

Good Corporate Governance and Green Intellectual Capital on Tax Avoidance and Tax Audit Coverage Ratio as Moderators

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Abstract

The purpose of this study is to analyze the extent to which GCG and GIC variables influence tax avoidance, with the tax audit coverage ratio serving as a moderating variable, in clients of Ruslim and Ruslim Public Accounting Firm. A survey method was employed to collect data from 181 respondents across 39 companies, utilizing a structured questionnaire. Data analysis was conducted using PLS SEM 3.2.8 statistical tools to assess the interaction between independent and dependent variables. The results of the study indicate that Good Corporate Governance has a significant influence on Tax Avoidance with a p-value of 0.000, and Green Intellectual Capital has a considerable influence on Tax Avoidance with a p-value of 0.000. The Tax Audit Coverage Ratio significantly influences Tax Avoidance, with a p-value of 0.000. The Tax Audit Coverage Ratio moderates the influence of Good Corporate Governance on Tax Avoidance, with a p-value of 0.004. The Tax Audit Coverage Ratio moderates the influence of Green Intellectual Capital on Tax Avoidance, with a p-value of 0.001. The implications of this study suggest that an increase in Good Corporate Governance, Green Intellectual Capital, and Tax Audit Coverage Ratio will lead to a decrease in Tax Avoidance. Tax avoidance is one of the strategies companies implement in their tax policies to minimize their tax obligations in a manner that is legally compliant with applicable tax regulations. This study also shows that companies with good GCG will engage in tax avoidance when tax audits increase, while companies with good GIC will reduce tax avoidance practices when tax audits increase. These findings are beneficial for regulators, auditors, and companies in formulating more accountable and sustainable fiscal policies.

Keywords: *Good Corporate Governance, Green Intellectual Capital, Tax Avoidance, Tax Audit Coverage Ratio.*

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INTRODUCTION

Tax avoidance has become a strategic issue in Indonesia, with potential annual losses to the state reaching Rp 69.1 trillion (Tax Justice Network, 2020). This practice is often carried out through profit shifting and complex corporate structuring, resulting in inequality among taxpayers. Amid the need to enhance tax compliance, Good Corporate Governance (GCG) emerges as an internal mechanism that

emphasizes principles of transparency, accountability, and ethics, believed to curb tax avoidance practices (Andini, 2023).

With the growing attention to sustainability issues, Green Intellectual Capital (GIC) has also become an important element in modern corporate governance. GIC encompasses knowledge and capabilities in managing environmental sustainability that can encourage ethical compliance by companies, including in taxation (Sarwar, 2023). However, the effectiveness of GCG and GIC in reducing tax avoidance cannot be separated from external factors, particularly the level of tax supervision. The Tax Audit Coverage Ratio, as an indicator of the intensity of supervision, is believed to strengthen the relationship between corporate governance and tax compliance (Benevene, 2021). In this context, the Public Accounting Firm (KAP) Ruslim and Ruslim, which handles various national and multinational companies, is a relevant object to examine how GCG, GIC, and tax supervision interact in reducing tax avoidance practices.

The agency theory, proposed by Jensen and Meckling (1976), explains the relationship between shareholders (principals) and management (agents), in which management is given the authority to make decisions in the best interests of shareholders. However, agency conflicts can arise due to information asymmetry and differences in objectives between the two parties, which may lead management to act in their self-interest, including through tax avoidance practices. In this context, Good Corporate Governance (GCG) plays a crucial role in mitigating such conflicts through principles of transparency, accountability, and ethics. Meanwhile, Green Intellectual Capital (GIC) enhances corporate integrity by leveraging knowledge and capabilities that foster sustainability and social responsibility. The practical implementation of GCG and GIC, coupled with external oversight through the Tax Audit Coverage Ratio, can guide management behavior to align with shareholder interests and enhance compliance with corporate tax obligations.

Good Corporate Governance is a system and structure that regulates the management process of a company to ensure direction, control, and healthy relationships between management, the board of directors, shareholders, and other stakeholders. GCG aims to create long-term value by applying the principles of transparency, accountability, responsibility, and fairness (Jihong Sun, 2025). The implementation of these principles fosters public trust and mitigates tax avoidance risks by enhancing oversight and promoting ethical decision-making among management (Wendai, 2024; Alhaji, 2018). Transparency promotes the disclosure of relevant information, accountability emphasizes responsibility for decision-making, legal and social responsibility emphasizes compliance with regulations, while fairness ensures equal treatment for all stakeholders. In the context of tax avoidance, the implementation of GCG serves as a control mechanism to prevent management from abusing authority through policy systems, ethical training, oversight, and stakeholder engagement (Andini, 2023).

