

Developing a Tax Audit Model with an Emphasis on Organizational Tax Compliance

Mohammad Kiasati¹, Mehrdad Ghanbari^{2,*}, Foroozan Mohammadi Yarijani³, and Maryam Nooraie⁴



- ¹ Department of Accounting, Ker.C., Islamic Azad University, Kermanshah, Iran; [id](#)
² Department of Accounting, Ker.C., Islamic Azad University, Kermanshah, Iran; [id](#)
³ Department of Accounting, Ker.C., Islamic Azad University, Kermanshah, Iran; [id](#)
⁴ Department of Accounting, Ker.C., Islamic Azad University, Kermanshah, Iran; [id](#)

* Correspondence: mehrdadghanbary@iua.ac.ir

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Abstract: The present study was conducted with the aim of developing a tax audit model with an emphasis on organizational tax compliance. This study was interpretive, applied, qualitative, field-library based, and grounded theory research employing Glaser's emergent approach. The participants in this study consisted of 19 university professors, specialists, experts, and practitioners who had research or executive experience in the field of tax auditing or were members of the official tax consultants' association. They were selected through snowball sampling until theoretical saturation of the research constructs was achieved. Data were collected using semi-structured interviews. Data analysis in the present study was conducted in two stages. In the first stage, the demographic characteristics of the participants were examined. In the second stage, based on the Glaserian grounded theory approach, the findings were analyzed through open, axial, and selective coding using MAXQDA software. The results indicated that the tax audit model with an emphasis on organizational tax compliance consisted of three dimensions: influencing factors, strategies, and consequences. The influencing factors included six categories: level of trust, organizational factors, legal factors, level of transparency, cultural factors, and level of expertise and capability. The strategies included four categories: educational solutions, executive solutions, adjustment mechanisms, and communication strategies. The consequences included three categories: consequences related to taxpayers, consequences related to the tax organization, and consequences related to the country's macro-level issues. Therefore, managers of the country's tax auditing system can, in addition to paying attention to the factors affecting tax auditing and tax compliance, implement the strategies identified in the present study in order to ultimately provide the basis for positive outcomes for taxpayers, the tax organization, and the country's broader macroeconomic issues.

Keywords: Tax auditing, tax compliance, strategies, consequences.

1. Introduction

Taxation is recognized as one of the most fundamental instruments for financing governments, regulating economic activities, redistributing income, and ensuring sustainable national development. In modern economies, the efficiency and effectiveness of tax systems are strongly associated with the quality of tax auditing mechanisms and the level of tax compliance among taxpayers. Tax auditing not only serves as a regulatory and supervisory tool for identifying tax violations and preventing tax evasion, but also functions as a mechanism for increasing transparency, improving accountability, and strengthening trust between taxpayers and governmental institutions. In this regard, organizational tax compliance has emerged as a critical issue in accounting, auditing, and public finance literature because organizations represent

a substantial portion of taxable economic activities and significantly influence governmental revenues and fiscal sustainability [1, 2]. Increasing economic complexities, globalization of financial transactions, digitalization of businesses, and the emergence of innovative tax avoidance strategies have made the process of tax auditing increasingly challenging for tax authorities. Consequently, governments and tax organizations across the world are seeking effective models and strategies to improve tax auditing systems and encourage voluntary tax compliance among organizations and corporate taxpayers [3, 4].

In recent years, researchers have emphasized that traditional approaches to tax auditing are no longer sufficient to address modern economic and organizational complexities. Conventional auditing systems mainly rely on retrospective assessments and manual analyses, which often fail to detect sophisticated tax evasion strategies or hidden financial manipulations. As a result, tax organizations are increasingly moving toward intelligent, risk-based, and technology-oriented auditing systems. The use of artificial intelligence, information systems, and advanced analytical tools has been proposed as an effective strategy for identifying tax risks, improving audit quality, and enhancing tax compliance among taxpayers [5, 6]. Moreover, recent studies have shown that the integration of information technology capabilities with tax administration systems can significantly reduce opportunities for tax evasion and improve transparency in tax-related processes. Technological advancements have enabled tax authorities to process large volumes of financial data more accurately and rapidly, thereby increasing the effectiveness of tax audits and reducing administrative inefficiencies [7, 8].

