



## Global Trends In Good Corporate Governance And Tax Risk Management: A Bibliometric Analysis Using Vosviewer

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### How to Cite :

Sari, L. A. N., Pawitri, W., Subagdja, A (2025). *Factors Influencing Learning Outcomes in MYOB Accounting Computer Subject: A Study of Grade XI Accounting Students*. *Bima Journal: Journal of Business, Management and Accounting*, 6 (2). 1035 - 1048. DOI: <https://doi.org/10.37638/bima.6.2.1035-1048>

### ARTICLE HISTORY

Received [23 June 2025]

Revised [30 June 2025]

Accepted [27 November 2025]

### KEYWORDS

Good Corporate Governance, Tax Risk Management, Bibliometric Analysis.

### ABSTRACT

**Purpose:** This study aims to map how scientific research on the relationship between Good Corporate Governance (GCG) and Tax Risk Management has evolved in recent years and to identify key thematic clusters in this area. **Methodology:** A Systematic Literature Review (SLR) was conducted using Publish or Perish software for data retrieval and VOSviewer for bibliometric mapping and visualization. **Results:** The analysis revealed an upward trend in scholarly publications linking GCG to tax risk. **Findings:** Findings indicate that strong corporate governance plays a crucial role in minimizing tax-related risks through mechanisms such as audit committees, board oversight, and disclosure practices. **Novelty:** This study contributes novelty by combining two bibliometric tools to systematically explore this interdisciplinary domain. **Originality:** The originality lies in its structured synthesis of existing literature, providing a global perspective on how GCG can be leveraged to manage tax risks. **Conclusion:** In conclusion, research on GCG and tax risk is expanding, but further empirical and sector-specific studies are needed to build more robust governance-tax frameworks.

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## INTRODUCTION

Good Corporate Governance (GCG) is a governance framework grounded in the principles of transparency, accountability, responsibility, independence, and fairness. Its implementation aims to enhance management performance and create sustainable value for stakeholders (Agusiady et al., 2021). Beyond preserving corporate reputation and operational integrity, GCG also functions as a strategic tool for managing risks, including tax-related risks (Chen et al., 2022).

In Indonesia, the importance of GCG has led to the establishment of institutions such as The Indonesian Institute for Corporate Governance (IICG), which promotes ethical corporate behavior and wider adoption of governance principles (Pawitri et al., 2024). Nevertheless, challenges remain. Reports from the Directorate General of Taxes (Kemenkeu, 2024) highlight persistent tax avoidance through transfer pricing and reporting manipulation often stemming from weak governance

mechanisms such as inadequate supervisory oversight and lack of transparency (Syahrudin et al., 2024).

Tax risk management refers to a company's systematic efforts to identify, control, and minimise potential losses or penalties resulting from tax non-compliance (Wunder, 2009). Good governance is believed to be able to reduce the tendency of management to engage in aggressive tax avoidance practices by strengthening internal oversight functions, improving financial accountability, and integrating transparency into decision-making (Lanis et al., 2022).

Cases such as affiliate transaction engineering and the use of tax havens by multinational companies show that the GCG system has not been able to function optimally as a tax risk mitigation tool. On the other hand, the Indonesian government has encouraged reform through the implementation of a core tax system, tax data integration, and a risk-based supervision approach. This requires corporations to strengthen their internal governance, including in terms of compliance and tax risk control. Therefore, a scientific understanding of the relationship between GCG and tax risk management has become increasingly relevant to explore.

To understand companies' responses in implementing tax governance and risk control, this study is also based on Institutional Theory (DiMaggio & Powell, 1983), which explains that organisational practices are shaped by external pressures that are coercive (regulations), normative (professional standards), and mimetic (imitating best practices).

The company implements GCG and tax risk management strategies as a form of adaptation to institutional expectations, such as regulations from tax authorities, pressure from investors, demands for transparency from the media, and industry norms (Wolk & Tearney, 1997). In other words, tax governance and compliance are not only born out of internal initiatives, but also as a response to a dynamically evolving institutional environment.

