Tax Avoidance Strategies in Indonesia: A Bibliometric Analysis of Trends and Patterns

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ARTICLE INFO	ABSTRACT
	Tax avoidance poses a persistent challenge to fiscal stability and equity, particularly in developing economies like Indonesia. This study aims to map the evolution of tax avoidance research in Indonesia using a bibliometric approach. A total of 159 peer-reviewed articles published between 1985 and 2024 were analyzed using VOSviewer and Biblioshiny to identify trends, influential authors, dominant themes, and research clusters. The findings reveal a significant increase in tax avoidance-related publications since 2015, driven by policy reforms, digital transformation, and global events such as the COVID-19 pandemic. Key themes include corporate governance, tax compliance, regulatory reform, and the integration of technologies like blockchain. The co-authorship and keyword analyses highlight the emergence of interdisciplinary collaborations and growing interest in transparency, tax justice, and digital innovation. This study provides a comprehensive overview of the academic landscape surrounding tax avoidance in Indonesia and offers valuable insights for researchers and policymakers. Strengthening governance, leveraging technology, and aligning with global tax standards are essential strategies to mitigate avoidance and enhance tax compliance.

1. INTRODUCTION

Tax avoidance is a critical issue in the accounting and finance literature due to its significant implications for state revenue and the integrity of tax systems (Rudyanto, 2024). It generally refers to corporate strategies aimed at minimizing tax liabilities legally by exploiting loopholes and ambiguities in tax regulations (Fuadah et al., 2022). In Indonesia, tax avoidance has become a

matter of growing concern as it poses a substantial threat to government revenue and fiscal equity (Effendi, 2021).

The problem of tax avoidance in Indonesia is not merely technical or regulatory but is also shaped by broader institutional and behavioral factors. It is influenced by the complexity of the tax system, weak enforcement, and the dynamics of corporate governance and stakeholder pressure (Pertiwi et al., 2022). Moreover, policy reforms and the level of trust taxpayers place in the tax authorities further contribute to these dynamics (Prastiwi & Diamastuti, 2023; Damayanti et al., 2020).

Prior research highlights that corporate governance plays a significant role in tax avoidance behavior. Firms with concentrated ownership or weak oversight mechanisms are more prone to engage in aggressive tax strategies (Itan et al., 2024; Probohudono et al., 2015). Furthermore, perceptions of tax fairness and discriminatory treatment can influence the willingness of taxpayers to comply voluntarily (Pahala et al., 2022). While initiatives such as tax amnesty programs have been introduced to enhance compliance, their long-term effectiveness remains contested (Damayanti et al., 2020).

To curb tax avoidance, the Indonesian government has implemented various regulatory measures, including Controlled Foreign Corporation (CFC) rules, mandatory transfer pricing documentation, and the Automatic Exchange of Information (AEOI) among countries (Fitriani & Huda, 2022; Hafiz & Amelia, 2023). Nevertheless, multinational corporations continue to exploit jurisdictional arbitrage, making use of cross-border tax planning techniques to reduce tax burdens (Wahyuni & Taufiqurrahman, 2023). These practices not only erode the tax base but also foster inequality and undermine the legitimacy of the tax system (Zulkarnaen & Kartika, 2022).

In recent years, the literature has increasingly emphasized the role of technology in enhancing tax transparency and reducing avoidance. Blockchain, in particular, has emerged as a promising tool for ensuring secure and immutable transaction records, thereby curbing manipulative practices (Setyowati et al., 2020). The integration of digital tools in tax administration also presents opportunities to address long-standing challenges such as low public trust and regulatory fragmentation (Pratama, 2022; Nasution et al., 2020).

Globally, research on tax avoidance has expanded significantly since the early 2000s, reflecting the rising complexity of global economic transactions. In Indonesia, this trend has been mirrored by a shift in academic focus from purely legal or economic perspectives toward more interdisciplinary

approaches that consider governance, technology, and socio-political contexts (Hamilton-Hart & Schulze, 2016; Utami & Hermawan, 2023). Despite the growing volume of research, important gaps remain in understanding the interactions between tax policy reforms, technological innovation, and taxpayer compliance.

To address these gaps, this study employs a bibliometric analysis of 159 peer-reviewed articles published between 1985 and 2024 to uncover dominant trends, research patterns, and thematic clusters in the literature on tax avoidance in Indonesia. By providing a comprehensive overview of the evolution of this body of work, the study contributes not only to academic discourse but also offers insights to policymakers seeking to formulate more effective, inclusive, and technology-enabled fiscal strategies.

2. LITERATURE REVIEW

Tax avoidance refers to strategies employed by taxpayers, particularly corporations, to minimize tax obligations by utilizing loopholes and ambiguities in tax regulations. While these practices are legal, they are frequently viewed as unethical due to their impact on government revenue and fiscal equity (Prastiwi & Diamastuti, 2023; Hanum & Rachmawati, 2023). In the Indonesian context, the issue of tax avoidance is particularly acute due to a combination of regulatory complexity, inconsistent enforcement, and limited transparency in tax policy implementation (Damayanti et al., 2020; Yuhertiana et al., 2024)).

Scholars have long drawn a distinction between tax avoidance and tax evasion. Tax evasion involves illegal acts such as the falsification of financial statements or intentional misreporting of income, while tax avoidance exploits legal gaps in tax codes to reduce liability (Hamilton-Hart & Schulze, 2016; Ghozali et al., 2023). Despite its legality, aggressive tax avoidance undermines the public's perception of fairness within the tax system and reduces the overall compliance culture (Fitriani & Huda, 2022; Nurlis & Yaya, 2020).

