indicates good validity when reflecting on each construct. In addition, the AVE value of all latent variables is more significant than 0.5, meaning that each construct can explain more than 50% of the indicator variance. Therefore, the Confirmatory Factor Analysis (CFA) model of the four variables shows adequate convergent validity.

2. Discriminant Validity Test

All variables analyzed- tax compliance, strategic management accounting, tax awareness, and organizational performance- show that each indicator has a stronger correlation with the relevant construct than with other latent constructs, based on Figure 1's cross-loading technique results for the discriminant validity test. This indicates that the four variable indicators have strong discriminant validity.

3. Reliability Testing

Based on Figure 1, every construct has a Composite Reliability (CR) score above 0.7 and a Cronbach's Alpha (CA) value above 0.6, which indicates consistent and reliable indicators. Material Compliance (CA = 0.941) is the dominant dimension in Tax Compliance. In Strategic Management Accounting, Strategic Costing is the most dominant dimension (CA = 0.933). For Tax Awareness, the dominant dimension is Tax Education/Counseling (CA = 0.955). In Organizational Performance, the dominant dimension is the Corporate Capability Learning and Innovation Perspective (CA = 0.944).

4.1.3. Testing the Control Variable Measurement Model

1. Convergent Validity Test

Based on the summary of the second-order control variable measurement model results shown in Figure 1, all first- and second-order indicators have factor loads above 0.70, indicating that the indicators are valid to reflect their respective latent variables (constructs). In addition, the Average Variance Extracted (AVE) value of all latent variables is higher than 0.5, meaning that each construct explains more than half of the variance in the indicators. Therefore, the Confirmatory Factor Analysis (CFA) model of all control variables shows good convergent validity.

2. *Discriminant Validity Test*

All control variable indicators have good discriminant validity, as the cross-loading test indicates, showing that each indicator correlates more with the measured construct than other latent constructs (Figure 1). In addition to cross-loading, discriminant validity can be assessed using the Fornell-Larcker criterion.

3. Reliability Testing

Each construct has a Composite Reliability (CR) value greater than 0.7 and is supported by a Cronbach's Alpha (CA) value greater than 0.6, indicating reliability, according to the results displayed in Figure 1. This shows that all indicators consistently measure their respective constructs. Based on this table, the tax sanction control variable's most dominant dimension/indicator is criminal sanctions, with a Cronbach's Alpha of 0.929. With Cronbach's Alpha of 0.942, interactional justice is the dominant dimension/indicator of the tax justice variable. With Cronbach's Alpha of 0.846, the perception of tariff justice is the dominant dimension/indicator of the tax rate control variable.

4.1.4. Structural Model Testing (Inner Model)

1. R-Square

Table 1 indicates that the Adjusted R-square value for the Tax Compliance (Y) variable is 0.643. Tax Awareness and Strategic Management Accounting (SMA) account for 64.3% of tax compliance, with Organizational Performance as a moderator. Other factors not in the model impacted the remaining 35.7%. This 64.3% figure indicates that the model is robust and consistent with the Resource-Based View (RBV) and Stakeholder Theory. Stakeholder Theory supports that firms with effective strategic accounting management are more committed to tax compliance as part of their accountability to external stakeholders, including the government (Freeman et al., 2010). In this context, SMA and tax awareness are important in ensuring companies have effective tax reporting systems and procedures.

Table 1. R-Square and Adjusted R-Square Test Results

	R-square	R-square adjusted
Tax Compliance	0,651	0,643

Source: Data Processed by the Author, 2024

From an RBV perspective, SMAs and organizational performance are seen as strategic capabilities that support the competitiveness of companies through more efficient and purposeful management of internal resources. This ability allows companies to achieve higher accuracy and transparency in reporting, strengthening compliance with tax regulations. These results align with research by Pasaribu et al. (2020) and Rashid et al. (2023), which show that companies can improve tax compliance and achieve accurate reporting with the help of efficient management systems and accounting data. Consequently, the decisive role of the variables in the model, which support greater tax compliance in SMEs, justifies the high R square value.

2. PLS Prediction Test

Table 2 demonstrates the good predictive capability of the proposed PLS model since the RMSE and MAE values of all measurement items for endogenous variables are lower than those of the LM model. Therefore, the RMSE (or MAE) value of the LM model is greater than that of any of the SEM-PLS analysis indicators.