Tax compliance is a multidimensional concept influenced by economic, legal, behavioral, organizational, and cultural factors. Previous research has demonstrated that taxpayers' compliance behavior cannot be explained solely through economic deterrence theories or punitive measures. Instead, compliance is also shaped by perceptions of fairness, trust in government institutions, quality of interactions with tax authorities, transparency of tax systems, and the effectiveness of auditing procedures. Taxpayers are more likely to comply voluntarily when they perceive tax systems as fair, transparent, and professionally administered [9, 10]. Accordingly, the role of tax auditing extends beyond detecting violations and collecting taxes; it also contributes to building trust and encouraging cooperative relationships between taxpayers and tax authorities. Effective tax audits can create a sense of accountability and legitimacy, thereby increasing taxpayers' willingness to fulfill their tax obligations voluntarily [2, 3].

One of the major challenges faced by tax organizations is tax avoidance and tax aggressiveness among corporations. Tax avoidance refers to the use of legal or semi-legal mechanisms to reduce tax liabilities, while tax aggressiveness involves more risky and opportunistic tax planning strategies. The prevalence of tax avoidance behaviors has raised concerns regarding fairness, fiscal sustainability, and the effectiveness of tax systems. Various organizational and governance-related factors influence corporate tax avoidance behaviors, including audit quality, corporate governance mechanisms, political connections, auditor turnover, financial stability, and managerial incentives [11, 12]. In this regard, audit quality plays a significant role in constraining aggressive tax practices and improving financial transparency. High-quality auditing enhances the credibility of financial statements, reduces information asymmetry, and limits opportunities for tax manipulation [13, 14]. Furthermore, competent and independent auditors are more capable of detecting irregularities, assessing tax risks, and applying professional judgment appropriately during tax audits [15].

Professional judgment is another critical dimension in the tax auditing process. Tax auditors are often required to evaluate complex financial information, interpret ambiguous regulations, and make decisions under uncertainty. The effectiveness of tax audits largely depends on auditors' expertise, independence, ethical orientation, and

professional competencies. Studies have shown that tax avoidance practices and organizational pressures may significantly influence auditors' professional judgment and decision-making processes [16]. Therefore, improving tax auditing systems requires attention not only to legal frameworks and technological infrastructure but also to human and professional dimensions such as auditor training, ethical standards, and competency development. The development of professional judgment models for tax auditors has been suggested as an effective approach for improving audit quality and ensuring fair tax assessments [17].

Another important issue in tax auditing is the concept of tax risk. Tax risk refers to the probability that taxpayers may engage in non-compliant or aggressive tax behaviors, resulting in financial losses for governments and tax authorities. Identifying and managing tax risk is essential for improving the efficiency of auditing systems and allocating audit resources effectively. Risk-based tax auditing models enable tax organizations to prioritize high-risk taxpayers and focus their monitoring efforts on areas with greater probabilities of non-compliance [18]. In addition, empirical evidence suggests that tax risk can affect organizational reporting behavior and influence audit outcomes, such as delays in audit reporting and financial disclosures [19]. Consequently, developing integrated tax audit models capable of identifying, assessing, and managing tax risks has become an important priority for tax authorities and policymakers.