Scientific studies that integrate these two themes are still fragmentary. Most research focuses only on aspects of GCG or tax risk separately, and few have systematically mapped the relationship between the two, either thematically, methodologically or spatially. This makes it difficult for academics and policymakers to formulate evidence-based strategies to strengthen governance and manage tax risk effectively. There is currently no comprehensive and systematic scientific mapping of the relationship between Good Corporate Governance and tax risk management, particularly in Indonesia and developing countries, in terms of publication trends, scientific collaboration structures, and thematic research focus over the past five years (2020–2025).

Therefore, this study aims to map the scientific landscape in the study of Good Corporate Governance and tax risk management using a bibliometric approach. Using VOSviewer software for scientific network visualisation and Publish or Perish for data extraction from Google Scholar, this study will analyse publication trends, collaboration between authors and institutions, and dominant keyword themes. This study is expected to provide theoretical contributions in the form of an understanding of the current knowledge structure and to develop a relevant research agenda for further research in the context of tax governance and compliance.

In terms of novelty, this study offers a scientific contribution that has not been widely explored before, namely bibliometric mapping that specifically integrates two interrelated scientific domains, namely corporate governance and tax risk management. This approach provides a new perspective on how scientific discourse develops simultaneously in these two fields and serves as a foundation for future multidisciplinary research. Additionally, this study presents a systematic review of academic contributions related to this theme in Indonesia, which has rarely been conducted in a bibliometric format.

Institutional Theory provides a compelling lens to understand how organizational behaviors such as the adoption of Good Corporate Governance (GCG) practices and tax risk management strategies are shaped not only by economic efficiency but also by conformity to external norms, values, and social pressures (DiMaggio & Powell, 1983). The theory posits that organisations pursue

*legitimacy* defined as alignment with socially accepted norms as much as, or sometimes more than, profit maximisation (Wolk & Tearney, 1997).

In the context of corporate governance, legitimacy is achieved through adopting structures and policies that conform to regulatory expectations, industry norms, and societal standards. This includes establishing internal audit mechanisms, enhancing board independence, and demonstrating tax compliance. From this perspective, GCG implementation is not only a managerial strategy but a symbolic response to institutional expectations particularly in jurisdictions with evolving regulatory systems like Indonesia.

Institutional pressures are typically classified as coercive (e.g., tax regulation, government enforcement), normative (e.g., professional standards, industry ethics), and mimetic (e.g., imitating best practices from leading firms) (Dimaggio & Powell, 1983). In tax risk management, these pressures shape corporate behavior in significant ways. For example, stronger tax enforcement mechanisms (coercive) may prompt firms to adopt more transparent reporting systems, while public scrutiny and investor activism (normative) can lead to stricter internal compliance controls.

Despite the relevance of Institutional Theory to both GCG and tax governance, prior research has often treated these domains separately. Studies like Lanis et al., (2022) have shown that effective governance reduces aggressive tax planning, yet few have explicitly linked such findings to institutional pressures or legitimacy-seeking behavior. Moreover, while some research highlights the positive influence of coercive pressure (e.g., tax audits) on compliance, other studies suggest that mimetic isomorphism may lead to superficial adoption of governance mechanisms that lack substance (Godfrey et al., 2010).

By applying Institutional Theory as a conceptual foundation, this study contributes to bridging these gaps. It enables an understanding of corporate behavior not just as rational management decisions, but as strategic responses to legitimacy pressures in the institutional environment. This perspective is especially relevant in the Indonesian context, where regulatory reform, stakeholder activism, and international tax standards are transforming the expectations placed on firms.

### **Good Corporate Governance (GCG)**

Good Corporate Governance (GCG) is a system that regulates and controls companies to achieve a balance between the interests of management, shareholders, and other stakeholders. The implementation of Good Corporate Governance (GCG) practices aims to create and provide added value for all interested parties, including stakeholders, in a sustainable manner through improved management performance (Agusiady et al., 2021).

The application of GCG principles such as transparency, accountability, responsibility, independence, and fairness is believed to improve operational efficiency and reduce opportunistic behaviour by management (Syahrudin et al., 2025). Research by Fajri et al., (2022) and Rukmana & Widyawati (2022) shows that strengthening the structure of the board of commissioners and the function of the audit committee plays an important role in improving the quality of financial supervision.