The success of GCG implementation depends on four main factors. First, top management's commitment to actively implement and support GCG principles through concrete actions and resource allocation. Second, a corporate culture that supports the values of transparency and accountability, creating an ethical environment where open reporting and participation are highly valued. Third, strict and supportive government regulations serve as an external driver in forcing companies to comply with good governance standards. Finally, an effective

monitoring system, both through internal and external audits, plays a role in evaluating the implementation of GCG on an ongoing basis. By comprehensively implementing these principles and supporting factors, companies not only strengthen their reputation and sustainability but also significantly reduce tax avoidance practices (Maria Ulfa, 2023).

Green Intellectual Capital refers to a company's intellectual assets that focus on environmental sustainability, encompassing knowledge, skills, and innovation to support environmentally friendly practices. This concept reflects a company's commitment to integrating sustainability principles into its business strategies and operations (Jan Muhammad Sohu, 2024). GIC is formed through four main principles: sustainability, innovation, stakeholder engagement, and social responsibility (Mohid, 2018). Sustainability emphasizes resource efficiency and long-term environmental protection. Innovation encourages the development of environmentally friendly technologies and products. Stakeholder engagement creates an opportunity for dialogue and collaboration to clarify expectations related to environmental issues (Yuliza, 2020). Meanwhile, social responsibility emphasizes the company's contribution to community welfare and environmental sustainability. Companies with strong GIC tend to be more compliant with regulations, have a positive reputation, and avoid practices such as tax avoidance due to the alignment of social values and business ethics (Ertac, 2024).

The implementation of GIC requires a structured strategic approach, such as the development of clear environmental policies, training and education for employees, sustainable innovation through R&D, and transparent performance measurement. The success factors of GIC include top management commitment, which provides direction and support; an organizational culture that encourages collaboration and innovation; government regulations that promote environmentally friendly practices; and strategic partnerships with various external parties, such as NGOs and research institutions. Through a combination of these factors, companies can establish a robust and comprehensive sustainability system. GIC not only improves operational efficiency and company value but also strengthens competitive position and creates long-term positive impacts on the environment and society (Jan Muhammad Sohu, 2024).

According to Ryan Agatha (2020), the Tax Audit Coverage Ratio (TACR) is an important indicator that describes the extent to which tax authorities audit companies, aiming to reduce tax avoidance practices and improve compliance. The fundamental principles of TACR include transparency, accountability, fairness, and prevention. Transparency promotes the presentation of accurate financial reports, accountability emphasizes a company's responsibility for its tax obligations, fairness ensures equal treatment for all taxpayers, and prevention creates a deterrent effect against tax violations. In its implementation, TACR involves strategies such as risk-based audit targeting, setting audit frequencies, developing clear audit policies, and establishing sustainable reporting and evaluation systems (Battaglini, 2025). The competence of auditors significantly influences the success of TACR, including the effective use of technology, stakeholder involvement, and the development of consistent and easily understood regulations.

TACR also acts as a moderating variable in the relationship between Good Corporate Governance (GCG), Green Intellectual Capital (GIC), and tax avoidance, as noted by Ahn (2021). Oversight through audits creates pressure for companies to

be more compliant and transparent, thereby supporting ethical and sustainable GCG and GIC practices. TACR encourages improvements in the quality of financial information and compliance with tax regulations, as companies are aware of the high risks associated with audits. In this context, TACR is not only a supervisory tool but also a driver of a culture of compliance and corporate integrity, strengthening public trust and creating a tax system that is more equitable, efficient, and effective in the long term (Frita, 2023).

Tax avoidance is a legal strategy employed by taxpayers to minimize their tax burden by exploiting legal loopholes. However, this practice is often debated on ethical grounds because it can reduce government revenue and create inequality (Chandra, 2023). Tax avoidance is divided into two types: Acceptable (permissible and aligned with fiscal policy objectives, such as R&D incentives) and Unacceptable (involving manipulation or transaction engineering, such as unreasonable transfer pricing) (Setiawan & Ismail, 2023). The impacts include reduced government revenue, unfair business competition, damage to corporate reputation, weak tax systems, and increased social inequality. Therefore, governments need to implement strict regulations, tax reforms, and international cooperation, such as through the OECD's BEPS initiative. More intensive monitoring through tax audits creates a strong deterrent effect, encouraging companies to be more compliant with their tax obligations (Abdelfattah, 2020).