One of the most widely studied determinants of tax avoidance is corporate governance. Prior studies have shown that firms with concentrated ownership structures, weak board oversight, or limited audit committee independence are more likely to engage in tax avoidance (Itan et al., 2024; Probohudono et al., 2015; Alfitri & Martani, 2021). Conversely, stronger governance mechanisms such as independent board members, effective internal audit functions, and transparency-oriented leadership are associated with reduced levels of tax aggressiveness (Pratama, 2022; Asmoro et al., 2024)

These findings suggest that ethical governance frameworks can serve as internal deterrents to aggressive tax behavior (Nasution & Fadilah, 2023).

Another critical factor influencing tax behavior is the perception of fairness in tax policy. Studies have shown that when taxpayers perceive tax policies as discriminatory or arbitrarily enforced, trust in the system declines, leading to a greater propensity to avoid taxes (Pahala et al., 2022; Sari & Yasa, 2023). Fairness perceptions are particularly relevant in emerging economies, where institutional credibility remains fragile. In response, the Indonesian government has introduced several policy reforms including tax amnesty programs and tax holiday schemes with the goal of improving compliance (Damayanti et al., 2020; Hafiz & Amelia, 2023). However, the effectiveness of these programs depends heavily on transparent implementation and the credibility of enforcement institutions (Wulandari & Effendi, 2023; Achmad et al., 2023).

More recently, literature on tax avoidance has begun to incorporate the role of technology as a means of strengthening tax transparency and enforcement. Emerging technologies such as blockchain are increasingly recognized for their potential to provide secure, transparent, and tamper-proof records of financial transactions, thus minimizing opportunities for evasion or avoidance (Setyowati et al., 2020; Syahputra & Nuraini, 2022). In addition to blockchain, digital platforms that facilitate real-time tax reporting and data exchange between institutions have been shown to enhance compliance and reduce administrative burdens (Putra et al., 2023; Ramadhani & Darmawan, 2022).

The integration of technology also holds promise for addressing long-standing structural issues, such as low taxpayer trust and fragmented data systems (Pratama, 2022; Pertiwi et al., 2022). However, these technological innovations require substantial institutional investment, legal harmonization, and cross-agency collaboration factors that are often lacking in developing countries like Indonesia (Zulkarnaen & Kartika, 2022; Wahyuni & Taufiqurrahman, 2023).

At the global level, the study of tax avoidance has witnessed rapid growth since the early 2000s, with a shift from purely legal and economic approaches toward more interdisciplinary frameworks. Recent research increasingly draws from disciplines such as sociology, political science, and information technology to better understand the complex motivations behind tax avoidance (Hamilton-Hart & Schulze, 2016; Utami & Hermawan, 2023; Herlina & Meutia, 2021). This academic diversification has also occurred in Indonesia, where studies now address broader themes such as stakeholder pressure,

institutional trust, and sustainability-related disclosure (Fauziah & Rudianto, 2023; Mahardika & Dewi, 2022).

Despite this growing body of knowledge, several critical gaps remain in the literature. Notably, there is a lack of empirical studies examining the long-term impact of digital transformation on tax compliance, especially within the Indonesian institutional and legal framework (Setyowati et al., 2020; Adisamartha & Budiasih, 2023). Furthermore, the nexus between taxpayer psychology particularly perceptions of justice and enforcement credibility and actual compliance behavior remains underexplored (Pahala et al., 2022; Supriyadi & Hanifa, 2022).

To address these gaps, the present study adopts a bibliometric approach to examine 159 peer-reviewed publications on tax avoidance in Indonesia from 1985 to 2024. This analytical framework enables the identification of research clusters, thematic trends, and emerging paradigms in the literature. By doing so, this study not only enriches the theoretical discourse but also offers practical implications for policymakers seeking to develop more equitable, transparent, and technologically responsive tax systems.

3. METHODS

This study employs a bibliometric analysis to systematically investigate the development, patterns, and thematic evolution of research on tax avoidance in Indonesia. Bibliometric methods are widely recognized in academic research for their ability to identify publication trends, influential authors, and intellectual structures within a specific field by using statistical and visualization tools on publication metadata (Donthu et al., 2021; Arianpoor & Mizban, 2023). This approach enables researchers to move beyond narrative reviews by providing quantitative insights into the state of the literature.

The data used in this study were retrieved from the Scopus database, chosen due to its extensive indexing of peer-reviewed and high-impact journals in the fields of business, economics, and social sciences (Falagas et al., 2008). A systematic search was conducted to identify relevant articles published between 1985 and 2024 using the following search string:

(TITLE-ABS-KEY ("TAX AVOIDANCE") OR TITLE-ABS-KEY ("TAX EVASION") OR TITLE-ABS-KEY ("TAX") OR TITLE-ABS-KEY ("TAXATION") OR TITLE-ABS-KEY ("TAX SYSTEM") AND TITLE-ABS-KEY ("IN INDONESIA")) AND (LIMIT-TO (OA , "ALL")) AND (LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO

(SUBJAREA , "BUSI")) AND (LIMIT-TO (DOCTYPE , "AR")) AND (LIMIT-TO (LANGUAGE , "ENGLISH") OR LIMIT-TO (LANGUAGE , "INDONESIAN")).

The inclusion criteria for article selection were strict. Only articles that explicitly discussed tax avoidance, tax compliance, or related fiscal behaviors in the Indonesian context were retained. Studies addressing general taxation without direct relevance to Indonesia or those focused solely on international tax systems were excluded. This manual validation step ensured the relevance and accuracy of the dataset (Probohudono et al., 2015; Itan et al., 2024). The final dataset comprised **159 articles**, each thoroughly reviewed for alignment with the research objectives.