In Indonesia, the implementation of GCG is regulated by the Financial Services Authority (POJK) and the Indonesia Stock Exchange Regulations, but its implementation still faces various challenges. Nugroho & Afifi, (2022) notes that the main problems in GCG practices in Indonesia are the low independence of commissioners and the weak effectiveness of internal audit functions in suppressing unethical corporate practices, including in the area of tax management.

### **Tax Risk Management**

Tax risk management refers to the systematic process undertaken by companies to identify, evaluate, and mitigate risks related to tax compliance and obligations (Wunder, 2009). Tax risks can arise from reporting discrepancies, regulatory changes, or aggressive tax avoidance strategies. Companies that lack effective tax risk management tend to face stricter fiscal audits and potential reputational damage (Lanis et al., 2022).

In some cases, large companies in Indonesia are still found to be engaging in tax avoidance strategies through transfer pricing mechanisms and the use of entities in tax haven jurisdictions. This practice not only harms the country, but also demonstrates weak internal oversight and low integration between GCG and fiscal risk management strategies (Chen et al., 2022; Mukunoki & Okoshi, 2021.;Agatha et al., 2020).

### **The Relationship between Institutional Theory, GCG, and Tax Risk Management**

The literature shows that there is a significant relationship between the quality of GCG and the effectiveness of tax risk management. Research by Lanis et al., (2022) reveals that good governance can reduce managerial incentives for tax aggressiveness through increased transparency and oversight. GCG mechanisms such as the existence of an independent audit committee, an effective board of commissioners, and accurate information disclosure greatly contribute to preventing tax non-compliance.

As a theoretical foundation, Institutional Theory offers the perspective that organisational practices are driven not only by internal efficiency, but also by external pressures that are coercive (regulations and laws), normative (professional and social expectations), and mimetic (imitation of successful practices from other organisations)(Dimaggio & Powell, 1983).

The company not only implements GCG and tax risk management as internal strategies, but also as a form of adaptation to the institutional environment. Regulations from tax authorities, financial reporting standards, pressure from investors, and public expectations for transparency are forces that shape organisational behaviour in governance and tax risk management (Wolk & Tearney, 1997). Therefore, Institutional Theory is the appropriate approach to understand why and how companies adjust their governance and taxation strategies.

## **METHOD**

### **Analysis Method**

This study falls under the category of exploratory qualitative research using the Systematic Literature Review and bibliometric review methods. These methods are used to measure and analyse the quantitative characteristics of scientific literature relevant to a specific topic (Alicia Sianipar, 2023).

This study employs a bibliometric approach combined with a Systematic Literature Review (SLR) to map the scientific development surrounding the relationship between *Good Corporate Governance (GCG)* and *Tax Risk Management* from 2020 to 2025. This dual approach was chosen for its ability to offer a comprehensive view of publication trends, author and institutional collaboration networks, and thematic keyword mapping within the global academic discourse. Data were collected using two major databases Google Scholar and Scopus with the assistance of the *Publish or Perish (PoP)* software. However, the study recognizes a major limitation in relying solely on these two sources, as it excludes other significant databases such as Web of Science, ProQuest, and EBSCO, which may contain additional relevant studies.

The bibliometric approach is considered effective in presenting a comprehensive overview of the dynamics of knowledge in a field of study, including the identification of research gaps and key actors in the development of scientific discourse.

Researchers used the Systematic Literature Review (SLR) method to answer the research question in this study. The selection of the SLR method was based on its ability to systematically identify, evaluate, and interpret all relevant literature, thereby providing more focused, in-depth, and research-oriented answers (Zawacki-Richter et al., 2020).

In SLR research, research questions (Request Questions) are formulated to prioritise research reviews. The following are the research questions in this study:

**Table 1. Research Question**

RQ	Description
RQ1	What are the trends in scientific publications related to Good Corporate Governance and Tax Risk Management in the period 2020–2025?
RQ2	How do authors, institutions, and journals contribute to the development of studies that specifically link good corporate governance with tax risk management?
RQ3	What are the dominant themes and trends in scientific topics discussing the relationship between GCG practices and tax risk management strategies based on keyword analysis?

