The Effect of Audit Committee, Profitability, Board of Directors on Tax Planning

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A B S T R A C T

This aim of this research is to analyze the influence of the audit committee, profitability, and the board of directors on tax planning. The research employs three independent variables: audit committee proxied by AC SIZE, Profitability proxied by ROE, and board of direction proxied by DIREKSI. Dependent variabel is measured using the Effective Tax Rate (ETR). A sample of 39 companies from the food and beverage sector was initially selected based on certian criteria, but 10 companies were identified as outlier, leaving 29 companies in the final sample. Consequently, out of a total 117 data observations, only 87 were utilized for analysis. The findings reveal that the audit committee has a positive impact on tax planning, while profitability has a negative impact on tax planning. Additionally, the board of directors was found to have no significant effect on tax planning. These results provide insights for companies to enhance the effectiveness of their board of directors and strengthen the role of the audit committee in formulating tax planning strategies. The study recommends that stakeholders consider tax governance as a crucial element in evaluating corporate risks. Furthermore, companies should focus on optimizing both efficiency and profitability through balanced tax planning, encuring compliance with tax regulations while promoting long- term sustainability. Ini doing so, companies can improve their credibility with stakeholders and maximize tax benefits to support operational continuity.

INTRODUCTION

Tight business competition forces businesses to always sort out methods of maximising financial performance, including tax management (Cooper & Nguyen, 2020). Companies view taxes as a burden (Istighfara & Biduri, 2024). Companies utilise tax planning strategies to reduce the amount of tax that must be paid (Gusti, 2023). The small tax burden paid will affect the company's income because the costs incurred by the company are reduced (Janah & Munandar, 2022). Tax planning includes a number of tactics, including controlling when taxes must be paid, using government tax breaks, and simplifying business operations and structures (Judijanto *et al.*, 2024).

The implementation of good corporate governance, one of which is through the formation of an audit committee, has a significant relationship with tax planning (Sanno *et al.*, 2023). The audit committee holds an important function in corporate tax planning (Thomya & Ritsri, 2024). The audit committee in its role acts as an advisor and supervisor of the company's tax planning activities (Idzniah & Bernawati, 2020). The existence of an audit committee can maximise the effectiveness of tax planning through the audit committee's authority to oversee financial information, especially the company's tax planning activities (Bhagiawan & Mukhlasin, 2020). A large number of audit committees supports increasing the efficiency of tax planning effectiveness (Ugbah *et al.*, 2023).

Profitability as one of the variables that encourage business actors to carry out tax planning (Farhana *et al.*, 2022). Profitability represents the company's ability to make a profit over a certain period of time (Ardian & Wahyudi, 2023). With an increase in profitability, there is a great opportunity for companies to maximise profits (Hidayati & Fatoni, 2024). The high profitability of a company determines the amount of income tax paid, thus encouraging the business world to maximise tax planning to pay less tax. This strategy is carried out by increasing expenses that have the potential to reduce tax liabilities, such as depreciation, development, and research costs (Paraswati & Purwaningsih, 2024).

As part of corporate governance, the board of directors is responsible for the company's tax policy as well as the interests of shareholders (Olurankinse & Mamudi, 2021). Allocating resources, improving performance, increasing shareholder wealth and establishing tax management are considered a description of the duties of the board of directors (Hattani & Sahbani, 2024). As tax risks are increasingly diversified, the board of directors must be frequently involved in each company's tax planning policies and procedures to control corporate risk (Taghizadeh *et al.*, 2023).

Bhagiawan & Mukhlasin (2020) found that the audit committee has a detrimental impact on corporate tax planning actions. Deslandes *et al.* (2020) found that the audit committee has a negative impact on the development of tax planning strategies. In contrast to the research of Sanno *et al.* (2023), the audit committee is positively related to increasing the success of tax planning in companies listed on the Stock Exchange of Thailand. Sholikhah & Nurdin (2022) also confirmed that the audit committee has a good impact on corporate tax planning. According to Paraswati & Purwaningsih (2024), Bashir & Zachariah (2020), profitability has a good influence on tax planning. Meanwhile, Nosalira & Misra (2020) found that there is no substantial relationship between profitability and tax planning. Aprilliasari & Soesetio (2024) found that the board of directors has a favourable impact on tax planning. Meanwhile, Bhagiawan & Mukhlasin (2020) and Butar-Butar (2019) concluded that the board of directors does not have a major effect on tax planning. Thomya & Ritsri (2024) research on the impact of the audit committee on tax planning found that the number of audit committees has a favourable effect. In this study, the audit committee was assessed based on the number of members, gender, number of meetings, and expertise. However, in this study, the size of the audit committee was only determined based on the number of members. A larger audit committee size reflects its effectiveness in carrying out its supervisory function (Thomya & Ritsri, 2024). This study also includes profitability and the board of directors. When the company has a high level of profitability and a large tax burden, the company tends to carry out tax planning in an effort to reduce its tax obligations (Safitri & Wahyudi, 2022). A large number of boards of directors allows the company to be more comprehensive in its knowledge and control of tax planning (Musa *et al*., 2024).

