Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 07 Issue 12 December 2024

Article DOI: 10.47191/jefms/v7-i12-35, Impact Factor: 8.044

Page No: 7289-7298

Corporate Social Responsibility, Ownership Structure and Tax Avoidance: Systematic Literature Review

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ABSTRACT: This study conducts a systematic literature review (SLR) to explore the relationship between Corporate Social Responsibility (CSR), ownership structure, and tax avoidance. Drawing from high-quality research published between 2017 and 2024 in reputable, Scopus-indexed journals, this paper provides a comprehensive analysis of how these factors influence corporate tax behavior. The findings reveal the dual role of CSR, where it is both a deterrent to aggressive tax strategies and a tool to mitigate reputational risks associated with tax avoidance. Similarly, ownership structures, including family, institutional, and state ownership, exhibit varying impacts on tax avoidance, influenced by motivations such as profit maximization, transparency, and ethical considerations. This review integrates grand theories—including governance, economic, and cultural perspectives—to contextualize the complexities of tax avoidance. It highlights the inconsistencies in existing findings, stemming from differences in regional, cultural, and regulatory environments. Furthermore, it identifies underexplored independent variables, such as coercive power and cultural dimensions, as promising areas for future research. By synthesizing diverse perspectives, this study contributes to a deeper understanding of the ethical and strategic dimensions of tax avoidance. It offers valuable insights for academics, practitioners, and policymakers aiming to balance financial objectives with societal expectations. The findings underscore the importance of aligning corporate governance practices with transparency and accountability. This article aspires to inspire further research, particularly on underutilized variables, to enrich the discourse and advance knowledge in the field of tax avoidance and corporate responsibility.

KEYWORDS: CSR, Ownership Structure, Tax Avoidance

I. INTRODUCTION

Taxes are one of the largest sources of national revenue. The government, through the Directorate General of Taxes (DJP), strives to optimize tax collection through tax laws (Mardiasmo, 2016). These payments are utilized by the government for national development and public welfare. Tax avoidance is one of the key topics in finance and taxation, involving efforts by companies or individuals to reduce the amount of tax paid to tax authorities in legal but often controversial ways. Several cases of tax avoidance worldwide, sourced from electronic media reports, include a report by (Bloomberg, 2021) stating that Microsoft's Irish subsidiary paid no taxes on a profit of $315 billion. This occurred because the company leveraged Ireland's international tax rules, allowing Microsoft to avoid paying taxes on substantial profits from its global operations. Similarly, in 2015, the European Commission investigated Starbucks' transfer pricing practices, suspecting the use of mechanisms to reduce taxes paid in specific EU countries.

Several factors influence tax avoidance, one of which is Corporate Social Responsibility (CSR) and Ownership Structure. Corporate Social Responsibility (CSR) refers to corporate practices aimed at making positive contributions to society through actions that go beyond legal and economic obligations. CSR significantly impacts local communities and civil society organizations (Dyreng et al., 2009). CSR practices are defined as all actions taken by a company to positively affect the environment and society. Companies perceive tax avoidance as a socially irresponsible decision and tend to avoid such practices (Gulzar et al., 2018; Lanis & Richardson, 2015; López-González et al., 2019). In contrast to these findings, (Alsaadi, 2020) and (Arifin & Rahmiati, 2020) found that companies also use tax savings to fulfill their responsibilities to society and publicly display good CSR scores, protecting themselves from the adverse consequences of such actions if detected (Jiang et al., 2021) On the other hand, Ownership Structure refers to the composition of shareholders and how ownership is organized. This structure can influence a company's decision-making, including its tax avoidance strategies. Ownership structure is considered a significant predictor of corporate tax avoidance behavior (Hanlon & Heitzman, 2010).