To ensure that the selected articles meet the desired criteria, each article must undergo a Quality Assessment (QA) process. QA is a method used in the article selection process to ensure that the articles used have passed several screening stages, based on both inclusion and exclusion criteria. The articles to be analysed in this study must meet the inclusion and exclusion criteria and be thoroughly reviewed in accordance with the assessment standards in Quality Assessment. The following is the QA process used in this study:

**Table 2. Quality Assessment**

QA	Description
QA1	Does the article discuss both <i>Good Corporate Governance</i> and <i>Tax Risk Management</i> ??
QA2	Does the article explain the relationship or interaction between GCG and tax risk management?
QA3	Was the article published between 2020 and 2025?
QA4	Is the article published in a Scopus-indexed or nationally accredited (SINTA 1–4) journal?

In this study, researchers collected data from relevant published articles, then classified and recorded various important findings contained therein. The stages of data extraction or information summarisation in a literature review include identifying the research title, design and methods used, data collection techniques, population and sample characteristics, analysis process and discussion of results, to the conclusions and recommendations provided by each study. Once all the necessary information has been collected, the next step is to synthesise the data to gain a more comprehensive understanding of the issue being studied.

In the process of searching for research articles, researchers utilise the Publish or Perish (POP) software, which draws data from the Scopus and Google Scholar databases and processes the articles into VosViewer software for bibliometric review. POP can be used to conduct literature reviews and determine which scientific journals are suitable for use as references in research (Hutapea, 2023). Meanwhile, VOSviewer is software used to build and visualise bibliometric networks. This software is very popular in academic research due to its ability to present bibliographic data visually, particularly for scientific literature analysis such as co-authorship, co-citation, and co-occurrence of keywords (Alicia Sianipar, 2023).

The article selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, which consists of four main stages: identification, screening, eligibility assessment, and inclusion. During the identification stage, 208 articles were initially found. After removing duplicates, 203 unique articles remained. In the screening phase, 145 articles were excluded due to lack of relevance mainly for addressing GCG or tax risk in isolation. The remaining 56 articles underwent full-text eligibility review, resulting in the exclusion of 50 papers due to insufficient theoretical or empirical depth, lack of relevant data, or publication outside the target period. Ultimately, only six articles met all inclusion criteria and were included in the qualitative synthesis.

The final pool of six articles represents a significant limitation of this study, as it reduces the generalizability of the findings. Nonetheless, the strict inclusion standards were maintained to ensure quality and relevance. The selected articles were then analyzed both thematically and bibliometrically. For visual analysis, VOSviewer was used to map co-authorship networks, keyword

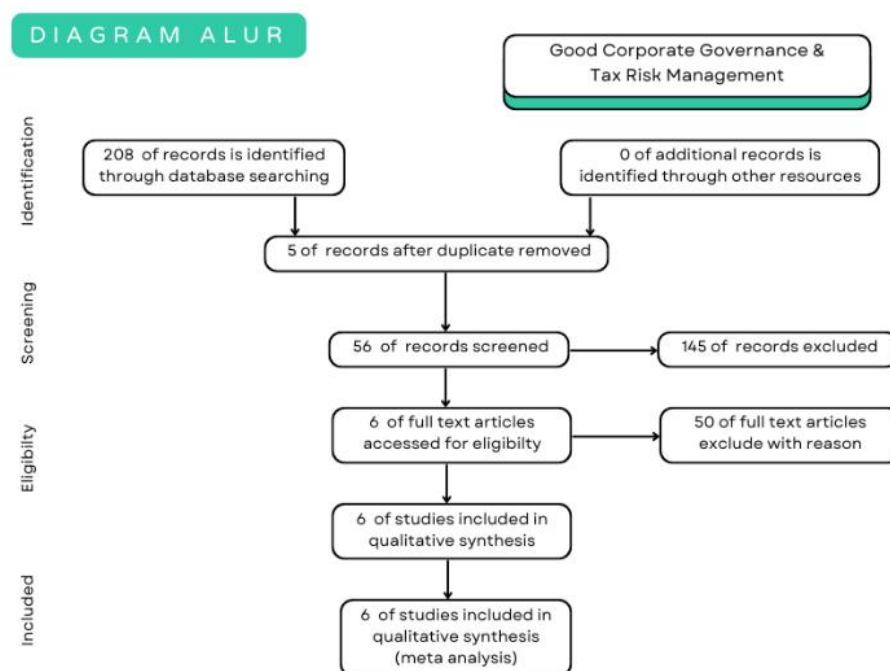
co-occurrence, and overlay visualizations that depict temporal trends in keyword usage. This integrated SLR and bibliometric approach offers valuable insights into emerging research themes, collaborative structures, and existing gaps in the scholarly exploration of corporate governance and tax risk.