Tax Audit Coverage Ratio acts as a moderating variable in strengthening the relationship between Good Corporate Governance, Green Intellectual Capital, and tax compliance (Rizal, 2021). TACR enhances tax awareness and encourages companies to adopt ethical, transparent, and environmentally friendly strategies. GIC, which encompasses innovation, knowledge, and social responsibility, helps companies respond positively to tax oversight, improve reporting accuracy, and strengthen their reputation. As audit intensity increases, companies are also more motivated to adjust their internal policies to ensure compliance with relevant regulations. Studies show that GCG and GIC contribute to reducing tax avoidance, and TACR reinforces this effect by increasing the risk of detection and punishment for violations. The combination of GCG, GIC, and TACR results in a more equitable, transparent, and sustainable tax system.

From the conceptual definitions outlined above, the following are the framework and hypotheses proposed:

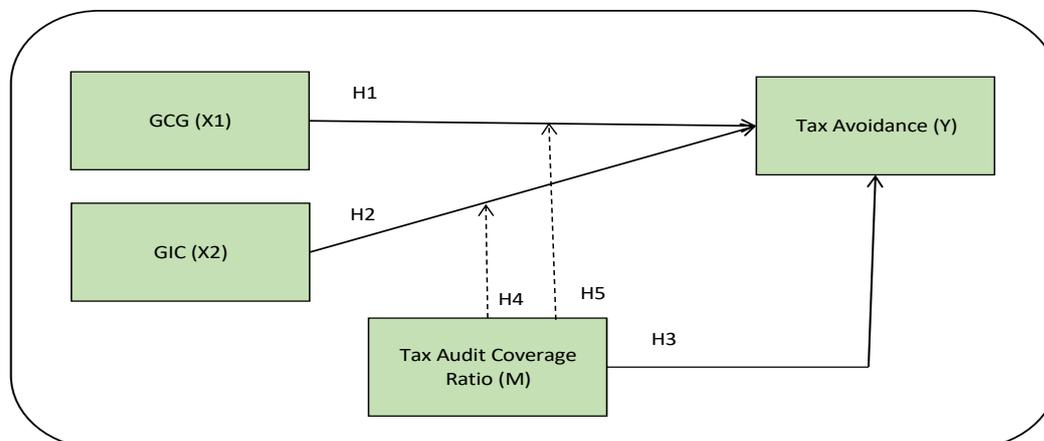


Figure 1. Research Model

- H1:** Good Corporate Governance (GCG) has a significant effect on tax avoidance in companies audited by KAP Ruslim and Ruslim.
- H2:** Green Intellectual Capital (GIC) has a significant effect on tax avoidance in companies audited by KAP Ruslim and Ruslim.
- H3:** The Tax Audit Coverage Ratio (TACR) has a significant effect on tax avoidance in companies audited by KAP Ruslim and Ruslim.
- H4:** The Tax Audit Coverage Ratio (TACR) moderates the influence of Good Corporate Governance (GCG) on tax avoidance in companies audited by KAP Ruslim and Ruslim.
- H5:** Tax Audit Coverage Ratio (TACR) moderates the influence of Green Intellectual Capital (GIC) on tax avoidance in companies audited by KAP Ruslim and Ruslim.

METHODOLOGY

This study employs an associative quantitative method, an approach that aims to test causal relationships between variables through statistical analysis based on numerical data to answer hypotheses. The focus of the study is to determine the influence of Good Corporate Governance (GCG) and Green Intellectual Capital (GIC) on tax avoidance. The research population includes all companies that KAP Ruslim and Ruslim in Jakarta, a leading public accounting firm with clients from various industrial sectors, have audited. The research sample was selected using purposive sampling, comprising a total of 35 companies that met specific criteria, including being clients of KAP Ruslim and Ruslim, implementing GCG practices, having policies related to GIC, having been audited for taxes, and having complete data related to the Tax Audit Coverage Ratio. This approach ensures that the sample used is relevant and representative for testing the empirical relationship between variables.

Table 1. Likert Scale Score

| No | Answer Choices | Skor | Class Interval |
|----|-------------------|------|----------------|
| 1 | Strongly disagree | 1 | 1,00-1,80 |
| 2 | Disagree | 2 | 1,81-2,61 |
| 3 | Somewhat agree | 3 | 2,62-3,42 |
| 4 | Agree | 4 | 3,43-4,23 |
| 5 | Strongly agree | 5 | 4,24-5,00 |

Sumber: Data sekunder diolah, (2024)