The purpose of this study is to examine the effect of audit committee, profitability, and board of directors on tax planning in food and beverage companies listed on the Indonesia Stock Exchange between 2021 and 2023. The food and beverage sector was selected in this study based on the relevance of the sector in taking advantage of the various tax incentives offered by the government, the stability of demand for basic needs products, this is a strong foundation for optimising tax planning strategies, where businesses can optimise tax efficiency (Wahyuni *et al.*, 2022). The period 2021-2023 was chosen because it reflects significant changes in the application of tax planning in this sector. 2021 was the beginning of economic recovery, 2022-2023 was marked by changes in tax policies such as adjusting tax rates and reducing tax incentives, so this situation encouraged companies to improve tax planning strategies to face economic challenges (Indrati *et al*., 2024). This study is intended to generate useful and relevant information about tax planning and its influencing factors. This research is also expected to be a useful reference for further research on the same issue.

RESEARCH METHOD

This study has independent variables composed of audit committee, profitability and board of directors, and the dependent variable is tax planning. Tax planning is measured using the Effective Tax Rate (ETR), which divides the tax burden by profit before tax (Ftouhi & Ghardallou, 2020). A low Effective Tax Rate (ETR) value reflects the effectiveness of the tax planning strategy carried out by the company, where the company has succeeded in reducing its tax burden through tax planning (Kurniawati & Prasetyo, 2023). The audit committee is measured by the number of audit committee members for one year (Ugbah *et al*., 2023). Profitability is measured using Return On Equity (ROE). Return On Equity (ROE) is calculated by dividing the company's net profit by the company's total equity (Saputra, 2022). The calculation of the board of directors uses the total members of the board of directors for one year (Bhagiawan & Mukhlasin, 2020).

The research design uses a causal quantitative approach and the analysis method used is data calculation to test the hypothesis. Research data in the form of secondary data obtained from the annual financial statements of food and beverage companies listed on the Indonesia Stock Exchange (IDX) for 2021-2023. The data source comes from the official website of the Indonesia Stock Exchange (https://www.idx.co.id/id) as well as the websites of each company. The population in the study includes companies in the food and beverage sector, consistently reporting financials and not experiencing losses for the 2021-2023 period. A total of 39 food and beverage companies met the criteria during the 2021-2023 period so that this study had 117 sample data. Furthermore, in processing the sample data, 10 companies were found to be outliers so that the sample data in this study was reduced to 29 companies resulting in the sample data used in the study being 87 sample data.

This research data analysis technique applies multiple linear regression analysis techniques with the help of data processing software and Multiple Regression Analysis (MRA). The test includes descriptive statistical test, classical assumption test (normality test, multicollinearity test, autocorrelation test and heteroscedasticity test), hypothesis test (F statistical test (simultaneous), T statistical test (partial), coefficient of determination test (R2). The multiple linear regression equation in this study is expressed as follows:

$$\mathbf{ETR = \alpha + \beta_1}\, \boldsymbol{AC\ SIZE} + \mathbf{\beta_2\ ROE + \beta_3\ DIRECTORS + e}$$

Description:
ETR = Tax Planning
α = Constant
$\beta_1\ \beta_2\ \beta_3$ = Regression coefficient
AC SIZE = Audit Committee
ROE = Profitability
DIREKSI = Board of Directors
E = Error

RESULTS AND DISCUSSION

Table 1. Descriptive Statistical Test Results

	N	Min	Max	Mean	Std. Deviation

ETR	117	.030	.840	.252	.113
AC SIZE	117	3.000	5.000	3.059	.329
ROE	117	.001	.770	.131	.097
DIRECTION	117	2.000	11.000	5.170	2.335
Valid N (listwise)	117				