## RESULTS AND DISCUSSION

### RESULTS

To ensure that the articles found meet the desired criteria, after the search process is complete, a Quality Assessment (QA) is conducted on the articles. The articles to be analysed must pass the selection process based on inclusion and exclusion criteria and must be thoroughly reviewed in accordance with the established quality assessment standards as shown in Table 3 above. The article selection process flow in the Systematic Literature Review (SLR) method follows the flowchart developed by Moher et al., (2009), namely:

**Figure 1. Flowchart**



The article selection process in this study followed systematic stages in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) principles. The flowchart illustrates four main stages, namely identification, screening, eligibility, and inclusivity, to ensure that only relevant studies that meet the criteria are included in the analysis. At the identification stage, a total of 208 articles were found through a search of scientific databases (such as Scopus, Google Scholar, and ScienceDirect) using keywords relevant to the topics of Good Corporate Governance and Tax Risk Management. No additional articles were found from other sources such as institutional repositories or manual references.

Next, a duplication screening process was carried out, in which 5 articles were identified as duplicates and excluded from further processing. As a result, 56 unique articles remained, which then entered the screening stage based on their titles and abstracts. At this stage, 145 articles were

excluded because they were not relevant to the focus of the study, for example, because they discussed GCG topics without any connection to tax risks, or vice versa.

After that, an eligibility assessment was conducted on the six articles that met the initial requirements by reading the full content of the articles. From this process, 50 articles were excluded because they did not meet the eligibility criteria, for example, they did not contain sufficient theoretical or empirical analysis, did not present relevant primary or secondary data, or did not meet the specified publication period (2020–2025).

Finally, six articles were deemed eligible and included in the qualitative synthesis stage, and these six articles were also used in the meta-analysis synthesis to support a more systematic integration of findings. These articles formed the main basis for answering the research questions and discussing the trends and scientific and practical implications of the relationship between GCG practices and tax risk management strategies.

Based on the selection process and quality assessment of articles through Quality Assessment, six relevant and credible articles were obtained for further analysis. All of these articles examine the relationship between Good Corporate Governance (GCG) and tax risk using various variable approaches and different contexts.

Rasyid (2023) concludes that the implementation of GCG principles, particularly transparency and accountability, plays a significant role in curbing tax avoidance practices. This study confirms that the stronger the implementation of GCG, the higher the level of corporate tax compliance.

Furthermore, Harianti & Hapsari (2024) adding that management ethics and compliance with tax regulations are essential in preventing tax aggressiveness. Their findings also highlight the strategic role of audit committees in ensuring that corporate tax practices remain within the applicable legal framework.

Meanwhile, Saptono & Purwanto (2021) emphasises that corporate ownership structure and board independence have a significant influence on tax management policy. Companies with concentrated ownership are more likely to engage in tax avoidance than companies with strong independent supervisory boards.

Another interesting finding comes from Gunawan et al., (2025) which links GCG practices with corporate sustainability. This study shows that strengthening corporate fiscal integrity through good governance can improve public perception while supporting long-term tax compliance.

Lanis et al., (2022) adding diversity to the board structure. They found that board diversity, including the presence of independent directors, was negatively correlated with the level of tax avoidance. This means that the more diverse and independent the board, the stronger the oversight of financial malpractice.

Finally, Hadiwibowo et al., (2024) emphasise the importance of information disclosure, particularly in financial statements and sustainability reports. According to them, honest and comprehensive disclosure can serve as an effective control mechanism against tax avoidance practices.

Overall, the six articles show that the implementation of strong GCG principles, good organisational ethics, effective internal control, and adequate information transparency are important factors in reducing tax aggressiveness and improving corporate fiscal compliance.