Tabel 2. Operational Variables

| Variable | Dimention | Indicator | Likert scale |
|---|---------------------------------------|--|--------------|
| <i>Good Corporate Governance</i> Widiiswa & Baskoro (2020) | 1. Transparency | <ul style="list-style-type: none"> ▪ Level of information disclosure by companies through annual reports, sustainability reports, and public announcements. | 1.1 |
| | 2. Accountability | <ul style="list-style-type: none"> ▪ The existence of internal control mechanisms, such as an audit committee and an independent board of commissioners. | 1.2, 1.3 |
| | 3. Responsibility | <ul style="list-style-type: none"> ▪ Compliance with regulations and business ethics, as well as corporate social responsibility. | 1.4, 1.5 |
| | 4. Stakeholder Participation | <ul style="list-style-type: none"> ▪ Stakeholder involvement in decision-making and effective feedback mechanisms. | 1.7, 1.6 |
| | 5. Protection of Shareholders' Rights | <ul style="list-style-type: none"> ▪ The existence of policies to protect the rights of shareholders, including minority shareholders. | 1.8 |
| <i>Green Intellectual Capital</i> (Farhan & Kamardin, 2021) | 1. Green Innovation | <ul style="list-style-type: none"> ▪ Level of development and application of environmentally friendly technology in business processes. | 2.1, 2.1 |

| | | | |
|--|-----------------------------|--|----------|
| <i>Tax Avoidance</i> (Abdelfattah, 2020) | 2. Environmental Knowledge | ▪ The existence of training and development programs to raise environmental awareness among employees. | 2.3 |
| | 3. Natural Resources | ▪ Sustainable management of natural resources and efficiency in energy use. | 2.4, 2.5 |
| | 4. Organizational Culture | ▪ Level of adoption of sustainability values in corporate culture. | 2.6, 2.7 |
| | 5. Employee Involvement | ▪ Employee participation in sustainability initiatives and corporate environmental programs. | 2.8 |
| | 1. Effective Tax Ratio | ▪ Comparison between taxes paid and taxable income generated. | 3.1 |
| <i>Tax Audit Coverage Ratio</i> (Hubertus, 2025) (Ryan Agatha, 2020) | 2. Tax Avoidance Strategies | ▪ The use of tax avoidance strategies or techniques, such as tax shelters or profit shifting. | 3.2, 3.3 |
| | 3. Financial Statements | ▪ The discrepancy between accounting profit and reported taxable profit. | 3.4 |
| | 4. Tax Compliance | ▪ The level of compliance of companies with their tax obligations and timely reporting. | 3.5, 3.6 |
| | 5. Tax Planning Measures | ▪ Tax planning practices that may lead to tax avoidance. | 3.7, 3.8 |
| | 1. Tax Audit Ratio | ▪ The proportion of companies audited by tax authorities compared to the total number of registered companies. | 4.1 |
| | 2. Audit Frequency | ▪ The number of tax audits conducted within a specific period. | 4.2, 4.3 |
| | 3. Audit Duration | ▪ Average time spent on tax audits. | 4.4, 4.5 |
| | 4. Audit Results | ▪ The proportion of audit findings that result in tax adjustments or penalties. | 4.6, 4.7 |
| | 5. Follow-Up Audit | ▪ Actions taken after an audit to comply with recommendations and make improvements. | 4.8 |

This study employs descriptive data analysis using the Smart PLS 3.2.8 application in the following research. The data filled in by the respondents is compiled into a CSV (Comma-Separated Values) data table. This data processing is used to determine the form and model, loading, factor, and significance of each variable. Data processing using Smart PLS 3.2.8 was performed to ensure the validity and reliability of the data.

RESULTS AND DISCUSSION

Table 3. Distribution of Respondents Based on Gender

| No | Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|----|--------|-----------|---------|---------------|--------------------|
| 1 | Man | 123 | 68.0 | 68.0 | 68.0 |
| 2 | Woman | 58 | 32.0 | 32.0 | 100.0 |
| 3 | Total | 181 | 100.0 | 100.0 | |

Based on data from 181 respondents from KAP Ruslim and Ruslim's client companies, the majority were male, numbering 123 (68%), while females numbered 58 (32%). This indicates male dominance in handling strategic issues such as tax avoidance. This dominance may reflect the division of roles within companies, where men are more often placed in financial and decision-making positions. Gender stereotypes in the business sector also contribute to this trend, illustrating the persistence of role bias in critical functions within corporate environments.

Table 4. Distribution of Respondents Based on Age

| Age | Frequency | percent | Valid percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| 21-30 | 63 | 34.8 | 34.8 | 34.8 |
| 31-40 | 66 | 36.5 | 36.5 | 71.3 |
| 41-50 | 52 | 28.7 | 28.7 | 100.0 |
| VALID Total | 181 | 100.0 | 100.0 | |

Of the 181 respondents from KAP Ruslim and Ruslim's client companies, the majority were aged 31–40 (36.3%), followed by those aged 21–30 (34.8%) and 41–50 and above (28.7%). The 31–40 age group is considered to be in the mature professional phase, with sufficient experience and analytical skills to handle strategic issues such as tax avoidance. They tend to be more critical and skilled in financial decision-making. Meanwhile, those aged 21–30 are still in the early stages of their careers, while those aged 41–50 and above typically play more supervisory or strategic decision-making roles.