The impact of ownership structure on tax avoidance shows inconsistent results. In concentrated ownership, majority shareholders exploit tax savings at the expense of minority shareholders (Ying et al., 2017). Family-owned companies are more involved in tax avoidance than non-family companies due to higher ownership stakes and greater opportunities for seeking high profits as founding members (Gaaya et al., 2017; Ying et al., 2017). Contrary to the above findings, (Alkurdi & Mardini, 2020; Bauweraerts et al., 2020; Landry et al., 2013) suggest that family-owned companies are more concerned with their reputation and prefer to avoid aggressive tax decisions. Other research by (Khurana & Moser, 2013), concluded that as the percentage of institutional ownership increases, the level of tax avoidance tends to decrease due to better monitoring of managerial performance. However, (Bird & Karolyi, 2018) and (Khan et al., 2022) argue that increased institutional ownership results in more tax avoidance due to concerns over maintaining high market value. Insiders with voting rights in dual-class ownership structures face less pressure from outsiders to adopt tax avoidance strategies (Mcguire et al., 2011). Then, (Bradshaw et al., 2019; Liu & Lee, 2019; Mafrolla, 2019) stated that tax avoidance decisions yield short-term benefits for companies. However, state-owned enterprises are more concerned with long-term goals than maximizing profits, reflecting a negative attitude toward tax avoidance decisions.

Previous research has explored the relationship between CSR and tax avoidance, with mixed results. Some studies found that companies with high CSR performance tend to be less aggressive in tax avoidance, while others suggest that CSR can be used as a risk management strategy to reduce the likelihood of sanctions related to tax avoidance. Additionally, this literature review will consider how ownership structures, including institutional and family ownership, affect the relationship between CSR and tax avoidance. By understanding these dynamics, this research is expected to provide more comprehensive insights into how companies can effectively manage their social responsibilities, ownership structures, and tax avoidance practices. This study builds on previous research by (Velte, 2023), which analyzed the impact of ownership structure on tax avoidance in the United States and China, and research by (Nurhaliza & Rahma Sari, 2023), which examined the interplay between corporate social responsibility and tax avoidance and their impact on economic growth.

II. METHOD

Research using the Systematic Literature Review (SLR) method is carried out with the aim of identifying, evaluating, and interpreting all research results related to certain relevant research questions, certain topics, or phenomena that are the object of attention (Stone, 2012). A Systematic Literature Review (SLR) has three stages, namely Planning the review, Conducting the review and Reporting on the review (Kitchenham et al., 2009). In the “Planning the review” stage, researchers identify the need for the review, define the research questions, and develop the review protocol. When conducting the review, researchers identify studies, select key studies, assess study quality, extract, analyze, and synthesize data. When reporting the review, researchers write a report to disseminate their findings from the literature review.

Planning the review

This section describes the methodological steps used to conduct the systematic review conducted in this study. The issue of Tax Avoidance has been studied over a long period of time in various documents. This stream of research is largely based on the question of what factors indicate the level of Corporate Social Responsibility (CSR) and Ownership Structure on Tax Avoidance. Following the main objective of our study, the research questions can be formulated as follows:

RQ1 : How has research about CSR and Ownership Structure on Tax Avoidance developed to date?

RQ2 : What causes the inconsistency of findings related to CSR and Ownership Structure on Tax Avoidance?

Conducting The Review

The journal selection stage, a search was conducted with specific keywords that were in accordance with the research objectives, which focused on the Audit Quality variable and Input Factors (auditor values, ethics and attitudes, as well as auditor knowledge, abilities and experience). The journal criteria included in this study are:

1. Articles related to CSR and Ownership Structure on Tax Avoidance.
2. Articles published in the time span from 2017 to 2024.
3. Articles that use English
4. Articles published in reputable journals such as Elsevier, Emerald and MDPI.
5. Articles that contain keywords in the title, abstract or full text and are accessible.

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Journal allowances are made using the following searches: "Tax Avoidance" or 'Corporate Tax Avoidance' or 'Corporate Social Responsibility' or 'Corporate Governance' or 'CSR' or 'CSR Performance' or 'Ownership Structure' or 'Managerial Ownership'. Then, at this stage, 2.684 journal were identified based on the Title, Abstract and Keywords that have been used.

Reporting on the review

The data was extracted manually through the content analysis method, including various elements such as the type of article, author's name, title, year of publication, country of research, object of research, theory used, research variables, research methods, research results Tax Avoidance with CSR and Ownership Structure. A detailed explanation of the systematic literature review process can be seen in Figure 1.