Source: Primary data processing, 2025

The descriptive statistical test above describes that the audit committee proxied by AC SIZE has a minimum score of 3.000 at PT Astra Agro Lestari Tbk, PT Aksha Wira International Tbk, PT Janu Putra Sejahtera Tbk, PT Bisi International Tbk, PT Formosa Ingredient Factory Tbk, PT Campina Ice Cream Industri Tbk, PT Wilmar Cahaya Indonesia Tbk, PT Sariguna Primatirta Tbk, PT Cisarua Mountain Dairy Tbk, PT Charoen Pokphand Indonesia Tbk, PT Cisadane Sawit Raya Tbk, PT Delta Djakarta Tbk, PT Dharma Samudera Fishing Industries Tbk, PT Dharma Satya Nusantara Tbk, PT FAP Agri Tbk, PT Garuda Food Putra Putri Jaya Tbk, PT Indo Boga Sukses Tbk, PT Indofood CBP Sukses Makmur Tbk, PT Japfa Comfeed Indonesia Tbk, PT Mulia Boga Raya Tbk, PT PP London Sumatra Indonesia Tbk. PT Mayora Indah Tbk, PT Indo Oil Perkasa Tbk, PT Nippon Indosari Corpindo Tbk, PT Triputra Agro Persada Tbk, PT Tunas Baru Lampung Tbk, PT Tigaraksa Satria Tbk, in 2021-2023 and PT Sampoerna Agro Tbk. in 2022-2023 and a maximum score of 5,000 at PT Malindo Feedmil Tbk, in 2021-2023, with an average value of 3,059 and a standard deviation score of 0,329. These results indicate that the AC SIZE level in the food and beverage sector is 3.059 from 2021 to 2023, meaning that the food and beverage sector audit committee has 3 audit committee members for 1 year. Indicating that the sector company meets the standards set out in OJK regulation No. 55 / POJK.04 / 2015 with the provisions that the audit committee consists of at least 3 (three) members.

Profitability proxied by ROE has a minimum score of 0.001 at PT Cilacap Samudera Fishing Industry Tbk. in 2021. The maximum score is 0.77 at PT Central Proteina Prima Tbk. in 2021. The average value is 0.131 and the standard deviation score is 0.097. It can be assumed that the profitability level of the food and beverage sector from 2021 to 2023 is 0.131 or 13.1%, in other words, the sector companies have good profitability. In line with banking standards, it states that ROE is good, which is more than 12% (Mardiana & Purwaningsih, 2023).

The board of directors with the DIRECTION proxy has a minimum score of 2,000 on PT Aksha Wira International Tbk., PT Cilacap Samudera Fishing Industry Tbk., PT Janu Putra Sejahtera Tbk., PT Era Mandiri Cemerlang Tbk. in 2021-2023, PT FAP Agri Tbk. in 2022-2023, PT Wahana Inti Makmur Tbk. in 2021-2022. The maximum score is 11,000 at PT Indofood CBP Sukses Makmur Tbk. and PT Indofood Sukses Makmur Tbk. from 2021 to 2023, the average score is 5,170 and the standard deviation is 2,335. It can be assumed that the average number of members of the board of directors of the food and beverage sector from 2021 to 2023 is 5.170, meaning that the sector company has a total of 5 members of the board of directors, where in OJK Regulation No. 33 of 2014 the sector has met the predetermined standard of 2 (two) members of the board of directors.

Tax Planning with the ETR proxy has a minimum score of 0.03 at PT Central Proteina Prima Tbk. in 2021. The maximum score is 0.84 at PT Cilacap Samudera Fishing Industry Tbk. in 2021, the average value is 0.251 and the standard deviation is 0.113. It can be interpreted that the average level of tax planning in the food and beverage sector from 2021 to 2023 is 0.25 or 25%. Where according to Law No.36 of 2008, a good ETR is ≤ 25% or ≤ 0.25. The lower the ETR indicates the company is doing tax planning (Andrejovska, 2019).

The first test, the normality test using the Kolmogorov-Smirnov (K-S) test. The sample is declared normally distributed if Asymp. Sig (2-tailed) > 0.05. The normality test was conducted twice. First, the test was conducted with 117 samples with the results not normally distributed. Conducted again with the data outlier method with the number of sample data being 87 samples showing the asymp.sig. result of 0.200, these results are> 0.05 which means normally distributed. Supported by a p-plot graph depicting data following the diagonal so that it can be used in regression testing.