**DISCUSSION**

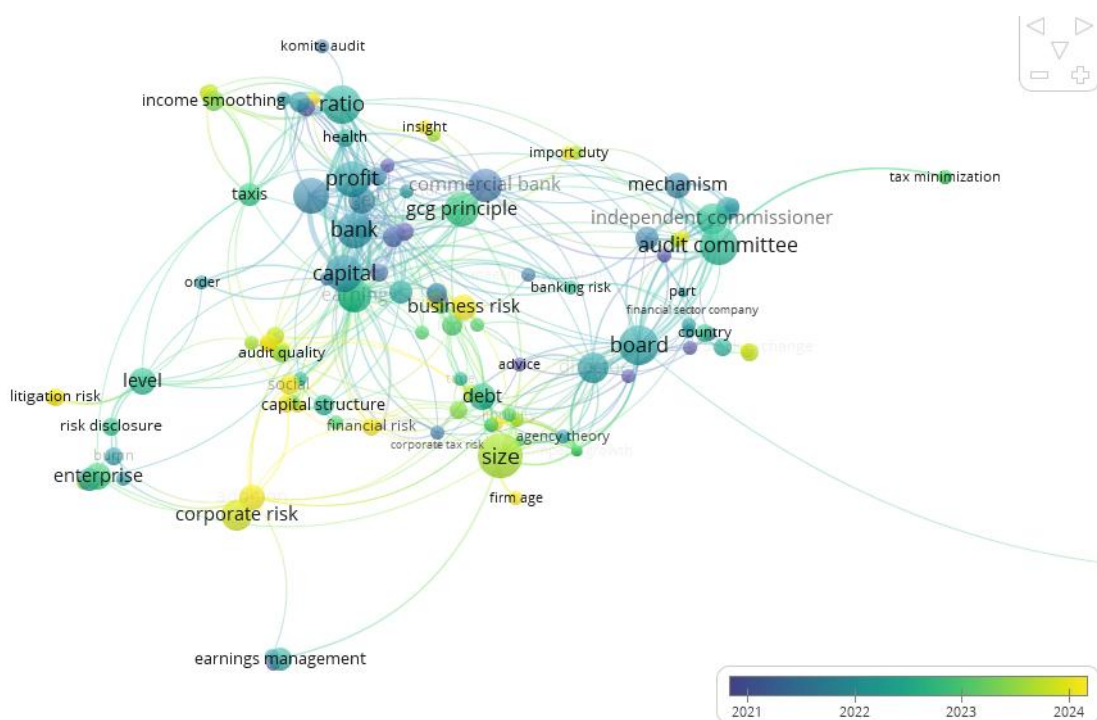
The bibliometric analysis of literature on *Good Corporate Governance (GCG)* and *Tax Risk Management* from 2020 to 2025 reveals an upward trend in scholarly interest, but also exposes several important gaps and limitations in the existing body of research. Out of 208 initially identified articles, only six met the strict inclusion criteria, limiting the scope but highlighting high-quality, focused studies. Despite the small dataset, the results provide important insights into thematic clusters, author networks, and the evolving nature of discourse within this field. **Trends in Scientific Publications Related to Good Corporate Governance and Tax Risk Management in the Period 2020–2025**

The temporal analysis using VOSviewer’s overlay visualization (Figure 1) highlights a progression in research focus. Earlier publications (2020–2021) clustered around foundational themes such as “audit quality”, “earnings management”, and “corporate risk”, signaling a normative orientation toward internal control mechanisms. In contrast, more recent publications (2023–2024) emphasized keywords like “tax minimisation”, “corporate tax risk”, and “cross-country regulation”, suggesting a shift toward more applied and strategic dimensions of tax risk governance.

Quantitative analysis reveals that the keyword "tax avoidance" appeared in 4 of the 6 core articles, with an average co-occurrence frequency of 12 times, while "audit committee" was the most frequently cited GCG-related term (appearing 15 times across articles). This quantitative insight reinforces the dominance of internal oversight mechanisms as a central theme in mitigating fiscal risk.