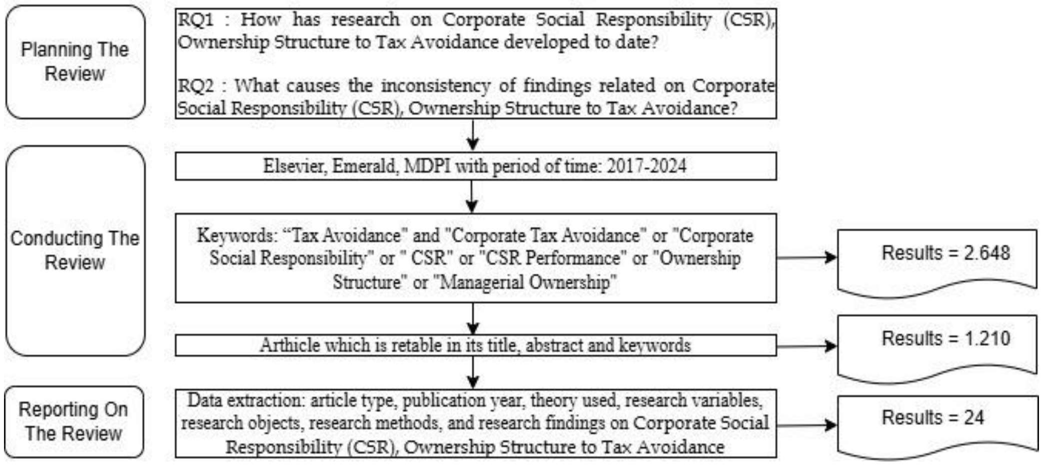

Figure 1. SLR Protocol Information Source

In this study, reputable international databases were used to find relevant articles. The databases accessed include Emerald, Taylor & Francis, Elsevier and MDPI, all of which are recognized as reputable journal sources. In order to maintain the quality and integrity of the results, this study only included reputable, Scopus-indexed articles in the Q1, Q2, and Q3 which are high standards in academic research. These selection criteria provide a solid basis for identifying valid and relevant trends in the relevant literature. Through this selection process, 26 articles were identified that discussed research of CSR and Ownership Structure on Tax Avoidance in the 2017-2024 time span. The following Table 1 describe the number of articles in these journals and lists the Scopus indexed articles with categories Q1, Q2 and Q3.

Tabel 1. Journal Identity

Journal Name	Journal Tier	Article Count	Percentage
Borsa Istanbul Review	Q1	1	4%
Finance Research Letters	Q1	1	4%
Journal of Capital Markets Studies	Q1	1	4%
Journal of Cleaner Production	Q1	1	4%
Management Decision	Q1	1	4%
Sustainability	Q1	12	50%
Asian Journal of Accounting Research	Q2	1	4%
Journal of Risk and Financial Management	Q2	3	14%
Risks	Q2	1	4%
Arab Gulf Journal of Scientific Research	Q3	1	4%
Journal of Economic Criminology	Q3	1	4%
Total		24	100

The analysis of the journal distribution reveals that the majority of articles were published in Sustainability, which accounts for the highest contribution with 12 articles, representing 50% of the total publications. This dominance underscores the prominence of Sustainability as a platform for research dissemination in this dataset. Following Sustainability, the Journal of Risk and Financial Management contributed three articles, making up 12.5% of the total. Additionally, Risks contributed two articles, constituting approximately 8.33%. Several other journals, such as Arab Gulf Journal of Scientific Research, Finance Research Letters, Asian Journal of Accounting Research, and Borsa Istanbul Review, each published a single article, representing 4.17% of the total for each. In terms of journal tier distribution, Q1 journals emerged as the dominant category, reflecting the high quality and impact of the research contributions. Journals in the Q2 and Q3 tiers also featured prominently, demonstrating a well-rounded representation across different levels of scholarly influence. This distribution highlights the dataset's strong focus on impactful and reputable academic platforms.

III. RESULT

How is the development of research on CSR and Ownership Structure on Tax Avoidance

A. Reporting and dissemination of findings

The chart illustrates the number of articles discussing "CSR and Ownership Structure towards Tax Avoidance" over the period from 2017 to 2024. Overall, the trend shows significant fluctuations, with periods of growth and notable declines as follows:

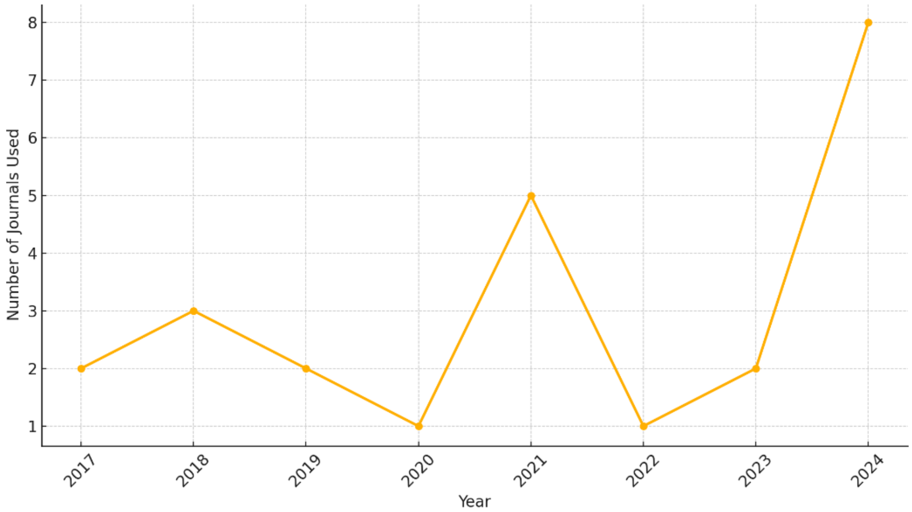

Image 1. Number of Journal Used

The flowchart illustrates the distribution of journal usage over the years. The number of journals used varies across different time periods, reflecting shifts in research focus or publication trends. In 2017, the usage starts modestly with two journals, followed by a slight increase to three journals in 2018, indicating a growing engagement with academic publications. Subsequently, there is a decline to two journals in 2019 and a further drop in 2020, where the lowest count of journal usage is observed. This dip might reflect external factors or reduced publication activity during that period. However, in 2021, there is a sharp rise, peaking with six journals, suggesting a significant surge in research output or publication interest.

After another brief decline in 2022, journal usage rebounds in 2023 and dramatically increases in 2024, where it reaches the highest count of eight journals. This trend highlights a substantial escalation in research activity and reliance on academic journals for knowledge dissemination in recent years. Overall, the flowchart depicts a dynamic pattern of journal usage, showcasing periods of both growth and decline, culminating in a strong upward trend in the most recent years.

B. Theoretical lens applied

The table is summarizing the grand theories and their corresponding sub-theories, along with the total count of sub-theories under each category. This comprehensive overview provides insights into the distribution of theoretical frameworks influencing about CSR and Ownership Structure on Tax Avoidance:

Tabel 2. Theories

No.	Grand Theory	Smaller Theories	Number of Journals
1	**Social and Cultural Theories**	Hofstede's Cultural Dimensions	1
		Cultural Diversity Theory	1
		Social Justice Theory	1
		Stakeholder Theory	1
2	**Corporate Governance and Accountability**	Corporate Governance Theory	3
		Public Accountability and Transparency Theory	1

		Public Accountability Theory	1
3	**Corporate Social Responsibility (CSR)**	CSR and Tax Avoidance Theory	1
		Corporate Social Responsibility Theory	1
		Sustainability Theory	1
4	**Economic Theories**	Social Economics Theory	1
		Microeconomics Theory	1
		Political Economy Theory	1
5	**Risk and Management Theories**	Risk Management Theory	1
		Tax Avoidance Theory	2
6	**Transparency and Ethics**	Transparency Theory	1
7	**Organizational Behavior and Human Resources**	Human Resource Management (HRM) Theory	1
Total			24

This paper reviews the literature surrounding key theories in corporate governance, corporate social responsibility (CSR), and organizational behavior, categorizing smaller theories under broader grand theories. Each grand theory offers a distinct perspective on how businesses operate and interact with their stakeholders. Social and Cultural Theories focus on the cultural and social influences that shape organizational behavior. Hofstede's Cultural Dimensions examines the impact of cultural values on business practices, while Cultural Diversity Theory explores the effects of workforce diversity on performance. Social Justice Theory highlights fairness in organizational decision-making, and Stakeholder Theory advocates for considering the interests of all stakeholders in corporate decisions. Corporate Governance and Accountability addresses how organizations are controlled, with an emphasis on transparency and ethical behavior. Corporate Governance Theory looks at organizational structures, while Public Accountability and Transparency Theories stress the importance of openness in operations to build trust with stakeholders. Corporate Social Responsibility (CSR) emphasizes businesses' roles in societal well-being alongside profitability. CSR and Tax Avoidance Theory examines the intersection of CSR and tax strategies, while Sustainability Theory highlights the long-term environmental and social outcomes that businesses should consider in their operations.