The relationship between tax auditing and corporate governance has also attracted considerable attention in recent years. Corporate governance mechanisms such as board structure, managerial oversight, transparency policies, and internal controls significantly affect tax compliance and tax reporting quality. Strong governance systems reduce opportunities for opportunistic behavior and encourage organizations to comply with tax regulations more effectively [20]. Furthermore, accounting comparability and financial reporting quality have been identified as influential factors affecting tax avoidance behaviors. Organizations with transparent and comparable accounting practices are less likely to engage in aggressive tax strategies because transparent reporting increases monitoring capabilities and reduces opportunities for manipulation [21]. Therefore, improving organizational tax compliance requires a comprehensive approach that integrates tax auditing mechanisms with governance structures, financial transparency, and ethical organizational practices.

From a macroeconomic perspective, efficient tax auditing systems contribute significantly to economic stability, fiscal sustainability, and public trust in governance systems. Governments depend heavily on tax revenues to finance public services, infrastructure development, and social welfare programs. Weaknesses in tax auditing and tax compliance reduce governmental revenues, increase budget deficits, and undermine public confidence in fiscal systems. Effective tax auditing can strengthen national financial systems by improving revenue collection, reducing corruption, and enhancing transparency in public financial management [1, 2]. In addition, the modernization of tax systems through digital technologies and intelligent auditing methods can improve administrative efficiency and facilitate more equitable tax distribution across economic sectors [5, 6].

Despite the growing body of literature on tax auditing and tax compliance, several research gaps remain unresolved. Many previous studies have focused primarily on quantitative analyses of tax compliance determinants, audit quality, or tax avoidance behaviors, while fewer studies have attempted to develop comprehensive qualitative models integrating organizational, legal, cultural, technological, and behavioral dimensions simultaneously. Moreover, existing research often examines tax auditing from isolated perspectives without considering the complex interactions among taxpayers, auditors, governmental institutions, and broader socio-economic conditions. In developing countries in particular, structural challenges such as weak legal enforcement, limited transparency, organizational inefficiencies, corruption, and inadequate technological

infrastructure create additional barriers to effective tax auditing and organizational tax compliance [3, 22]. Therefore, there is a need for grounded and context-based research capable of identifying the underlying factors, strategies, and consequences associated with tax auditing and organizational tax compliance.

Furthermore, the increasing complexity of modern business environments and the rapid evolution of financial technologies necessitate the development of adaptive and flexible tax audit models. Artificial intelligence, machine learning algorithms, and integrated information systems are transforming auditing processes and enabling tax authorities to detect suspicious transactions and non-compliance behaviors more effectively [7, 8]. However, technological advancement alone cannot guarantee effective tax compliance unless accompanied by organizational trust, fair legal enforcement, taxpayer education, and professional auditing standards. Accordingly, the development of a comprehensive tax audit model emphasizing organizational tax compliance requires a multidimensional perspective that addresses educational, executive, communicational, legal, and technological aspects simultaneously [4, 17].

Given the importance of tax auditing in improving organizational tax compliance, reducing tax evasion, strengthening fiscal sustainability, and enhancing public trust, as well as the existing research gaps in developing integrated and context-based tax audit models, the present study aimed to develop a tax audit model with an emphasis on organizational tax compliance.

2. Methodology

Based on Saunders et al.'s (2019) research onion framework, the present study was interpretive in terms of paradigm, applied in terms of objective, qualitative in terms of data type, field-library based in terms of data collection method, and grounded theory in terms of strategy using Glaser's emergent approach. The statistical population of this study consisted of university professors, specialists, experts, and practitioners who had research or executive experience in the field of tax auditing or were members of the Association of Official Tax Consultants. Sampling was conducted using the snowball method. After each interview, participants were asked to introduce other individuals with expertise in the relevant research field. Sample selection continued until theoretical saturation of the research constructs was achieved, meaning that no new information emerged from additional interviews. Accordingly, the number of interviewees reached 19 participants.