The second test, multicollinearity test through tolerance value test and Variance Inflation Factor (VIF), has a VIF score < 10 and tolerance score> 0.100, so the sample is free from multicollinearity. The study shows the results of the audit committee variable proxied by AC SIZE has a VIF value of 1.007 < 10 with a tolerance of 0.993> 0.100. Profitability proxied by ROE has a VIF and tolerance value of 1.022 and 0.978 where the VIF value and tolerance are 10 < and > 0.100, the board of directors proxied by DIRECTION has a VIF and tolerance of 1.020 and 0.981 where the VIF value and tolerance are 10 < and > 0.100. As a result, the regression model does not reveal any multicollinearity for any of the independent variables in this research sample.

The third test, the heteroscedasticity test utilised the Glejser test. With the determination of the significance score of the independent variable >0.05, the sample does not encounter heteroscedasticity issues. The audit committee proxied by AC SIZE has a significance value of 0.089 > 0.05. Profitability proxied by ROE has a significance value of 0.796 > 0.05. The Board of Directors proxied by DIRECTION has a significance value of 0.960 > 0.05. The test shows that each independent variable of the study does not occur heteroscedasticity problems.

The fourth autocorrelation test uses the run test. With the provisions of the Asymp. Sig. (2-tailed) > than 0.05 then the sample does not occur autocorrelation problems. Research shows the score of Asymp. Sig (2- tailed) score of 0.451> 0.05 indicates that there is no autocorrelation problem between the research sample data variables so that the regression model can be carried out.

Based on the results of multiple linear regression analysis testing, the equation model between variables can be formed as follows:

$$ETR = 0{,}156 + 0{,}\ 832\ \textit{AC SIZE} - 0{,}193\ ROE - 0{,}012\ DIRECTION + e$$

Thus the constant value of 0.156 means that all independent variables are 0, so tax planning proxied by ETR in the food and beverage sector in 2021-2023 is predicted to be 0.156. The audit committee proxied by AC SIZE has an effect on tax planning (ETR) with a regression coefficient of 0.832, which means that the audit committee has an effect on tax planning in the condition that other variables are constant, one unit increases, while the audit committee is predicted to increase tax planning by 0.832.

Profitability proxied by ROE affects tax planning (ETR) with a regression coefficient of -0.193, meaning that profitability has a negative effect on tax planning. under the condition that other variables are constant, increasing by one unit, the profitability variable is predicted to decrease tax planning by -0.193.

The board of directors proxied by DIRECTION affects tax planning (ETR) with a regression coefficient value of -0.012. It means that the board of directors has an effect on tax planning. Under the condition that other variables are constant, an increase of one unit on the board of directors is predicted to decrease tax planning by -0.012.

Has a determination if the sig value. Anova <0.05 and F count> F table means that all independent variables simultaneously affect the dependent variable. The research results sig value. Anova value of

0.01 <0.05 and the calculated F value of 8.417> 2.714 means that the audit committee, profitability and the board of directors simultaneously affect tax planning.

Table 2. Research Model Hypothesis Test

Hypothesis	Statement	Decision	Result
H1	The Audit Committee has a positive effect on tax planning	T Count > T Table **2,791 > 1,989**, Sig Value. > 0,05 **0,007< 0,05**	**Hypothesis Accepted**
H2	Profitability has a positive effect on tax planning	T Count < T Table **-4,370 < -1,989** Sig Value. < 0,05 **0,01 < 0,05**	**Hypothesis Accepted Inverse Comparison**
H3	The Board of Directors has a positive effect on tax planning	T Count > T Table **-0,595 > - 1,989** Sig Value. < 0,05 **0,553 > 0,05**	**Hypothesis Rejected**

Source: Primary data processing, 2025

With the provisions that if the T count result is positive, the T count value> T table and a significant value <0.05, it can be concluded that the independent variable has a significant effect on the dependent variable. The research shows that the audit committee partially has a significant effect on tax planning because T count of 2.791> T table worth 1.989 and a significant value of 0.007 <0.050. Profitability partially affects tax planning with inversely proportional conditions because T count is -4.370 < -1.989 and a significant value of 0.010 < 0.050. The board of directors partially has no significant effect on tax planning because T count is -0.595> T table worth -1.989 with a significant value of 0.553> 0.050.