Subsequently, bibliometric metadata such as **titles, abstracts, keywords, author names, journal sources, and publication years** were extracted and analyzed using two tools: **VOSviewer** and **Biblioshiny** (an R-based interface). VOSviewer facilitated the creation of co-authorship networks, citation maps, and keyword co-occurrence visualizations, which helped identify the most dominant research clusters and themes (van Eck & Waltman, 2010). Meanwhile, Biblioshiny provided descriptive statistics and temporal trends, enabling a clearer understanding of the evolution of interest in the topic (Arianpoor & Mizban, 2023; Wulandari & Effendi, 2023).

The analysis proceeded through several stages. First, a **trend analysis** identified the annual growth in tax avoidance publications, highlighting periods of increased academic interest, such as post-global financial crisis or during major Indonesian tax reforms. Second, a **keyword co-occurrence analysis** revealed emerging concepts in the literature, including the role of corporate governance, tax transparency, and the integration of **blockchain technology** in the taxation process (Setyowati et al., 2020; Sukma & Azlina, 2023). Third, a **citation and authorship analysis** was performed to identify the most influential authors, journals, and institutions contributing to this discourse (Pratama, 2022; Hanum & Rachmawati, 2023).

In addition, a **collaboration network analysis** was conducted to map both institutional and international partnerships within the field. This revealed the existence of concentrated research clusters dominated by specific universities and research institutions in Indonesia, as well as collaborative efforts with scholars from Europe and Southeast Asia (Fauziah & Rudianto, 2023; Zulkarnaen & Kartika, 2022). These findings not only provide insight into the scholarly community's structure but also highlight opportunities for future collaboration and knowledge transfer.

Overall, this bibliometric methodology offers a **comprehensive and evidence-based overview** of the current state of tax avoidance research in Indonesia. By identifying thematic concentrations, influential contributors, and gaps in the literature, the study builds a foundation for future empirical and policy-oriented research aimed at improving the effectiveness and fairness of Indonesia's fiscal framework (Pahala et al., 2022; Adisamartha & Budiasih, 2023).

4. RESULTS AND DISCUSSION

1. Number Of Publications Analysis

As illustrated in Figure 1, the number of publications related to tax avoidance in Indonesia remained relatively stagnant between 1985 and 2014, with only a few studies published each year. However, a significant increase began in 2015, followed by a sharp spike in 2021 and 2022. This trend indicates a growing scholarly interest in tax avoidance issues, likely driven by various policy developments, digital innovations such as blockchain, and heightened attention to transparent and ethical corporate governance (Setyowati et al., 2020; Damayanti et al., 2020; Prastiwi & Diamastuti, 2023).

This publication surge coincides with the implementation of Indonesia's tax amnesty program in 2016, which attracted both public and academic attention (Damayanti et al., 2020). Moreover, the COVID-19 pandemic and subsequent economic uncertainties have prompted renewed focus on the effectiveness of fiscal policies and compliance behaviors (Pratama, 2022). Scholars have also begun exploring broader, interdisciplinary dimensions of tax avoidance, incorporating legal, technological, and governance perspectives (Hamilton-Hart & Schulze, 2016; Donthu et al., 2021).
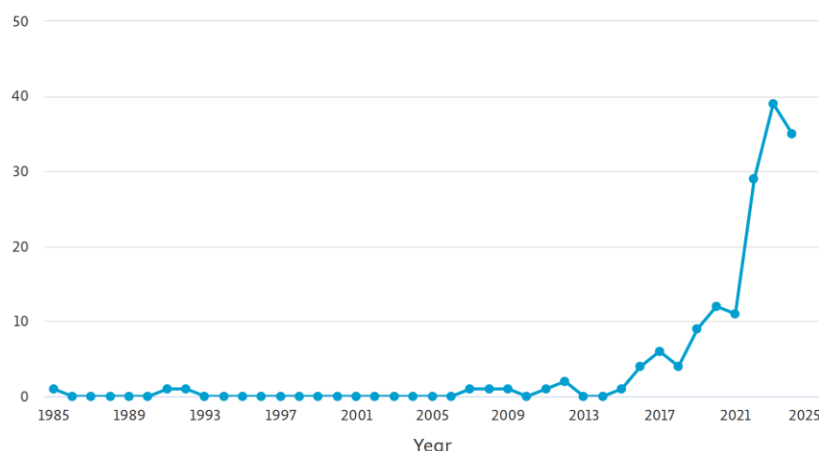

Figure 1. Publication graphics 1985-2024

Figure 2 presents the distribution of these publications across major journals. From 2007 to 2020, most articles were published sporadically and appeared mainly in the *Bulletin of Indonesian Economic Studies*. However, beginning in 2021, new journals such as *Quality Access to Success*, *International Journal of Energy Economics and Policy*, and *Cogent Business and Management* began to feature more articles on the topic, reflecting increased research interest and diversification of scholarly outlets.
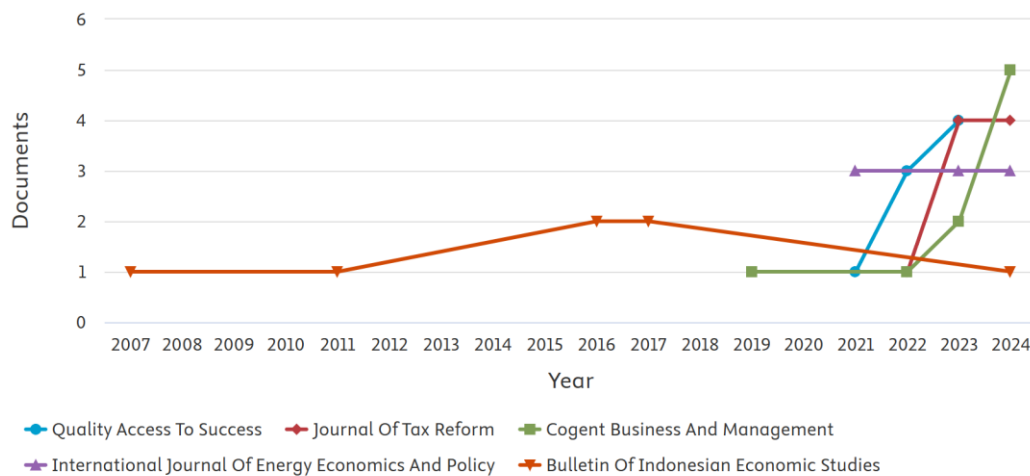