Table 2. PLS Predict Test Result

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
Y.KF1	0,382	0,729	0,484	0,808	0,575
Y.KF2	0,244	0,943	0,645	1,073	0,735
Y.KF4	0,252	0,994	0,597	1,211	0,757
Y.KM1	0,532	0,630	0,454	0,665	0,473
Y.KM2	0,509	0,656	0,472	0,738	0,519
Y.KM3	0,562	0,574	0,406	0,631	0,450

Y.KF1	0,386	0,726	0,485	0,808	0,575
Y.KF2	0,238	0,947	0,644	1,073	0,735
Y.KF4	0,250	0,995	0,596	1,211	0,757
Y.KM1	0,532	0,630	0,454	0,665	0,473
Y.KM2	0,509	0,656	0,471	0,738	0,519
Y.KM3	0,561	0,574	0,406	0,631	0,450

Source: Author's Processed Data 2024

The predictive Q-square value for tax compliance is above 0, indicating the model has predictive relevance.

Table 3. Q-Square Results

	Q^2predict	RMSE	MAE
Tax Compliance	0,609	0,640	0,436

Source: Author's Processed Data 2024

4.2. Hypothesis Testing

4.2.1. The effect of Strategic Management Accounting (SMA) on Tax Compliance

With a path coefficient of 0.222, a t-statistic of 2.462, and a p-value of 0.014, hypothesis testing demonstrates that SMA has a favorable impact on tax compliance. Since the p-value (0.014) is less than 0.05 and the t-statistic (2.462) is higher than the t-table value (1.96), Hypothesis H1 is supported. This means that the better the implementation of SMA, the higher the taxpayer compliance, while the lower the implementation of SMA will result in decreased taxpayer compliance. This finding supports stakeholder theory, which emphasizes meeting stakeholder expectations, including the expectations of tax authorities. Organizations can improve their tax compliance by increasing transparency and accountability through SMA. Moreover, these results are in line with the Resource-Based View (RBV), which identifies SMA as a strategic capability that can improve resource efficiency, including tax compliance, through methods such as Strategic Costing and Competitor Accounting. Although some research suggests that SMA may enable tax avoidance in high-performing firms, this study highlights its role in supporting transparent tax compliance.

4.2.2. Hypothesis testing shows that tax awareness positively affects tax compliance

With a path coefficient of 0.451, a t-statistic of 7.928, and a p-value of 0.000. Because the t-statistic (7.928) is greater than the t-table value (1.96) and the p-value (0.000) is less than 0.05, Hypothesis H2 is supported. This shows a strong positive relationship between tax awareness and tax compliance, meaning that the better the tax awareness, the better the tax compliance. This finding aligns with Compliance Theory and the Theory of Planned Behavior, which suggests that increased tax awareness improves taxpayers' attitudes and perceived control, thus leading to higher compliance intentions. Greater tax awareness fosters trust in the tax system, encouraging taxpayers to fulfil their obligations. By increasing tax knowledge, organizations and individuals will be more likely to engage in compliant behaviour, thus supporting the system's overall effectiveness.

Table 4. Hypothesis Test Results

Hypothesis	Prediction	Influence	Path Coefficient	T-statistics	P values	Conclusion
1	Positive	Strategic management accounting ->Tax Compliance	0,222	2,462	0,014	Supported
2	Positive	Tax awareness -> Tax Compliance	0,451	7,928	0,000	Supported
3	Positive	Organizational performance * Strategic management accounting -> Tax Compliance	0,105	1,224	0,221	Not Supported
4	Positive	Organizational performance * Tax awareness -> Tax Compliance	-0,181	2,839	0,005	Not Supported

Source: Author-processed data in 2024

4.2.3. The moderating role of organizational performance on the relationship between SMA and tax compliance

The path coefficient, t-statistic, and p-value for the test of the effect of SMA modified by organizational performance are 0.105, 1.224, and 0.221, respectively. as a result of the p-value (0.221) being more significant than 0.05 and the t-statistic (1.224) being smaller than the t-table value (1,96), Hypothesis H3 is not supported. This means that organizational performance does not strengthen the effect of SMA on tax compliance. This result is consistent with the Contingency Theory, which suggests that SMA effectiveness depends on organizational priorities and context. Although high-performing organizations tend to have better systems to ensure compliance, this study found no evidence that SMA is more effective in improving tax compliance in such organizations. Companies with strong performance may focus more on internal efficiency or tax avoidance strategies than improving compliance.

4.2.4. The moderating role of organizational performance on the relationship between tax awareness and tax compliance.

The test of the effect of tax awareness moderated by organizational performance shows a path coefficient of -0.181, a t-statistic of 2.839, and a p-value of 0.005. Although the p-value (0.005) is less than 0.05, the negative path coefficient indicates that Hypothesis H4 is unsupported. This shows that organizational performance weakens the positive effect of tax awareness on tax compliance. This finding differs from previous research, which shows that organizational performance facilitates tax compliance. Instead of reinforcing compliance, high-performing organizations may use their tax knowledge to design tax-saving strategies rather than ensuring full compliance. Cultural and managerial differences may explain the difference in findings, where high-performing organizations may utilize their tax knowledge for efficiency rather than compliance, thus causing a negative moderating effect.