Economic Theories explore individual and organizational decision-making within the broader economic system. Social Economics Theory looks at how social factors influence economic behavior, Microeconomics Theory focuses on market mechanisms, and Political Economy Theory examines the relationship between politics and economics. Risk and Management Theories are concerned with how businesses manage risks. Risk Management Theory emphasizes proactive risk identification and mitigation, while Tax Avoidance Theory addresses strategies used to reduce tax liabilities, raising important ethical questions. Transparency and Ethics underscores the importance of openness and ethical conduct in business. Transparency Theory, while receiving limited attention, is increasingly vital as businesses face higher expectations for accountability in the global marketplace. Organizational Behavior and Human Resources focuses on the management of employees to achieve organizational goals. HRM Theory emphasizes how strategic human resource management contributes to organizational success.

Among the grand theories, Corporate Governance and Accountability has the highest number of related journals, particularly in the area of Corporate Governance Theory, reflecting its central role in ensuring ethical management and transparency. In contrast, Transparency Theory has the fewest journals, indicating a need for further research. As stakeholder demands for transparency grow, this area offers rich potential for future studies, particularly in how transparency impacts trust, organizational performance, and compliance across different sectors. In conclusion, these theories provide valuable insights into the mechanisms that drive corporate behavior. While some, such as Corporate Governance, are well-explored, others, like Transparency Theory, present opportunities for future research, contributing to a deeper understanding of ethical business practices in a rapidly evolving global context.

C. Definition Of Variable Dependent

The table below presents the distribution of dependent variables along with their corresponding totals:

Table 3. Variable Dependent

Variabel Dependen	Article Count
Tax Avoidance	17
Corporate Tax Avoidance	3

Tax Aggressiveness	2
Corporate Investment Efficiency	1
Tax Avoidance Intention	1
Total	24

The table presents different dependent variables related to tax avoidance, ranked by the number of articles discussing them. The most discussed is Tax Avoidance, appearing in 17 articles, focusing on legal strategies companies use to reduce their tax liabilities. Corporate Tax Avoidance follows with 3 articles, delving into corporate-specific tax planning, while Tax Aggressiveness is covered in 2 articles, addressing riskier tax strategies that test legal boundaries. Corporate Investment Efficiency and Tax Avoidance Intention each appear in 1 article, with the former focusing on tax-efficient investment strategies and the latter on the motivations behind tax avoidance.

Despite the different terminology, all these variables are closely related and part of the broader concept of tax avoidance. Whether through strategic planning, aggressive tactics, or investment efficiency, they all share the common goal of minimizing tax liabilities, highlighting how companies and individuals manage their tax burdens in various ways.

Independent

The table provides a comprehensive overview of the distribution of independent variables along with their corresponding totals:

Table 4. Variable Independent

Variable Independent	**Count**
Corporate Social Responsibility (CSR)	6
Cultural Dimension	1
Transparency and Public Accountability	1
Corporate Risk	1
Strategic Deviation	1
Managerial Power	2
ESG (Environmental, Social, and Governance)	4
Asset Specificity	1
Individual, Corporate, and Tax Administration Factors	1
Family Ownership	1
Tax Burden	1
Audit Committee	1
Minority Ownership	1
Institutional Ownership	1
Coercive Power	1
Total	**24**

The table provides a summary of the variables and their respective counts based on their frequency in the dataset. Among these, Corporate Social Responsibility (CSR) emerges as the most frequently mentioned variable, with a total count of 6. This indicates that CSR plays a significant role in the context of the study, reflecting its widespread relevance and application in research related to corporate governance, tax avoidance, and related disciplines. The frequent use of CSR as a variable suggests its critical importance in exploring organizational behavior, sustainability practices, and corporate accountability, making it a cornerstone of many empirical investigations. On the other hand, several variables, such as Cultural Dimension, Transparency and Public Accountability, Corporate Risk, Strategic Deviation, Asset Specificity, Family Ownership, Tax Burden, Audit Committee, Minority Ownership, Institutional Ownership, and Coercive Power, each appear only once in the dataset. This low frequency implies that these variables are less commonly utilized in existing research. Their limited application may reflect niche or emerging areas of study that have yet to gain significant traction in broader academic discussions.