Figure 2. Publication diagrams

In 2024, *Cogent Business and Management* published the highest number of articles on tax avoidance (n=5), followed by the *Journal of Tax Reform* (n=4), while traditional outlets like the *Bulletin of Indonesian Economic Studies* saw a decline. This shift highlights a broader engagement among scholars with tax avoidance issues, particularly in the context of emerging economic policies and tax reforms (Donthu et al., 2021; Itan et al., 2024).

The sharp increase in publications reflects not only the academic community's response to evolving policy and regulatory challenges but also its growing awareness of the ethical, economic, and legal dimensions of tax planning. Furthermore, the rise of digital tax tools and government transparency initiatives has opened new avenues for research, including studies on blockchain's potential to reduce tax avoidance by enhancing auditability and trust (Setyowati et al., 2020; Pratama, 2022).

Overall, this trend demonstrates a dynamic evolution in academic focus toward tax avoidance, particularly in the Indonesian context. The increasing volume and diversity of publications underscore the issue's complexity and its significance in shaping future discourse on taxation, compliance, and fiscal justice (Pahala et al., 2022; Prastiwi & Diamastuti, 2023).

2. Journal Analysis

a. Analysis Of Variables And Author

The keyword co-occurrence network presented in Figure 3 illustrates the central variables and thematic connections in the literature on tax avoidance in Indonesia. The term "*Indonesia*" appears as the most dominant node, signifying the geographical focus, while "*tax avoidance*" emerges as the core variable, closely linked to *governance, tax compliance,* and *corporate social responsibility (CSR).* This interrelationship indicates that strong governance mechanisms and the integration of CSR practices can potentially diminish a firm's inclination to engage in aggressive tax avoidance strategies (Setyowati et al., 2020; Probohudono et al., 2015; Damayanti et al., 2020).

The visualization also highlights the relevance of variables such as *economic growth, tax justice,* and *tax incentives,* which collectively support higher levels of voluntary tax compliance. Tax incentives, in particular, are instrumental in encouraging corporate taxpayers to fulfill their obligations, especially when they are aligned with transparency and equity principles.

Emerging topics such as *carbon tax, climate change,* and *forest fire* point toward a growing scholarly interest in environmentally responsive fiscal instruments. The discourse around *carbon taxation,* as discussed by Pratama (2022), reflects Indonesia's ongoing struggle to implement eco-taxation effectively amidst institutional and policy resistance. Additionally, the variable *trust* positioned near *tax compliance* suggests that public confidence in the tax administration system plays a pivotal role in shaping tax morale and reducing evasion tendencies (Setyowati et al., 2020).
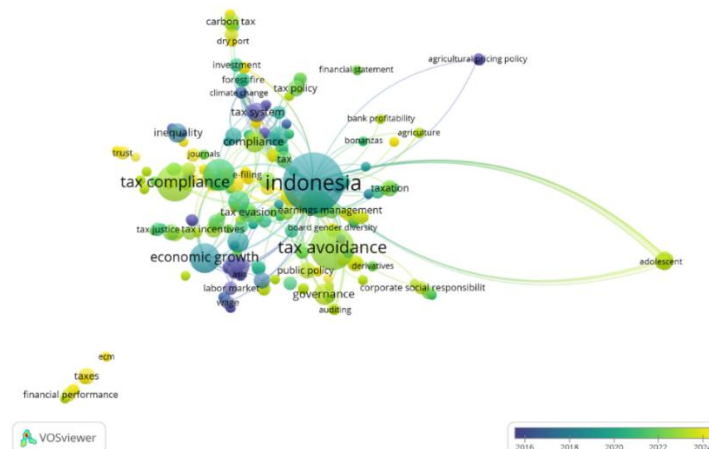

Figure 3. VOSviewer results

Figure 4 presents the co-authorship network analysis, identifying clusters of researchers who frequently collaborate in the field. The most prominent research group is led by Pahala Indra and Musyaffi Ayatullah Michael, whose joint publications predominantly focus on topics such as corporate governance, tax planning, and tax system (Pahala et al., 2021; Damayanti et al., 2020). Their work underscores the significance of structural reforms and accountability in curbing tax avoidance.

A second collaboration cluster includes Jaya Tresno Eka and Ningrum Retno, who have contributed to research on digital tax administration and technological innovation, particularly the implementation of e-filing systems to improve taxpayer compliance (Pahala et al., 2022). Their findings highlight the role of digital transformation in simplifying tax procedures and reducing compliance costs.