The coefficient of determination research shows the results of the Adjusted R-Squere value of 0.206 or 20.6%. With the meaning that the audit committee, profitability and the board of directors affect tax planning by 20.6% while 79.4% is influenced by other independent variables.

The Effect of Audit Committee on Tax Planning

The first hypothesis is accepted because the research findings (research) show that the audit committee, represented by AC SIZE, contributes positively to the tax planning of food and beverage sector companies on the Indonesia Stock Exchange (IDX). In line with research by Deslandes et al. (2020), Ganesan et al. (2024), Alqatan et al. (2025) state that the audit committee has a positive effect on tax planning.

The large number of audit committees allows companies to be more effective in overseeing corporate tax policies, which in turn affects tax planning (Thomya & Ritsri, 2024). In line with the task and responsibility sharing mechanism, which can be more effective and efficient if the number of audit committees is larger, which in turn allows them to focus more on overseeing the financial and tax aspects of the company Large audit committees tend to have more members with diverse expertise and experience, this encourages the audit committee to be more critical in reviewing and overseeing tax policies (Alqatan et al., 2025). Therefore companies with a large number of audit committees tend to be able to manage tax planning optimally (Ugbah et al., 2023).

The Effect of Profitability on Tax Planning

The second hypothesis is accepted in a different direction because research findings (research) show that profitability has a negative impact on tax planning. In line with research by Farhana et al. (2022), Hendayana et al. (2024), Shubita (2024) state that profitability has a negative effect on tax planning.

Proving that the high profitability of the company does not encourage companies to carry out tax planning. This is because high profitability indicates that the company has good performance in generating profits (Kusuma & Indrati, 2023). So that high company profitability tends not to encourage tax planning because they are able to manage company profits well without doing tax planning (Farhana et al., 2022).

The Effect of the Board of Directors on Tax Planning

The third hypothesis is rejected because the research findings (research) show that the board of directors represented by the DIRECTORS has no effect on tax planning in food and beverage companies in 2021-2023. In line with research by Bhagiawan & Mukhlasin (2020), Musa et al. (2024), Beasley et al. (2021) explain that the board of directors has no effect on tax planning.

Musa et al. (2024) increasing the number of board members can reduce the effectiveness of tax planning implementation. This is due to the lack of communication effectiveness due to the large number of board members which leads to difficulties in the decision-making process (Okenwa & John, 2020). Therefore, the greater the number of boards of directors, the greater the consideration in decision making, so that tax planning decisions become difficult to achieve (Eguavoen et al., 2023).

CONCLUSION

The study revealed that 117 sample data were analysed from 39 companies on the Indonesia Stock Exchange (IDX), there were 29 companies or 87 sample data that met the observation criteria. The results stated that the size of the audit committee has a significant impact on tax planning, indicating that the experience and expertise of a large audit committee can encourage a company to carry out tax planning, aiming to help companies to meet tax obligations while optimising profits. Profitability has a negative effect on tax planning, indicating that businesses with a high level of profitability tend to be able to control their own profits without relying on tax planning approaches. The board of directors has no impact on tax planning, indicating that the diversity of expertise possessed by the board of directors only reduces the effectiveness of communication which causes the successful implementation of tax planning to be hampered.

The period in this study is a limitation in the study because it was only conducted for 3 years, namely the 2021-2023 period so that of the 39 companies observed, 10 companies had to be outliers to normalise the data, and there was also a large enough difference between the board of directors and tax planning. this difference is one of the reasons outliers must be made. Therefore, future research is expected to change the research object with other sectors, increase the research period, and add other independent variables such as leverage, because companies that have high leverage tend to be more active in making tax planning, the aim is to reduce the tax burden (Rahmawati *et al*., 2024).

The results of the following research are expected to be taken into consideration for companies to maximise the effectiveness of the audit committee and the role of the board of directors in managing tax planning strategies. stakeholders are also advised to consider aspects of tax governance in assessing company risk. companies also need to maximise efficiency and profits through the implementation of a balanced tax planning strategy, thus integrating compliance with tax regulations with long-term sustainability. By doing so, companies can maximise their credibility in the eyes of stakeholders while optimising tax benefits to support the sustainability of their operations.

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