Based on the results of VOSviewer overlay visualisation of keywords in literature related to Good Corporate Governance (GCG) and Tax Risk Management, it was found that academic publications in this field show a dynamic thematic development trend throughout the period from 2020 to 2025. The colours in the visualisation represent the average year of appearance for each keyword, with a gradient ranging from purple (early 2021) to bright yellow (approaching 2024). Below are the results of the overlay visualisation generated by the Vosviewer software:

**Figure 2. Overlay Visualization**



Keywords such as corporate risk, litigation risk, audit quality, and earnings management appeared predominantly at the beginning of the period (2021–2022). This indicates that early discussions tended to focus on fundamental governance issues such as corporate risk and financial reporting ethics. At this stage, many studies highlighted the role of audit mechanisms and transparency as part of the internal control system in GCG.

Entering the mid-term period (2022–2023), there has been an increase in the intensity of discussions on keywords such as business risk, capital structure, agency theory, and audit committee. This theme points to a deeper exploration of the relationship between corporate governance structures and financial decisions that impact tax compliance levels. Issues related to financial risk and debt are also gaining prominence, indicating a shift from a normative perspective toward a strategic approach to fiscal risk management.

In the final phase (2023–2024), yellow keywords such as size, country, corporate tax risk, and tax minimisation become increasingly prominent. This indicates a trend in recent literature to focus on aggressive taxation strategies, the influence of the inter-country regulatory environment, and company characteristics that affect tax risk. Thus, there is an increased scientific interest in cross-jurisdictional dimensions and tax minimisation practices, particularly in the context of developing countries.

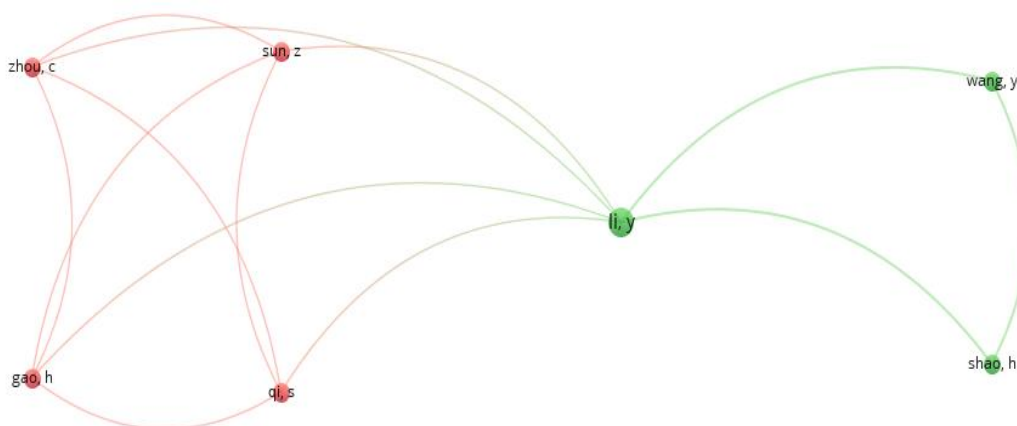
Overall, this temporal trend shows that literature on GCG and tax risk management has evolved from a conceptual approach to a more applied and strategic approach. The shift in focus from internal control mechanisms to fiscal governance and tax policy reflects the urgency of integrating GCG as part of a sustainable corporate tax risk control architecture that is responsive to global complexities.

### Contributions of Authors, Institutions, and Journals in Developing Studies that Specifically Link Good Corporate Governance with Tax Risk Management

The network visualization of co-authorship (Figure 3) reveals two distinct clusters of researchers with strong internal ties but minimal cross-collaboration. For example, the red cluster led by Zhou C. and Gao H. showed high internal density but no linkages to the green cluster involving Li Y. and Wang Y. This fragmentation suggests that scholarly communities are developing in silos, with limited interdisciplinary or cross-regional integration especially between East Asian researchers and those from emerging markets such as Indonesia.

While previous research (e.g., Lanis et al., 2022) has emphasized the role of board diversity and independence in reducing tax aggressiveness, this study found that such themes are underrepresented in Indonesian-based literature. This signals a potential research gap, especially when contrasted with global findings that more diverse boards exert greater pressure for ethical financial behavior.

**Figure 3 Network Visualization Co-Authorship**



The results of the bibliometric analysis in Figure 3 above through co-authorship mapping show that there are several groups of authors who are active and interconnected in publishing research on Good Corporate Governance (GCG) and Tax Risk Management. The network visualisation shows two main clusters of author collaboration that are relatively separate, each with a close cooperation structure within the group but minimal inter-cluster connectivity.