Table 5. Distribution of Respondents Based on Education

| Education | Frequency | percent | Valid percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Bachelor's (S1) | 142 | 78.5 | 78.5 | 75.5 |
| Master's Degree (S2) | 39 | 21.5 | 21.5 | 100.0 |
| TOTAL | 181 | 100.0 | 100.5 | |

VALID

Of the 181 respondents from KAP Ruslim and Ruslim's client companies, the majority had a bachelor's degree (142 people, or 78.5%), while 39 respondents (21.5%) had a master's degree. This indicates that a bachelor's degree is considered sufficient for performing professional tasks related to tax issues, such as tax avoidance, as it provides a solid foundation in finance and accounting. However, a master's degree offers additional advantages in terms of deeper understanding and higher analytical skills, particularly in developing complex tax strategies. The questionnaire data were used to analyze respondents' perceptions of GCG, GIC, tax avoidance, and the moderating role of tax audits.

Outer Model

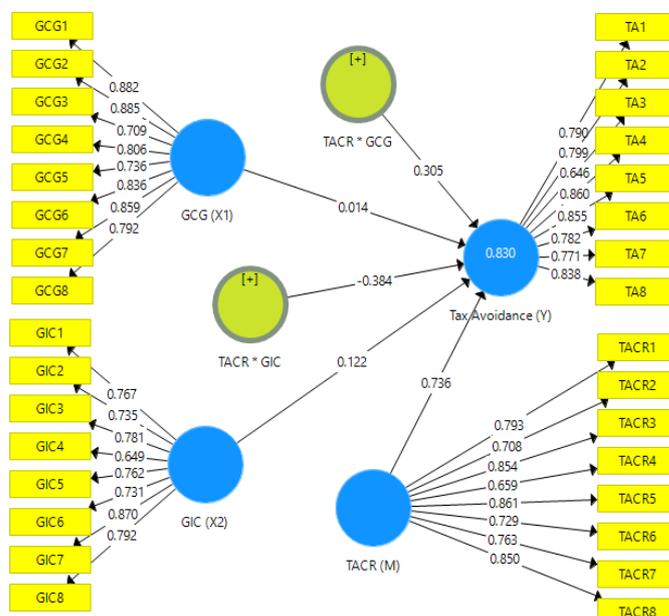


Figure 2. Loading Factor Value

Based on Figure 2, it can be seen that each variable has a role in Tax Avoidance. The Good Corporate Governance variable contributes a value of 0.014 to Tax Avoidance, the Green Intellectual Capital variable contributes a value of 0.122 to Tax Avoidance, the Tax Audit Coverage Ratio variable contributes a value of 0.736 to Tax Avoidance, the moderating variable Tax Audit Coverage Ratio on Good Corporate Governance has a factor loading value of 0.305, which is positively correlated, while the moderating variable Tax Audit Coverage Ratio on Green Intellectual Capital has a factor loading value of -0.384, which is negatively correlated.

Table 6. Discriminant Validity

| Variable | GCG (X1) | GIC (X2) | TACR (M) | TACR * GCG | TACR * GIC | TAX AVOIDANCE (Y) |
|-------------------|----------|----------|----------|------------|------------|-------------------|
| GCG (X1) | 0.816 | | | | | |
| GIC (X2) | 0.928 | 0.963 | | | | |
| TACR (M) | 0.941 | 0.954 | 0.980 | | | |
| TACR * GCG | 0.122 | 0.168 | 0.138 | 1.000 | | |
| TACR * GIC | 0.163 | 0.201 | 0.191 | 0.942 | 1.000 | |
| TAX AVOIDANCE (Y) | 0.848 | 0.866 | 0.899 | 0.191 | 0.275 | 0.955 |

Table 6 shows that the correlation value of cross-loading on each item is greater than 0.70, and each item has the highest AVE root value when linked to its latent variable compared to when linked to other latent variables. This indicates that each manifest variable in this study adequately explains its latent variable and demonstrates that discriminant validity has been met in the testing, thereby validating all items.

Table 7. Q-Square Value

Construct Cross-Validated Redundancy

| Variable | SS0 | SSE | Q ² (=1-SSE/SS0) |
|-------------------|-----------|-----------|-----------------------------|
| GCG (X1) | 1.448,000 | 1.448,000 | |
| GIC (X2) | 1.448,000 | 1.448,000 | |
| TACR (M) | 1.448,000 | 1.448,000 | |
| TACR * GCG | 181,000 | 181,000 | |
| TACR * GIC | 181,000 | 181,000 | |
| TAX AVOIDANCE (Y) | 1.448,000 | 746,400 | 0,485 |

Table 7 shows a Q-Square value of 0.485, indicating that the model's predictive ability is moderate to strong. This value is above 0.00, thus meeting the predictive test criteria in PLS-SEM. This means that the variables in the model can significantly explain the latent constructs, thereby strengthening the validity of the model and supporting the conclusions of the research analysis.