Two methods were employed for data collection in this study. Library research methods were used to collect data related to the theoretical foundations and literature review, while tools such as audio recording and note-taking were used to collect data related to the research variables. Subsequently, the collected data were analyzed through various stages of coding. Ethical considerations, including obtaining permission to record interviews, informed consent, anonymity, confidentiality of information, and ethical commitments, were observed throughout all interviews. In fact, the primary data collection instrument in the present study was a semi-structured interview. The interview questions were designed in such a way that the research questions could ultimately be answered. To assess and confirm the validity and reliability of the study, four criteria including credibility, transferability, dependability, and confirmability, as well as test-retest reliability, were employed. All criteria confirmed the validity and reliability of the research instrument, and the test-retest reliability coefficient was obtained as 0.89.

Data analysis in this study was conducted in two stages. In the first stage, the demographic characteristics of the research participants were examined. In the second stage, based on the Glaserian grounded theory approach, the findings were analyzed through open, axial, and selective coding using MAXQDA software. Accordingly, during the initial coding stage, efforts were made to identify categories through open coding. During axial coding, the

categories were connected to one another. After identifying the relationships among categories through open and axial coding, selective coding was employed to integrate the categories, subcategories, and their interrelationships, leading to the development of the theoretical model.

3. Findings and Results

In this section of the research findings, the demographic information of the interviewees is presented in Table 1.

Table 1. Demographic Information of the Interviewees

Interviewee Code	Age	Gender	Education Level	Occupation (Position)	Work Experience (Years)
1	52	Male	Master's Degree	Tax Unit Manager	31
2	36	Male	Master's Degree	Senior Tax Auditor	12
3	42	Male	Master's Degree	Senior Tax Auditor	13
4	45	Male	PhD	University Professor	20
5	40	Male	Master's Degree	Financial Manager	10
6	35	Male	PhD Candidate	Head of Tax Audit Department	11
7	51	Male	PhD	Director General of Tax Affairs	20
8	59	Male	PhD	Financial Manager	40
9	50	Female	Master's Degree	Financial Manager	20
10	36	Male	Master's Degree	Senior Auditor of the Tax Affairs Organization	12
11	47	Male	PhD	Accounting Specialist	23
12	44	Male	Master's Degree	Financial Accountant	21
13	41	Male	Master's Degree	Employee of the Tax Affairs Administration	10
14	48	Female	Master's Degree	University Professor	18
15	43	Male	Master's Degree	Tax Consultant	19
16	40	Male	PhD	Financial Accountant	10
17	51	Male	PhD	University Professor	20
18	42	Male	Master's Degree	Deputy Financial Manager	20
19	41	Male	PhD	University Professor	10

As the first stage of data coding (open coding), the preliminary codes and the process of transforming them into final codes were identified and explained. At this stage, after conducting open coding and eliminating repetitive codes, 119 initial codes were obtained. In the second stage of data coding, known as axial coding, the final open codes were assigned to categories and achieved a higher level of abstraction. Finally, in the third stage of coding, namely selective coding, the core category was identified and the relationships between other categories and this core category were determined. In fact, during axial coding, the categories were linked to one another. After the relationships among categories were identified through open and axial coding, selective coding was employed to integrate the categories, subcategories, and their relationships. Ultimately, the results of the coding process were obtained in three sections. The first section, the results of which are presented in Table 2, addressed the factors affecting tax auditing with an emphasis on organizational tax compliance. The second section, reported in Table 3, identified strategies for improving tax auditing with an emphasis on organizational tax compliance. The third section, presented in Table 4, examined the consequences of implementing an appropriate tax audit model emphasizing organizational tax compliance. The findings related to the factors affecting tax auditing with an emphasis on organizational tax compliance are first presented in Table 2.