5. CONCLUSION

This study reveals some key findings regarding the influence of Strategic Management Accounting (SMA), Tax Awareness, and Organizational Performance on Tax Compliance:

1. Strategic Management Accounting (SMA) has a significant positive effect on Tax Compliance. Techniques such as strategic costing and competitor accounting improve transparency, accountability, and efficiency in financial reporting, supporting businesses in meeting their tax obligations. These findings are in line with Stakeholder Theory and the Resource-Based View (RBV), which suggest that the application of SMA is a strategic capability that strengthens a firm's competitiveness and external responsibility.
2. Tax awareness also has a significant positive effect on tax compliance. Taxpayers' understanding of tax obligations, payment experience, and use of digital tax technology significantly increase voluntary compliance. The technology/digitalization dimension significantly contributes to increasing tax compliance.
3. Organizational performance as a moderating variable shows mixed results. Although it does not weaken the effect of SMA on tax compliance, it weakens the relationship between Tax Awareness and Tax Compliance. This suggests that even organizations with strong performance and adequate resources are not always able to realize increased tax compliance.
4. The new Tax Awareness model that includes the technology/digitalization dimension proves to be more effective in explaining the effect of Tax Awareness on Tax Compliance than the previous model. Including this dimension strengthens the argument that tax digitalization simplifies the reporting and payment process, thereby significantly increasing compliance.

This study offers theoretical, practical, and regulatory implications to support efforts to improve tax compliance. The theoretical contribution lies in developing the tax awareness model and the role of SMA as a strategy to improve tax compliance. The practical implication encourages businesses to improve tax knowledge and maximize the use of tax digitalization technology. The regulatory implications recommend strengthening tax education, accelerating tax system digitalization, developing transparency regulations, and technology-based law enforcement to ensure better tax compliance.

This study recognizes limitations related to the diversity of business characteristics, perception-based data collection methods, and the complexity of the model used. Future research should focus on stratifying business types and developing iterative models to strengthen the analytical results of future studies.

REFERENCES

Adams, CA, & Neely, A. (2020). The performance prism: A scorecard for measuring and managing business success. *Management Accounting Research, 31*(2), 65-84.

Adhikari, B., Alm, J., & Harris, TF (2021). Small business tax compliance based on third-party reporting. *Journal of Public Economics*, *203.* https://doi.org/10.1016/j.jpubeco.2021.104514

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179-211. https://doi.org/10.1016/0749-5978(91)90020-T

Ajzen, I., & Fishbein, M. (1969). Prediction of behavioural intentions in choice situations. *Journal of Experimental Social Psychology*, *5*(4), 400-416. https://doi.org/10.1016/0022-1031(69)90033-X

Allingham, M.G., & Sandmo, A. (1972). *INCOME TAX EXPENDITURES: A THEORETICAL ANALYSIS*.

Alm, J., & McClellan, C. (2012). *Tax Morale and Tax Compliance from a Corporate Perspective*.

Al-Maghrebi, M.S., Ahmad, R., & Palil, M.R. (2016a). BUDGET TRANSPARENCY AND TAX AWARENESS ON TAX COMPLIANCE: A CONCEPTUAL APPROACH. *Journal of Contemporary Business, Economics and Law of Southeast Asia*, *10*(1).

Anwar Syadat, F., Kusyeni, R., & Fauziah, E. (2022a). Analysis of the Effectiveness of Tax Education for the Millennial Generation through Instagram Social Media in Order to Increase Taxpayer Awareness (Case Study at the Regional Office of the Directorate General of Taxes West Java II) ARTICLE INFO ABSTRACT. *Scientific Journal for Realizing Civil Society*, *9*(1), 70-81. http://ojs.stiami.ac.id

Anwar Syadat, F., Kusyeni, R., & Fauziah, E. (2022a). Analysis of the Effectiveness of Tax Education for the Millennial Generation through Instagram Social Media in Order to Increase Taxpayer Awareness (Case Study at the Regional Office of the Directorate General of Taxes West Java II) ARTICLE INFO ABSTRACT. *Scientific Journal for Realizing Civil Society*, *9*(1), 70-81. http://ojs.stiami.ac.id