Meanwhile, Hajawiyah Ain leads a third prominent group focusing on the intersection of tax policy, agricultural economics, and fiscal decentralization. This group's research aligns with themes like *agricultural pricing policy*, *rural taxation*, and *income distribution*, emphasizing the socioeconomic dimensions of tax policy in underrepresented sectors (Setyowati et al., 2020).
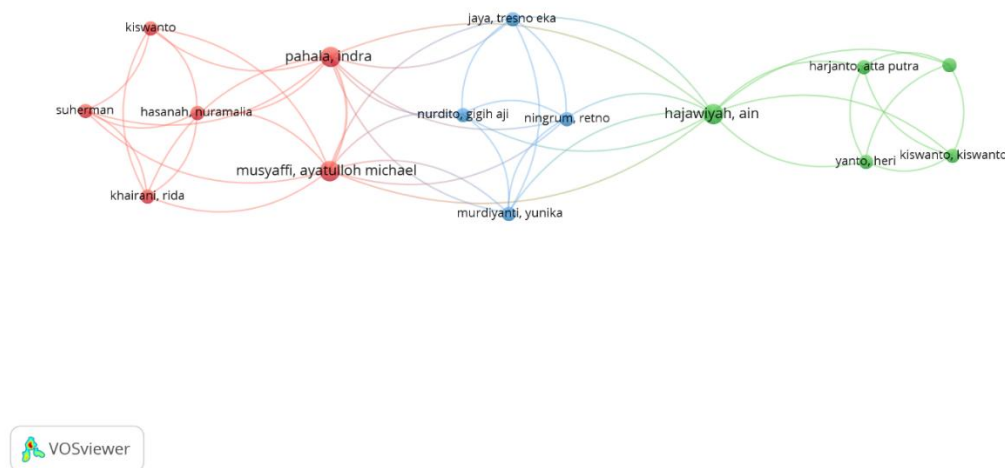

Figure 4. Authors with other related in making publications

Another key contributor is Harjanto Atta Putra, who leads a multidisciplinary team integrating economic, legal, and social perspectives on tax avoidance. Their publications often advocate for a cross-sectoral approach to taxation research, incorporating sustainability and ESG (Environmental,

Social, and Governance) indicators into fiscal assessments (Hajawiyah et al., 2022).

Taken together, the variable and author collaboration analyses reveal that the scholarly discourse on tax avoidance in Indonesia has become increasingly complex and interdisciplinary. This evolution reflects a shift from traditional fiscal policy discussions toward broader, more integrative themes encompassing governance, environmental sustainability, public trust, and digital innovation. Furthermore, the emergence of collaborative author clusters signals the growing maturity and capacity of Indonesia's research ecosystem in addressing multifaceted tax-related challenges.

b. Country Analysis

The distribution of publications by country reveals that Indonesia is the most prolific contributor to the academic discourse on tax avoidance and tax compliance. As shown in Figure 5, Indonesia accounts for over 140 publications, significantly surpassing countries like Malaysia, Australia, Japan, and the United States. This dominance suggests that taxation particularly concerning avoidance and compliance has become a central issue in Indonesia's academic and policy spheres. This heightened focus is largely driven by the country's ongoing fiscal reform initiatives, implementation of digital tax technologies such as e-filing, and increasing governmental efforts to improve voluntary compliance and close the tax gap (Damayanti et al., 2020; Pratama, 2022).

Indonesia's tax landscape is characterized by persistent issues of tax evasion and relatively low tax-to-GDP ratios compared to other countries in the region, which have spurred scholarly inquiry and policy innovation (*OECD Economic Outlook, Volume 2021 Issue 1*, 2021). Academic research has played a pivotal role in addressing these gaps by evaluating taxpayer behavior, compliance determinants, and institutional effectiveness (Martinez-Vazquez et al., 2017).

In contrast, Malaysia and Australia also demonstrate substantial contributions, albeit on a smaller scale. In Malaysia, studies often explore how corporate governance, audit quality, and regulatory frameworks affect tax avoidance behavior (Hanlon & Heitzman, 2010). In Australia, the focus tends to shift toward tax planning practices of multinational corporations (MNCs), aggressive tax strategies, and the implications of Base Erosion and Profit Shifting (BEPS) on domestic revenues (Taylor & Richardson, 2013; (Barkoczy, 2020).
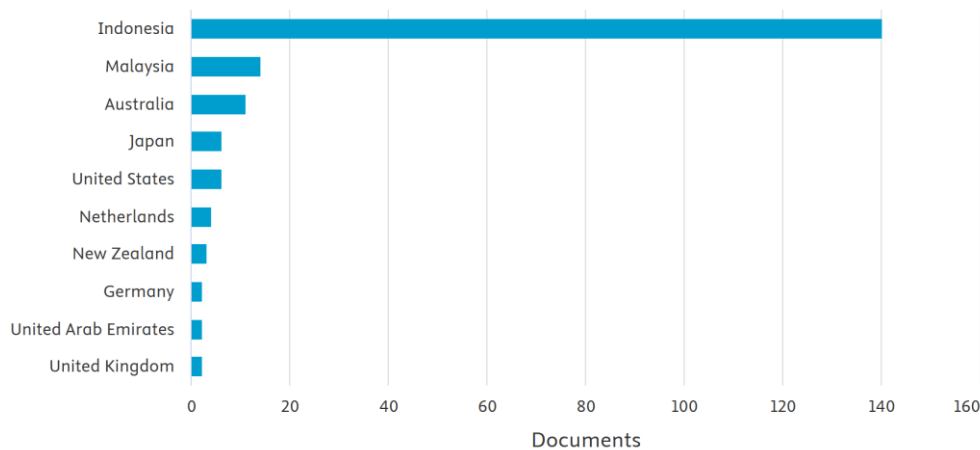
Figure 5. The country object of research

Japan, the United States, and the Netherlands are also part of the discourse but contribute fewer publications. Japan and the U.S. typically center their research around technological integration in tax administration and the use of AI and big data to reduce tax fraud (Clausing, 2016; Alm & Soled, 2016). The Netherlands, often considered a conduit country in tax avoidance schemes, contributes research that examines international tax treaties, transfer pricing, and hybrid mismatches used by MNCs (Weichenrieder & Xu, 2019; Garcia-Bernardo et al., 2017).