Table 2. Factors Affecting Tax Auditing with an Emphasis on Organizational Tax Compliance

Initial Codes	Concept	Category
Taxpayer trust in the tax system	Trust from the taxpayer's side	Level of trust
Lack of trust in the country's financial and monetary system		
People's lack of belief in tax justice		
Lack of trust of the Tax Affairs Organization in taxpayers	Trust from the tax organization's side	
Tax employees and assessors assume by default that taxpayers' declarations are inaccurate and that the tax calculated based on taxpayers' declared data is lower than reality		
Lack of appropriate and continuous interaction between taxpayers and tax assessors	Weak interaction	Organizational factors
Annual changes in reviewers and assessors and inability to utilize continuous experience and interactions		
Private companies seek profitability and reduction of tax costs, whereas government companies do not	Nature of occupations	
In private organizations, despite compliance with legal obligations, managers prioritize the interests of the company or organization		
Lack of clarity regarding financial transactions	Legal weakness	Legal factors
Existence of restrictive legal instruments		
Major bottlenecks in tax returns and the auditing process are ignored		
Severe disruption in tax identification		
Existence of legal weaknesses such as failure to determine employers' rights		
The assessor is unable to conduct analysis		
Lack of sufficient time for assessors to review tax cases		
Weak implementation of tax auditing laws by the organization	Weak law enforcement	
Some laws lack executive guarantees		
Existence of administrative and financial corruption in tax offices	Existence of corruption	
Repeated embezzlements in the country		
Significant discrepancy between taxpayers' declared taxes and the taxes assessed by the organization	Transparency in tax calculation	Level of transparency
Challenges in accessing the actual information of companies		
Lack of government feedback to citizens regarding the expenditure of tax revenues	Transparency in spending tax revenues	
The tax organization and the government do not inform citizens about how tax revenues are spent on national development		
Cultural backwardness regarding tax payment	Negative attitude toward taxation	Cultural factors
Negative attitudes of taxpayers toward paying taxes		
Tax collection occurs only through pressure		
Submission of actual figures and data by taxpayers to the tax system	Honesty	
Accurate recording of financial and non-financial information by taxpayers		
Integrity and incorruptibility of tax assessors and tax employees		
Taxpayers have a traditional mindset and have not received modern training	Taxpayers' expertise and capability	Level of expertise and capability
The tax organization advances much faster than taxpayers' level of knowledge		
Up-to-date knowledge of auditing personnel regarding laws and directives	Employees' expertise and capability	
Level of expertise of Tax Affairs Organization employees		
Level of awareness of company employees and accountants regarding tax laws		

According to the results presented in Table 2, the factors affecting tax auditing with an emphasis on organizational tax compliance consisted of six categories: level of trust (trust from taxpayers and trust from the tax organization), organizational factors (weak interaction and nature of occupations), legal factors (legal weakness,

weak law enforcement, and corruption), level of transparency (transparency in tax calculation and transparency in the expenditure of tax revenues), cultural factors (negative attitudes toward taxation and honesty), and level of expertise and capability (taxpayers' expertise and capability and employees' expertise and capability). Table 3 presents the strategies for improving tax auditing with an emphasis on organizational tax compliance.

Table 3. Strategies for Improving Tax Auditing with an Emphasis on Organizational Tax Compliance