Batrancea, L.M., Nichita, A., De Agostini, R., Batista Narcizo, F., Forte, D., de Paiva Neves Mamede, S., Roux-Cesar, AM, Nedev, B., Vitek, L., Pantya, J., Salamzadeh, A., Nduka, EK, Kudła, J., Kopyt, M., Pacheco, L., Maldonado, I., Isaga, N., Benk, S., & Budak, T. (2022). An experimental study of self-employed taxpayers on trust, power, and tax compliance across eleven countries. *Financial Innovation*, *8*(1). https://doi.org/10.1186/s40854-022-00404-y

Bobek, D.D., Roberts, R.W., & Sweeney, J.T. (2011All). Social norms of tax compliance:

Evidence from Australia, Singapore, and the United States. *Journal of Business Ethics*, *74*(1), 49-64. https://doi.org/10.1007/s10551-006-9219-x

Bonacchi, M., & Perego, P. (2018). Customer accounting: Creating value with customer-centered strategies. *Management Accounting Research, 38*(1), 1-11.

Bromwich, M. (1990). The case for strategic management accounting: The role of accounting information for strategy in competitive markets. *Accounting, Organization and Society, 15*(1-2), 27-46.

Bui, H., & Krajcsák, Z. (2024). The impact of corporate governance on firm performance: from theories and approaches to empirical findings. *Journal of Financial Regulation and Compliance*, *32*(1), 18-46. https://doi.org/10.1108/JFRC 01-2023-0012

Cadez, S., & Guilding, C. (2012). Strategy, strategic management accounting and performance: A configuration analysis. *Industrial Management and Data Systems*, *112*(3), 484-501. https://doi.org/10.1108/02635571211210086

Cummings, R.G., Martinez-Vazquez, J., McKee, M., & Torgler, B. (2016). *The effect of tax morale on tax compliance: Experimental and survey evidence*. *Journal of Economic Behavior & Organization, 70*(3), 447-457.

Donaldson, L. (2001). *Contingency theory of organizations*. Sage Publications.

Ejere, EI, & Abasilim, UD (2011). Organizational performance and its measurement: A literature review. *Journal of Management and Strategy, 2*(3), 24-31.

Erasashanti, A. P., Cahaya, Y. F., Yuniarti, R., Rifaldi, M., & Prasetyo, J. H. (2024). The Role of Taxpayer Awareness in Enhancing Vehicle Tax Compliance in Indonesia:

An Attribution Theory Approach. *Journal of Tax Reform*, *10*(1), 162-180. https://doi.org/10.15826/jtr.2024.10.1.163

Ferreira, A., Moulang, C., & Hendro, B. (2017). Management control system in managing resources and organizational performance. *Accounting, Organization and Society, 62*(1), 32-49.

Freeman, RE (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.

Freeman, RE, Harrison, J.S., Wicks, AC, Parmar, BL, & De Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.

Hamid, N.A., Ismail, I.S., Yunus, N., Jali, M.N., & Rosly, A.S. (2022a). Taxpayers' Perception of Tax Awareness, Tax Education, and Tax Complexity in Small and Medium Enterprises in Malaysia: A Quadrant Analysis Approach. *Universal Journal of Accounting and Finance*, *10*(1), 231-242. https://doi.org/10.13189/ujaf.2022.100124

Hamid, N.A., Ismail, I.S., Yunus, N., Jali, M.N., & Rosly, A.S. (2022a). Taxpayers' Perception of Tax Awareness, Tax Education, and Tax Complexity in Small and Medium Enterprises in Malaysia: A Quadrant Analysis Approach. *Universal Journal of Accounting and Finance*, *10*(1), 231-242. https://doi.org/10.13189/ujaf.2022.100124

Hassan, MK (2023). *Stakeholder theory and organizational transparency in tax reporting*. *Journal of Business Ethics, 45*(2), 218-233.

Hastuti, R. (2014). The role of tax awareness in improving compliance. *Journal of Public Economics, 20*(2), 95-108.

James, S., & Edwards, J. (2019). *Organizational performance and tax compliance: A review of the relationship*. *Journal of Tax Policy, 23*(1), 45-67.

Jones, S., & Saad, N. (2018). Tax compliance and corporate responsibility: What drives ethical tax reporting? *Journal of Business Ethics, 150*(3), 735-746.

Joulfaian, D. (2020). *Managerial preferences, organizational strategy, and corporate tax avoidance*. *International Tax and Public Finance, 27*(5), 1013-1032.

Kaplan, RS, & Norton, DP (2004). *COLLECTION 2 Leveraging the Balanced Scorecard 19 Measuring the Strategic Readiness of Intangible Assets 35 Using the Balanced Scorecard as a Strategic Management System 49 Having Trouble with Your Strategy? Then Map It Out by Focusing Your Organization on Strategy*

with the Balanced Scorecard, 2nd Edition. www.hbr.org

Katz, D., & Rosenzweig, J.E. (1973). *Organization and the Nation-State.* New York, NY: Wiley.