Smaller contributors like Germany, the United Arab Emirates, New Zealand, and the United Kingdom provide valuable perspectives despite fewer publications. Research from Germany often focuses on the role of fiscal incentives and their unintended effects on firm-level tax behavior (Fuest et al., 2013). The UAE and UK, meanwhile, explore how sector-specific policies (e.g., financial services, energy) interact with national tax systems to either curb or enable tax avoidance (Zucman, 2014; Cobham & Janský, 2019).

The sheer volume of Indonesian publications reflects the urgency of addressing tax policy shortcomings in developing nations. Developing countries frequently face structural challenges such as narrow tax bases, large informal sectors, and low institutional trust, all of which hinder tax compliance (Bird & Zolt, 2008; Torgler, 2007). Thus, Indonesia's prominence highlights the importance of continued academic efforts to provide evidence-based solutions and policy recommendations.

To foster a more comprehensive understanding of tax avoidance globally, it is imperative that cross-country comparative studies be conducted. Such studies can identify best practices, uncover the political economy dimensions of tax policy, and encourage knowledge transfer across borders

(Setyowati et al., 2020; Pratama, 2022). Future research should particularly focus on developing harmonized global standards for tax governance, increased transparency, and the use of technology in tax enforcement.

c. Research Publication

Research on tax avoidance strategies in Indonesia has experienced significant growth, particularly over the past decade. A bibliometric analysis of publications from 1985 to 2024 reveals a notable increase in scholarly output after 2015, with a marked surge between 2021 and 2024. This trend reflects a heightened academic response to dynamic fiscal policies, global economic disruptions, and the increasing demand for transparency in taxation (Setyowati et al., 2020; Damayanti et al., 2020; Pratama, 2022). The proliferation of studies during this period is also influenced by international developments such as the OECD's Base Erosion and Profit Shifting (BEPS) initiatives and Indonesia's tax reform agenda (OECD, 2021).

Several dominant themes emerge in the literature, including corporate governance, tax compliance, tax avoidance strategies, and the adoption of digital technologies such as blockchain and e-filing systems in tax administration. For instance, Probohudono et al. (2015) underscore the crucial role of corporate governance in mitigating aggressive tax behavior, particularly in publicly listed firms. Their findings suggest that financial transparency, board independence, and audit quality are effective in curbing tax avoidance.

Damayanti et al. (2020) analyze the implementation of Indonesia's tax amnesty policy, which was introduced as a fiscal tool to increase tax compliance and repatriate untaxed assets. While the policy attracted substantial participation from corporations, its long-term impact remains contested. Their study argues that the sustainability of such programs depends largely on robust enforcement mechanisms and the credibility of future government commitments concerns echoed in global tax policy literature (Alm & Martinez-Vazquez, 2003).

The integration of digital technology in tax systems has become a key area of exploration. Setyowati et al. (2020) highlight the transformative potential of blockchain in improving tax transparency and reducing opportunities for fraud. Blockchain's decentralized and immutable nature enhances the reliability of tax records and can limit manipulation and underreporting. In parallel, Pratama (2022) finds that Indonesia's increasing reliance on digital platforms such as e-invoicing, digital taxpayer databases, and real-time reporting has improved monitoring capabilities, especially for

multinational corporations (MNCs), which are often implicated in complex tax avoidance structures.

The COVID-19 pandemic triggered a further wave of research between 2021 and 2024, with scholars focusing on its implications for tax policy and avoidance behaviors. Fiscal pressures compelled governments, including Indonesia's, to introduce emergency tax incentives and relief measures. Pahala et al. (2022) report that during this period, many firms engaged in more aggressive tax planning strategies to preserve liquidity and profit margins, taking advantage of weakened regulatory oversight and temporary tax deferrals.

Collectively, the research from 1985 to 2024 shows a distinct evolution in focus from foundational discussions on compliance and enforcement to more strategic, technology-based, and behaviorally informed approaches to understanding and addressing tax avoidance. This evolution mirrors broader global concerns about tax justice, transparency, and the effectiveness of international cooperation in combating avoidance. The growing volume of literature underscores the urgency of tax reform in developing countries like Indonesia, where tax capacity remains critical to achieving sustainable development goals (Zucman, 2014; Bird & Zolt, 2008).

d. Implications Of Research Findings

The research findings on tax avoidance strategies in Indonesia offer several critical implications for governments, policymakers, businesses, and academia, particularly in the context of developing countries striving to enhance fiscal resilience and tax justice.

First, the findings underscore the vital role of corporate governance transparency in mitigating tax avoidance. As Probohudono et al. (2015) demonstrate, firms with robust governance frameworks characterized by independent oversight, effective audit committees, and transparency tend to exhibit higher levels of tax compliance. Accordingly, policymakers should prioritize the institutionalization of good corporate governance principles across both state-owned and private enterprises. This is consistent with the OECD's emphasis on transparency and disclosure as pillars of effective tax governance (OECD, 2015).