Table 8. Construct Reliability and Validity

| Variable | Cronbach's Alpha | Rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------|------------------|-------|-----------------------|----------------------------------|
| GCG (X1) | 0.927 | 0.929 | 0.940 | 0.665 |
| GIC (X2) | 0.897 | 0.905 | 0.917 | 0.582 |
| TACR (M) | 0.907 | 0.917 | 0.925 | 0.609 |
| TACR * GCG | 1.000 | 1.000 | 1.000 | 1.000 |
| TACR * GIC | 1.000 | 1.000 | 1.000 | 1.000 |
| TAX AVOIDANCE (Y) | 0.916 | 0.918 | 0.932 | 0.632 |

Based on Table 8, the values of all variables in the reliability test using Cronbach's Alpha and Composite reliability are > 0.70, and the validity test using AVE (Average Variance Extracted) is > 0.50. Therefore, it can be concluded that the variables tested are valid and reliable, so they can be used to test the structural model.

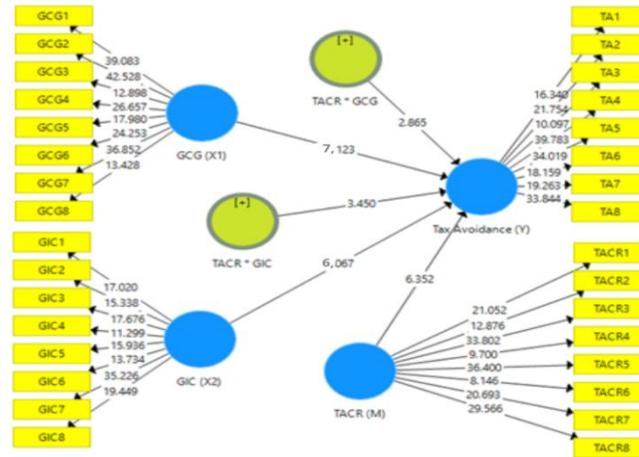


Figure 3. Inner Model

After testing and measuring the model by assessing its validity and reliability, structural model testing (inner model) was conducted. The evaluation of the structural model or inner model aims to predict the relationship between latent variables and answer the proposed hypotheses. The structural model is evaluated by examining the percentage of variance explained, specifically by looking at the R-Square value for endogenous latent constructs and AVE for predictiveness, using resampling procedures such as bootstrapping to obtain stability in the estimates. Structural model measurements in PLS are evaluated using the R-squared statistic.

Table 9. R-Square Value

| R Square | | |
|-------------------|----------|-------------|
| | R Square | R Square Ad |
| Tax Avoidance (Y) | 0.030 | 0.825 |

Based on Table 9, the R-squared value for the Tax Avoidance variable is 0.825. This indicates that the variables Good Corporate Governance, Green Intellectual Capital, and Tax Audit Coverage Ratio have an influence of 82.5% on tax avoidance behavior. In comparison, other variables outside the scope of this study explain the remaining 17.5%.

Table 10. F-Square Value

| Simple Slope Analysis | |
|-----------------------|---------------|
| F Square | |
| Variable | Tax Avoidance |
| GCG | 0.123 |
| GIC | 0.169 |
| TACR | 0.004 |
| TACR*GCG | 0.061 |
| TACR*GIC | 0.001 |
| Tax Avoidance | |

Good Corporate Governance has a moderate influence on tax avoidance, with an F-squared value of 0.123. This indicates that the implementation of GCG principles is quite effective in reducing tax avoidance practices. However, its influence is not as strong as that of other variables, indicating the need for GCG integration with a more strategic tax compliance system to achieve a more significant impact.

Green Intellectual Capital has the most decisive influence on tax avoidance (f-square = 0.169). This suggests that companies that effectively manage environmental knowledge and green innovation are better equipped to develop efficient tax strategies. GIC is a crucial asset in reducing the tax burden legally and demonstrates that sustainability can encourage more intelligent and responsible tax compliance.

The Tax Audit Coverage Ratio exhibits a weak influence on tax avoidance (F-square = 0.004). This indicates that tax audits are not yet effective in preventing tax avoidance. This weak influence suggests the need for audit system reform, including increased frequency, improved auditor quality, and tax detection technology, to exert significant pressure on taxpayer behavior.