Kirchler, E. (2007). *The Economic Psychology of Tax Behavior*. Cambridge University Press. https://doi.org/DOI: 10.1017/CBO9780511628238

Langfield-Smith, K. (2008). Strategic management accounting: How far have we come in 25 years? *Journal of Accounting, Auditing & Accountability, 21*(2), 204-228.

Lari, A., Nia, M., & Aziz, Z. (2012). Strategic management accounting and decision making: A review of the relationship. *International Journal of Business and Social Sciences, 3*(11), 43-50.

Lawrence, PR, & Lorsch, JW (1967). *Organization and Environment: Managing Differentiation and Integration.* Boston, MA: Harvard Business School Press.

Mardiasmo. (2018). *Taxation* (Latest Edition). Andi Publisher.

Mebrato, A.A. (2024). *Theoretical Foundations of Voluntary Tax Compliance: An Application of the Ordinary Logit Regression Model.* https://doi.org/10.21203/rs.3.rs 3980884/v1

Nurwanah, A., Sutrisno, T., Rosidi, R., & Roekhudin, R. (2018). Determinants of tax compliance: Theory of planned behavior and stakeholder theory perspectives. *Issues and Perspectives in Management*, *16*(4), 395-407. https://doi.org/10.21511/ppm.16(4).2018.33

Ojra, J., Opute, AP, & Alsolmi, MM (2021a). Strategic management accounting and performance implications: literature review and research agenda. *Journal of Future Business*, *7*(1). https://doi.org/10.1186/s43093-021-00109-1

Tax.com. (2024). *Annual Tax Return Reporting Revenue Data.*

https://www.pajakku.com/read/19e575f4-7c88-4e79-b6ce-2b048ed304ac/Data-Acceptance-Annual-SPT-Reporting-Year-2024-Release-Check-Here!

Paleka, H., & Vitezić, V. (2023). Tax Compliance Challenge through Taxpayer Typology. *Economics*, *11*(9). https://doi.org/10.3390/economies11090219

Pasaribu, H., Sirait, A., Yuwidiantoro, A., Suhascaryo, N., & Ayupurnama, I. (n.d.). SME MANAGEMENT DEVELOPMENT STRATEGY, MANAGEMENT ACCOUNTING INFORMATION SYSTEM, AND MANAGEMENT CONTROL EFFECTIVENESS AND THEIR EFFECT ON TAX COMPLIANCE RESPONSE IN CREATIVE INDUSTRIAL SMEs National Development University "Veteran" Yogyakarta.

President of the Republic of Indonesia. (2024). President of RI-BRI Micro. *Www.Presidentri.Go.Id*.

Rashid, MM, Hossain, DM, & Alam, MS (2023). External organizational environment and its impact on strategic management accounting practices: an empirical investigation. Asian Accounting Review. https://doi.org/10.1108/ARA 02-2023-0041Saad, N. (2014a). Tax Knowledge, Tax Complexity and Tax Compliance: Taxpayers' Views. *Procedia - Social and Behavioral Sciences*, *109*, 1069-1075. https://doi.org/10.1016/j.sbspro.2013.12.590

Ratnawati, I., Nasution, N., & Widodo, T. (2019). Tax awareness and its influence on taxpayer behaviour. *International Journal of Economics and Finance, 11*(7), 213-222.

Saad, N. (2014b). Tax Knowledge, Tax Complexity and Tax Compliance: A Taxpayer's View. *Procedia - Social and Behavioral Sciences*, *109*, 1069-1075. https://doi.org/10.1016/j.sbspro.2013.12.590

Sawitri, P. (2017). The effect of taxation knowledge on compliance. *Indonesian Tax Journal, 8*(1), 28-39.

Sundari, I. (2022). *The role of tax awareness in mediating the effect of tax amnesty and tax authorities on tax compliance*. *Journal of Taxation and Economic Development, 15*(2), 113-128.

Youde, S., & Lim, S. (2019). Tax compliance. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 1-5). Springer International Publishing. https://doi.org/10.1007/978-3-319-31816-5_3828-1

Zanaria, N., & Lestari, F. (2020). Tax awareness and its implications for compliance: A study of MSMEs in Indonesia. *Journal of Economic Studies, 12*(2), 85-97.

Zanaria, R., & Lestari, I. (2020). Understanding tax awareness and its implications for compliance. *Journal of Taxation Studies, 12*(3), 45-60.