Second, the research emphasizes the importance of digital transformation in tax administration. The adoption of technologies such as blockchain, e-invoicing, and advanced data analytics has the potential to minimize manipulation, increase traceability, and close administrative

loopholes. (Setyowati et al., (2020) highlight how blockchain can strengthen trust and accountability in tax systems through immutable, verifiable records. In Indonesia, expanding the digital infrastructure of the Directorate General of Taxes (DJP) is crucial to improving surveillance of complex transactions, particularly those involving multinational enterprises (MNEs) and e-commerce platforms (Pratama, 2022; OECD, 2021).

Third, fiscal instruments like tax amnesty programs have shown mixed outcomes. Damayanti et al. (2020) found that while Indonesia's 2016–2017 tax amnesty successfully boosted short-term revenue and asset disclosures, its long-term deterrent effect on tax evasion was limited. These programs risk creating a moral hazard if not followed by structural tax reforms and consistent enforcement (Alm & Martinez-Vazquez, 2003). Thus, any future amnesties must be supported by credible enforcement mechanisms and a transparent legal framework.

Fourth, the research points to the influence of macroeconomic shocks, such as the COVID-19 pandemic, on corporate tax behavior. Pahala et al. (2022) observed that during economic downturns, firms may intensify tax avoidance strategies to preserve liquidity. This highlights the need for crisis-responsive tax policies such as temporary incentives combined with targeted audits to safeguard fiscal capacity without compromising compliance in the long run (OECD, 2020).

Fifth, the findings call for greater international cooperation in addressing tax avoidance by multinational corporations. Aligning domestic tax policies with global standards such as the OECD/G20 BEPS framework can curb aggressive tax planning techniques, particularly profit shifting through transfer pricing. Hamilton-Hart and Schulze (2016) note that ASEAN countries, including Indonesia, face structural disadvantages in regulating cross-border tax avoidance due to capacity constraints and regulatory fragmentation. Therefore, global alignment should be complemented by investments in human capital, digital systems, and regional cooperation.

For the academic community, the research implies a growing need for interdisciplinary studies linking taxation, governance, and technology. Pratama (2022) highlights the value of emerging technologies such as machine learning and predictive analytics in strengthening tax monitoring and forecasting taxpayer behavior. Scholars are encouraged to investigate these intersections to support evidence-based fiscal policymaking in developing economies.

In conclusion, these findings provide a strategic foundation for Indonesia to enhance its tax system through institutional reform, digital innovation, and international alignment. Reducing tax avoidance is not only a matter of increasing state revenue but also of advancing tax justice and sustainable development, which are critical for achieving inclusive growth and social equity.

e. Implications For Policy And Practice

The findings of this study on tax avoidance strategies in Indonesia yield several critical implications for public policy and tax administration practice. These implications emphasize the need for structural, technological, and institutional reforms to strengthen the country's fiscal framework and curb aggressive tax planning behaviors.

First, the results highlight the urgency of implementing comprehensive tax policy reforms aimed at closing regulatory loopholes that are frequently exploited for tax avoidance. As Damayanti et al. (2020) suggest, initiatives such as tax amnesties must be accompanied by reinforced oversight, legal certainty, and financial transparency to ensure their long-term efficacy. Without sustained enforcement, such programs may risk inadvertently legitimizing tax avoidance, particularly among large corporations (Alm & Martinez-Vazquez, 2003; OECD, 2019).

Second, in practice, the Indonesian government should optimize the integration of digital technologies in tax administration. Research by Setyowati et al. (2020) demonstrates the effectiveness of blockchain and other technologies in enhancing transparency and curbing data manipulation. These tools enable the Directorate General of Taxes (DJP) to monitor financial flows in real time, reduce tax leakage, and detect tax avoidance patterns especially those related to base erosion and profit shifting (BEPS) (Hamilton-Hart & Schulze, 2016; OECD, 2021).

Third, improving the administrative and human resource capacity of tax authorities remains a strategic necessity. Pratama (2022) identifies weak tax oversight and insufficient use of data analytics as significant contributors to the persistence of tax avoidance in Indonesia. Therefore, investing in advanced analytics and upskilling tax officers can improve the capacity to detect and deter non-compliant behaviors. This aligns with the IMF's recommendation to enhance institutional quality as a prerequisite for effective tax policy enforcement (IMF, 2018).

Fourth, the stricter implementation of corporate governance regulations presents an effective measure to mitigate tax avoidance. According to Probohudono et al. (2015), firms with transparent and accountable governance frameworks demonstrate higher levels of tax compliance. The government should therefore enforce more rigorous disclosure requirements, particularly in financial reporting, and implement mandatory Country-by-Country Reporting (CbCR) for multinational corporations. This approach supports transfer pricing transparency and aligns with the OECD's global tax transparency agenda (OECD, 2022).

Fifth, adaptive tax policies are crucial in responding to global economic crises. The COVID-19 pandemic revealed how economic uncertainty can incentivize companies to adopt aggressive tax avoidance tactics to preserve financial stability (Pahala et al., 2022). In such contexts, fiscal policies must strike a balance between supporting economic recovery and safeguarding the tax base. Well-targeted tax incentives coupled with accountability mechanisms can achieve this equilibrium (OECD, 2020; De Mooij & Keen, 2020).

Finally, the findings call for enhanced international cooperation to confront cross-border tax avoidance. Indonesia must align its domestic tax framework with global standards, such as the OECD's BEPS Action Plan and the Global Minimum Tax regime, to prevent profit shifting and regulatory arbitrage. Strengthened regional and global coordination is essential to ensure consistent tax compliance across jurisdictions and to reinforce the credibility of the international tax architecture (Zucman, 2014; Cobham & Janský, 2018).