The moderation of TACR on the influence of GCG shows a weak to moderate effect (f-square = 0.061). This means that tax audits are only partially able to strengthen the influence of GCG in suppressing tax avoidance. This limitation may be due to a lack of synergy between the implementation of GCG and fiscal oversight. For optimal results, integration between good governance and tax oversight mechanisms is required.

TACR moderation on GIC has almost no effect (f-square = 0.001). This indicates that the existence of tax audits does not moderate the relationship between GIC and tax avoidance. These results indicate that the influence of GIC on tax avoidance is independent and less influenced by audit intensity, so the oversight system needs to be adjusted to capture intellectual-based tax practices.

Table 11. Effect Value

| Variable | Specific Total Effects | | | | | |
|-------------------|------------------------|----------|----------|------------|------------|-------------------|
| | GCG (X1) | GIC (X2) | TACR (M) | TACR * GCG | TACR * GIC | TAX AVOIDANCE (Y) |
| GCG (X1) | | | | | | 0.014 |
| GIC (X2) | | | | | | 0.122 |
| TACR (M) | | | | | | 0.736 |
| TACR * GCG | | | | | | 0.305 |
| TACR * GIC | | | | | | 0.284 |
| TAX AVOIDANCE (Y) | | | | | | |

Total Effect GCG → Tax Avoidance (0,014):

An increase in GCG of one unit results in a 1.4% increase in tax avoidance. Although small, this effect is significant and positive, indicating that the implementation of good corporate governance can contribute to tax avoidance strategies. This means that GCG plays a role in corporate tax decision-making, although it is not a dominant factor in the model.

Total Effect of GIC → Tax Avoidance (0.122):

Green Intellectual Capital has a positive influence of 12.2% on tax avoidance. Companies that focus on innovation, resource efficiency, and sustainability tend to be more adept at designing tax avoidance strategies. This indicates that GIC plays a significant role in driving operational efficiency while also serving as a strategic tool in the innovative and legal management of tax obligations.

Total Effect of TACR → Tax Avoidance (0.736):

The Tax Audit Coverage Ratio (TACR) has a significant impact on tax avoidance, at 73.6%. This positive effect suggests that the broader the audit coverage, the more companies tend to increase their tax avoidance strategies.

This may reflect a strategic response to strict supervision. TACR is a dominant factor, indicating that companies are more cautious and adaptive to tax audit policies.

Moderation of TACR on GCG → Tax Avoidance (0.305):

TACR moderates the influence of GCG on tax avoidance with a total effect of 30.5%. This positive influence indicates that tax audits strengthen the impact of GCG on tax avoidance practices. With improved governance and increased oversight, companies are more active in developing tax strategies. This moderation reflects the synergy between regulation and governance in influencing corporate tax behavior.

TACR moderation on GIC → Tax Avoidance (-0.384):

TACR negatively moderates the relationship between GIC and tax avoidance by -38.4%. This means that the stronger the audit oversight, the smaller the likelihood that GIC will encourage tax avoidance. This suggests that regulatory pressure can mitigate the tendency of GIC-based companies to employ avoidance strategies. Tax audits function as an adequate control over the strategic impact of GIC on tax management.

Hypothesis

$$Y = 0.014 \text{ GCG} + 0.122 \text{ GIC} + 0.736 \text{ TACR} + 0.305 \text{ TACRGCG} - 0.384 \text{ TACRGIC} > \text{TA}$$

Keterangan:

TA = Tax Avoidance

GCG = Good Corporate Governance

GIC = Green Intellectual Capital

TACR = Tax Audit Coverage Ratio

TACRGCG = Interaksi *Tax Audit Coverage Ratio* dan Good Corporate Governance

TACRGIC = Interaksi *Tax Audit Coverage Ratio* dan Green Intellectual Capital

Discussion

The test results indicate that the t-statistic value for the significance of Good Corporate Governance (GCG) on Tax Avoidance is 7.123, with a corresponding P-value of 0.000. A P-value that is far below the significance threshold of 0.05 indicates that the influence of GCG on the Tax Avoidance variable is statistically significant. This indicates that there is strong evidence suggesting the implementation of GCG has a significant impact on tax avoidance behavior. In addition, the high t-statistic value indicates that the relationship between GCG disclosure and Tax Avoidance is strong and positive. This indicates that the better the implementation of GCG in a company, the greater its contribution to tax management and the Tax Avoidance strategy applied. GCG plays a crucial role in fostering transparency, accountability,

and compliance with regulations, which in turn can influence corporate tax decisions.

Thus, the hypothesis stating that GCG disclosure has a positive effect on Tax Avoidance can be accepted. These findings align with those highlighted by Abdelfattah (2020), emphasizing the importance of implementing GCG principles as a factor influencing corporate tax management strategies and providing insights into how good governance can strengthen more responsible and transparent tax practices.