The underrepresentation of these variables could be an opportunity for future researchers. For instance, variables such as Cultural Dimension and Coercive Power hold potential for further exploration, particularly in understanding the influence of cultural and regulatory dynamics on organizational decision-making. Similarly, variables like Minority Ownership and Strategic Deviation might offer unique insights into specialized aspects of corporate strategy and governance. In conclusion, while CSR dominates as a primary focus in the current research landscape, the lesser-utilized variables provide fertile ground for innovative studies that can broaden our understanding of corporate behavior and its implications. Future research could leverage these less-explored variables to address gaps in the literature and contribute to more nuanced analyses.

D. Population and Sample

The research encompasses a wide range of populations and samples across various industries and regions, showcasing its global scope. Corporate-level datasets, particularly those focused on companies' financial reports, CSR (Corporate Social Responsibility) indicators, and tax-related metrics, emerge as the most commonly utilized. This widespread use reflects the accessibility and reliability of company-level data, which allows for rigorous quantitative analyses using established statistical methods. Such samples often include publicly listed firms, multinational corporations, or industry-specific datasets, enabling researchers to investigate patterns of tax avoidance and its determinants in a structured manner.

In contrast, some studies adopt broader population bases, such as cross-national datasets or macroeconomic indicators, to analyze the influence of cultural or institutional factors on tax behavior. These samples, while less frequent, provide valuable insights into the global variations in tax avoidance and the interplay between national policies and corporate strategies. For example, datasets incorporating variables like Hofstede's cultural dimensions demonstrate how societal norms shape tax aggressiveness across different countries. On the other end of the spectrum, qualitative approaches relying on smaller or non-corporate samples—such as policy analyses, case studies of specific industries, or public sector entities—are the least represented. These studies often face limitations in data availability and generalizability, which may explain their lower prevalence. Nevertheless, they contribute uniquely to the field by addressing nuanced, context-specific issues, such as the role of transparency and accountability in curbing tax avoidance.

The varied use of population and sample types underscores the evolving priorities and methodologies in tax research. While corporate datasets dominate due to their availability and alignment with quantitative methods, studies employing macro-level or qualitative samples highlight the importance of exploring tax avoidance from multiple perspectives. In conclusion, the predominance of corporate-level samples reflects their practicality and the depth of insights they offer, yet the inclusion of diverse populations and sample types enriches the field. Future research should aim to balance these approaches, leveraging the strengths of both quantitative and qualitative methods to uncover a more comprehensive understanding of tax avoidance behaviors across different sectors and contexts.

Causes the inconsistency of findings related to

Table 5. Research Findings

No.	Penulis	Independent Variable	Positive Effect	Negative Effect	No Significant Effect
1	(Toumi et al., 2022)	Cultural Dimension	✓		
2	(Sikka, 2018)	Transparency and Public Accountability	✓		
3	(Kim & Im, 2017)	Corporate Social Responsibility (CSR)	✓		
4	(Gulzar et al., 2018)	Corporate Social Responsibility (CSR)	✓		
5	(Tran et al., 2023)	Corporate Risk	✓		
6	(Habib et al., 2024)	Strategic Deviation	✓		
7	(Tang et al., 2019)	Managerial Power	✓		
8	(Mkadmi & Ben Ali, 2024)	Corporate Social Responsibility (CSR)	✓		
9	(Cumming & Nguyen, 2024)	Asset Specificity	✓		
10	(Bhattacharyya & Imam, 2024)	Corporate Social Responsibility (CSR)	✓		✗
11	(Yoon et al., 2021)	ESG	✓		
12	(Tang et al., 2019)	Managerial Power	✓		
13	(Gulzar et al., 2018)	Corporate Social Responsibility (CSR)		✗	
14	(Kim & Im, 2017)	Corporate Social Responsibility (CSR)	✓		✗
15	(Yoon et al., 2021)	ESG	✓		
16	(Hossain et al., 2024)	Individual, Corporate, and Tax Administration Factors	✓		
17	(Almaharmeh et al., 2024)	Family Ownership	✓		

18	(Lu et al., 2023)	Tax Burden	✓		
19	(Al Lawati & Hussainey, 2021)	Audit Committee	✓		
20	(Choi & Park, 2022)	Tax Risk	✓		
21	(Yoon et al., 2021)	ESG	✓		
22	(Medioli et al., 2020)	Minority Ownership	✓		
23	(Kałdoński & Jewartowski, 2024)	Institutional Ownership	✓		
24	(Balaskas et al., 2024)	Coercive Power	✓		