In conclusion, the policy and practical implications derived from this study offer strategic insights for building a more transparent, equitable, and sustainable tax system in Indonesia. Structural tax reforms, technological innovation, governance enhancement, and international alignment must be pursued in a coherent and coordinated manner to effectively combat tax avoidance and strengthen national fiscal capacity.

f. Future Research Directions

Research on tax avoidance strategies in Indonesia has advanced considerably over recent decades, reflecting increasing academic interest and policy relevance. However, several critical areas remain underexplored and present significant opportunities for future inquiry.

First, future studies should delve deeper into the role of digital technologies in preventing tax avoidance. While Setyowati et al. (2020) highlight the potential of blockchain in enhancing transparency and

accountability in tax systems, further research is needed to evaluate the institutional readiness, legal framework, and infrastructural capacity in Indonesia for implementing such advanced technologies. In particular, the implications of artificial intelligence (AI) and big data analytics in detecting complex tax evasion schemes warrant greater scholarly attention (Beer et al., 2020).

Second, there is a need for rigorous evaluation of the long-term effectiveness of fiscal policies and tax incentives aimed at reducing tax avoidance, particularly under dynamic macroeconomic conditions. While studies by Damayanti et al. (2020) and Pahala et al. (2022) suggest short-term improvements following programs like tax amnesties, the sustainability of these impacts over time remains contested. Future research using longitudinal designs and behavioral economics approaches could assess how taxpayer attitudes and compliance evolve post-policy intervention (Alm & Torgler, 2011).

Third, future studies should investigate the interaction between corporate governance mechanisms and tax avoidance across different industrial sectors. Probohudono et al. (2015) indicate that firms with stronger governance structures tend to exhibit higher compliance. However, sectoral variations such as in extractive industries, e-commerce, and multinational enterprises have not been adequately examined. Comparative studies can help tailor tax policy to address industry-specific vulnerabilities (Hanlon & Heitzman, 2010).

Fourth, the impact of globalization and international regulatory coordination on tax avoidance remains a fertile area for exploration. Hamilton-Hart & Schulze (2016) underscore the importance of adopting frameworks such as the OECD's Base Erosion and Profit Shifting (BEPS) initiatives. However, the effectiveness of BEPS implementation in Indonesia particularly in addressing transfer pricing and hybrid mismatches requires systematic empirical assessment (*OECD Economic Outlook, Volume 2021 Issue 1*, 2021).

Fifth, macroeconomic instability and global crises such as the COVID-19 pandemic provide a unique lens through which to study corporate tax behavior. Evidence from Pahala et al. (2022) shows that firms under financial pressure may resort to aggressive tax planning. Future research should assess how adaptive fiscal policies can simultaneously promote revenue resilience and corporate solvency during economic downturns (Devereux et al., 2020).

Sixth, greater focus on taxpayer psychology and behavior both individual and corporate is essential to enrich our understanding of

compliance. While Pratama 2022) emphasizes technological innovation in supervision, further research is needed to explore how digital platforms affect taxpayer perceptions of fairness, complexity, and trust in tax authorities. Insights from behavioral economics and sociology could be instrumental in this domain (Kirchler et al., 2008).

Seventh, more methodologically diverse studies are needed. The complex and multifaceted nature of tax avoidance calls for integrated research designs combining quantitative techniques (e.g., econometrics, machine learning) with qualitative methods (e.g., interviews, policy ethnography). Cross-country comparative research could also illuminate how institutional quality and tax culture shape avoidance practices across jurisdictions (Cobham & Janský, 2018)

5. CONCLUSION

This study presents a comprehensive bibliometric analysis of tax avoidance research in Indonesia from 1985 to 2024, uncovering critical trends, thematic patterns, and evolving scholarly discourse in the field. The substantial rise in academic attention in recent years reflects the growing urgency of addressing tax avoidance, driven by digital transformation, fiscal restructuring, and global economic disruptions most notably the COVID-19 pandemic.

The findings underscore that tax avoidance in Indonesia is not merely a technical issue but a multidimensional challenge, shaped by structural deficiencies in corporate governance, regulatory loopholes, and administrative opacity. While policy measures such as tax amnesty and adherence to global frameworks like the OECD's BEPS initiative signal progress, their implementation outcomes remain mixed and contextually contested.

Importantly, this study moves beyond descriptive trends to offer actionable policy directions. Strengthening governance mechanisms, integrating digital innovations such as blockchain, enhancing institutional tax capacity, and designing adaptive, evidence-based fiscal strategies are pivotal for promoting transparency, equity, and compliance in the national tax landscape. These insights aim to inform not only policymakers, but also academics, practitioners, and civil society stakeholders committed to sustainable tax reform.

Nonetheless, the study's scope is constrained by its reliance on bibliometric data, which while robust does not capture the full depth of field-level practice and sectoral nuances. Accordingly, future research should

integrate mixed methodologies, explore firm-level and sectoral case studies, and assess behavioral, technological, and international dimensions of tax avoidance with greater granularity.

Ultimately, this research contributes not only to the academic enrichment of tax avoidance literature but also to the broader national agenda of fostering a fairer, more resilient, and future-ready tax system in Indonesia. In an era where public trust and fiscal integrity are increasingly indispensable, curbing tax avoidance must remain a top priority on the policy and scholarly agenda.

In conclusion, future research should aim not only to advance academic knowledge but also to provide actionable insights for policymakers. By addressing technological, institutional, behavioral, and international dimensions of tax avoidance, future studies can contribute to building a more transparent, equitable, and sustainable tax system in Indonesia and other emerging economies.

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