The test results indicate that the t-statistic value for the significance of Green Intellectual Capital (GIC) is 6.067, with a corresponding P-value of 0.000. Since the P-value is less than 0.05, this indicates that the effect of GIC on the Tax Avoidance variable is statistically significant. This suggests that there is strong evidence that the application of Green Intellectual Capital principles has a positive impact on tax avoidance behavior in companies. The high t-statistic value indicates a strong relationship between the two variables. Thus, it can be concluded that GIC disclosure has a positive effect on tax avoidance, and hypothesis 2 can be accepted. This finding aligns with that revealed by Rahmi et al. (2024), which emphasizes the importance of Green Intellectual Capital in enhancing sustainability-based efficiency and innovation, ultimately influencing tax management strategies. Thus, the hypothesis stating that there is a positive influence between GIC and Tax Avoidance is accepted, indicating that the implementation of GIC can encourage more efficient and effective tax management.

The test results show that the t-statistic value for the significance of the Tax Audit Coverage Ratio (TACR) is 6.352 with a P-value of 0.000, which is less than 0.05. This indicates that the influence of TACR on the Tax Avoidance variable is statistically significant. A high t-statistic value indicates that the relationship between TACR and Tax Avoidance is powerful. Thus, it can be concluded that the disclosure of the Tax Audit Coverage Ratio has a positive effect on tax avoidance, so hypothesis 3 is accepted. The findings were also reported by Tayu (2024) and Ade Hubertus (2025), who confirmed that an increase in tax audit coverage can encourage greater tax avoidance behavior; therefore, the hypothesis stating a positive effect is accepted.

The test results indicate that the t-statistic value for the significance of the Tax Audit Coverage Ratio (TACR) in moderating the effect of Good Corporate Governance (GCG) on Tax Avoidance is 2.865, with a corresponding P-value of 0.004. Since the P-value is less than 0.05, this indicates that the influence of TACR moderates the relationship between GCG and Tax Avoidance in a statistically significant positive manner, thus accepting Hypothesis 4. This is also stated by Setiawan & Ismail (2023), indicating that the existence of tax audits can strengthen or influence the impact of GCG on tax avoidance behavior. In other words, the stronger the scope of tax audits, the greater the influence of GCG on a company's tax avoidance strategy.

The test results indicate that the t-statistic value for the significance of the Tax Audit Coverage Ratio (TACR) in moderating the effect of Green Intellectual Capital (GIC) on Tax Avoidance is 3.450 with a P-value of 0.001. Since the P-value is less than 0.05, this indicates that the influence of TACR significantly moderates the relationship between GIC and Tax Avoidance. The findings are also supported by Farhan (2021), who indicates that broader tax audit coverage can strengthen or influence the impact of GIC on tax avoidance. Thus, intensive tax audits can amplify

the effects of implementing Green Intellectual Capital principles in corporate tax management strategies.

CONCLUSION

The findings confirm that GIC is the most dominant variable influencing tax avoidance, reflecting the importance of intellectual and environmental dimensions in tax management strategies. Meanwhile, TACR has the weakest influence. Strategies to improve tax compliance should synergistically combine GCG and GIC, while also strengthening tax audits through a more measurable, holistic, and sustainable approach.

KAP Ruslim and Ruslim's client companies are advised to strengthen the implementation of Good Corporate Governance (GCG) to support legitimate and ethical tax avoidance strategies. GCG transparency and accountability can facilitate regulatory-compliant tax decision-making. Additionally, companies can optimize Green Intellectual Capital (GIC) through environmentally friendly innovations and sustainability to secure government tax incentives. Despite the negative impact of TACR on GIC, expanding the scope of audits remains crucial to promote better, legal tax planning and avoid potential tax violations or penalties.

KAP Ruslim and Ruslim are expected to provide education and guidance to clients on the importance of GCG and GIC in designing legal tax avoidance strategies. KAP can explain the incentive opportunities available to companies that adopt green innovation and sustainability.

In addition, KAP also needs to ensure that the tax audit process is carried out correctly and professionally, even though the influence of TACR on tax avoidance is not too significant. KAP assistance plays a crucial role in helping clients understand the legal limitations of tax avoidance, ensuring that the implemented strategies remain compliant and avoid the risk of sanctions. Further research is recommended to assess the long-term impact of GCG and GIC implementation on tax avoidance and the synergy between the two in producing optimal tax strategies.

Researchers may also consider incorporating external variables, such as changes in tax regulations and government policies. Expanding the study to various industrial sectors could reveal variations in the impact across different sectors. Research with larger datasets and advanced analytical methods would enrich the understanding of tax avoidance practices and their contribution to corporate governance and sustainability in the Indonesian tax context.

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