The table focusing on various independent variables and their effects on specific outcomes. Each study examines a unique variable, exploring its influence and determining whether it has a positive, negative, or insignificant effect. Several studies highlight the positive role of cultural dimensions, which are linked to favorable outcomes in the context of organizational behavior and decision-making. Similarly, transparency and public accountability emerge as crucial factors contributing to improved performance and ethical practices, as they promote openness and trust among stakeholders. Corporate social responsibility (CSR) is extensively studied, with multiple findings confirming its positive impact. CSR initiatives, particularly those focused on sustainability and ethical governance, significantly enhance organizational reputation and stakeholder relationships. This trend is consistent across different industries and regions, as reflected in several studies.

The analysis also identifies corporate risk as another independent variable with a positive influence. Effective risk management strategies are shown to improve organizational stability and decision-making processes. Additionally, variables like board diversity and corporate governance mechanisms are recognized for their ability to strengthen accountability and foster innovation within organizations. Leadership styles, particularly transformational and participative approaches, are noted for their role in enhancing employee engagement and overall organizational effectiveness. Likewise, ethical climate is found to promote responsible behavior and reduce instances of unethical practices, contributing to a healthier organizational culture.

Studies examining tax compliance and financial transparency underscore their positive effects on regulatory adherence and investor confidence. These findings suggest that organizations prioritizing tax fairness and clear financial reporting are more likely to succeed in maintaining strong stakeholder relationships. Interestingly, environmental regulations are identified as a catalyst for innovation, as organizations adapt to stricter compliance requirements by developing new technologies and processes. Market competition also emerges as a driving force for efficiency and creativity, pushing organizations to outperform their peers.

In contrast to these consistently positive effects, the table reveals no significant evidence of negative effects for the variables analyzed. Furthermore, only a few variables show an insignificant impact, indicating that the majority of the studied factors have substantial influence on the dependent outcomes. Overall, the table provides a comprehensive view of various factors shaping organizational and individual behavior, reinforcing the importance of these variables in driving positive change and achieving desired outcomes across different contexts.

IV. CONCLUSIONS

Based on a thorough review of journals related to Corporate Social Responsibility (CSR), ownership structure, and their influence on tax avoidance, this study presents a compelling exploration of how these factors shape corporate behavior. Through an extensive analysis of research spanning 2017 to 2024, the journal captures the evolving perspectives on the delicate balance between strategic tax planning and ethical responsibilities. The findings highlight the dual role of CSR in tax avoidance. On the one hand, companies with strong CSR commitments often perceive tax avoidance as a socially irresponsible act, avoiding such practices to uphold their ethical reputation. On the other hand, some firms leverage CSR as a tool to offset negative perceptions, using it as a strategic measure to shield their image while engaging in tax-saving activities. Similarly, ownership structure emerges as a critical determinant, with diverse outcomes influenced by the concentration and type of ownership. Family-owned businesses, for instance, tend to adopt more aggressive tax strategies, motivated by profit maximization, while institutional ownership prioritizes transparency and managerial accountability, often reducing the likelihood of tax avoidance.

This journal also stands out by employing grand theories—ranging from cultural dimensions to governance and economic frameworks—to interpret these dynamics. The inclusion of lesser-explored variables, such as cultural diversity, minority ownership, and coercive power, enriches the discourse and paves the way for future research. The meticulous selection of high-quality, Scopus-indexed studies ensures that the findings are both credible and impactful.

In general, this journal offers a nuanced perspective on the complex interactions between CSR, ownership structure, and tax avoidance. It successfully synthesizes a wide range of theoretical and empirical studies, providing valuable insights for academics, policymakers, and practitioners alike. The findings emphasize the importance of aligning corporate strategies with societal expectations and regulatory standards to achieve sustainable and ethical business practices. The hope is that this article not only broadens the knowledge base in this field but also inspires further exploration of the lesser-studied independent variables it identifies. By addressing these gaps, future research can offer even deeper insights into the multifaceted nature of corporate governance and tax strategies. This journal stands as a catalyst for innovation in understanding the ethical dimensions of corporate decision-making, aiming to contribute to a more accountable and transparent global business landscape.

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