The first cluster, shown in red, includes authors such as Zhou C, Sun Z, Gao H, and Qiu S. This cluster shows strong collaborative relationships and interconnections, indicating consistency in joint publications within a particular research network or institution. The concentration in this cluster likely stems from institutions or journals that focus on GCG issues in East Asia.

The second cluster, shown in green, shows collaborations involving authors such as Li Y, Wang Y, and Shao H. This network also shows targeted cooperation, but tends to be exclusive to the first cluster. Author Li Y appears to be the main node in the network, collaborating directly with several other authors and acting as a connecting point between groups of scientists in this cluster.

It is important to note that there is a lack of cross-cluster connectivity, indicating that scientific collaboration on GCG and tax risk management topics remains fragmented. This situation opens up opportunities for cross-institutional integration and broader international collaboration, particularly for developing a richer multidisciplinary approach to corporate governance and taxation strategies.

Overall, these findings confirm that although there have been significant contributions from several groups of authors in this field, there is still considerable potential for strengthening scientific networks and cross-border exchanges to reinforce global research on corporate governance and tax risk management.

### **Dominant Themes and Trends in Scientific Topics Discussing the Relationship between GCG Practices and Tax Risk Management Strategies Based on Keyword Analysis**

The results of bibliometric mapping using VOSviewer produced a visual structure in the form of a network of keyword co-occurrences in literature related to Good Corporate Governance (GCG) and Tax Risk Management.

The visualisation in Figure 3 shows that literature published between 2020 and 2025 has been grouped into several major themes that are interconnected, forming five main clusters that constitute the nodes of scientific discourse in this field.

The first cluster is characterised by the dominance of keywords such as ratio, profit, capital, and income smoothing, indicating that the financial performance of companies, particularly in the banking and finance sectors, is a key focus in the context of strengthening corporate governance. Terms such as health and taxis also appear in this cluster, suggesting that fiscal and tax management are often analysed in conjunction with capital and profit performance.



indicates the need for closer integration between strong internal governance and sustainable tax management systems in response to the growing complexity of fiscal risks.

## CONCLUSION

1. This study offers a bibliometric and systematic literature review of research examining the intersection between *Good Corporate Governance (GCG)* and *Tax Risk Management* from 2020 to 2025. By analyzing key themes, author networks, and keyword trends, the study identifies that while scholarly interest in this area is increasing, the research landscape remains fragmented and descriptively oriented. Most existing literature emphasizes internal governance mechanisms such as audit committees and board independence as primary tools for reducing tax avoidance, but does not adequately explore variation across contexts or conflicting results.
2. One of the most critical limitations of this study is the narrow final sample size. Out of an initial pool of 208 articles, only six met the inclusion criteria. While this strict filtering ensures a focus on high-quality and relevant literature, it also significantly constrains the generalizability of the findings. This limitation is not incidental; it highlights a broader gap in the academic field namely, the limited number of comprehensive studies that systematically examine GCG and tax risk together, particularly in developing country contexts.
3. Another key limitation lies in the database coverage. The study relied solely on Google Scholar and Scopus, excluding databases such as Web of Science and ProQuest, which may contain additional relevant works. This may have led to the omission of valuable interdisciplinary or region-specific contributions.
4. Despite these constraints, the study presents important insights that can guide future research. There is a clear need for more empirically robust, sector-specific, and comparative studies that examine how governance structures interact with tax risk strategies in varying institutional environments. Incorporating advanced tools such as machine learning for tax risk detection or blockchain for transparent governance could enrich the research landscape. Additionally, the integration of quantitative citation metrics, longitudinal data, and cross-country case studies would help move the field beyond descriptive mapping toward deeper theoretical and practical understanding.
5. In conclusion, this study contributes not only a visual and thematic map of current scholarly discourse, but also a critical reflection on its limitations and blind spots. Strengthening the intersection between corporate governance and fiscal accountability remains vital, especially as tax transparency becomes a global imperative. Future research must expand its methodological, geographical, and conceptual horizons to build a more unified and actionable body of knowledge in this emerging field.

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