Initial Codes	Concept	Category
Promoting tax culture within society	Cultural development	Educational solutions
Promoting the understanding that tax compliance ultimately contributes to national development and benefits individuals themselves		
Raising awareness regarding the social stigma associated with tax evasion		
Broadcasting tax culture-building programs through national media		
Explaining the benefits of tax payment for national development		
Providing better guidance to taxpayers by the organization and its employees	Taxpayer education	
Utilizing experienced and specialized tax consultants alongside financial management and accounting teams		
Preparing educational packages for taxpayers to improve their tax literacy		
Designating specific centers and experts for preparing electronic tax returns		
Using outsourcing for activities requiring expertise, such as preparation of electronic tax returns		
Necessity of establishing accounting and financial teams for companies		
Increasing the knowledge level of tax employees	Employee training	
Providing practical training in universities and educational centers		
Training tax organization officers on appropriate interaction with taxpayers		
Simplifying tax concepts based on the knowledge level of ordinary citizens rather than experts	Operational simplification	Executive solutions
Utilizing electronic tax returns to improve access to information		
Eliminating managerial pressures imposed by tax managers	Managerial measures	
Creating a suitable and calm administrative and working environment for fair tax assessment		
Retaining skilled human resources in tax-related organizations		
Providing banking information to the Tax Affairs Organization through the Central Bank	Access to banking information	
Distinguishing commercial and non-commercial bank accounts by the Central Bank and reporting them to the Tax Affairs Organization		
Clarifying the reasons for deposits made into accounts		
Granting the Tax Affairs Organization authority to review accounts		
Providing tax incentives such as penalty exemptions	Financial strategies	
Creating tax resources such as environmental or green taxes and similar taxes		
Imposing severe penalties on tax evaders and violators		
Continuous reform of repetitive and cumbersome laws	Legal reform	
Minimizing formal legal notifications		
Continuous amendment of laws according to current needs		
Many tax laws are one-sided in favor of the government and against taxpayers		
Seeking taxpayers' opinions during the drafting and implementation of laws	Emphasis on teamwork and participation	
Assigning an audit team instead of a single tax assessor		
The government and tax organization should pursue justice rather than merely revenue generation	Fair implementation	
Justice orientation should be considered at all levels of tax auditing		
Creating an automatic documentation process for commercial and financial units	Documentation	
Handling tax affairs by the tax organization based on documents and evidence		
Systematic documentation of transactions		

Clarifying and simplifying laws and regulations	Transparency enhancement	
Explaining the method of calculating taxable income bases to taxpayers		
Providing appropriate government feedback regarding the expenditure of tax revenues		
Adjusting tax tariffs for similar occupations in metropolitan areas and smaller cities	Adjustment of tax tariffs	Adjustment mechanisms
Developing auditing standards specific to each occupation		
Considering laws appropriate to the geographical and cultural conditions of different provinces and cities		
Taking taxpayers' records into account in tax audits		
Tax ratios should differ across provinces and cities		
Separating governmental and private companies during tax auditing		
Separately examining the feedback of taxpayers in each province and city and providing suitable solutions for each		
Localizing tax centers for different counties and avoiding centralization		
Determining case review time for assessors based on the volume and risk level of files	Adjustment of executive processes	
Assigning tax assessors specialized in each occupation and selecting assessors familiar with the relevant profession		
Establishing a risk-based auditing system		
Categorizing taxpayers and providing appropriate solutions for each category		
Establishing a working group to create procedural consistency regarding discrepancies between taxpayers' declared taxable income and the Tax Affairs Administration's assessment	Increasing interaction	Communication strategies
Involving taxpayers and explaining tax calculation methods to them		
Linking buyers and sellers to one another		
Maintaining communication between assessors and taxpayers in cases of ambiguities in tax files		
Interaction between tax auditors and taxpayers		
Benchmarking successful countries in the field of taxation	Benchmarking	
Using advanced global technologies by learning from developed countries		
Utilizing artificial intelligence and algorithms in the auditing process	Use of technology	
Reducing the role of human factors and following systematic procedures		

According to the results presented in Table 3, the strategies for improving tax auditing with an emphasis on organizational tax compliance consisted of four categories: educational solutions (cultural development, taxpayer education, and employee training), executive solutions (operational simplification, managerial measures, access to banking information, financial strategies, legal reform, emphasis on teamwork and participation, fair implementation, documentation, and transparency enhancement), adjustment mechanisms (adjustment of tax tariffs and adjustment of executive processes), and communication strategies (increasing interaction, benchmarking, and use of technology). Table 4 presents the consequences of implementing an appropriate tax audit model with an emphasis on organizational tax compliance.

Table 4. Consequences of Implementing an Appropriate Tax Audit Model with an Emphasis on Organizational Tax Compliance

Initial Codes	Concept	Category
Increased tax compliance among taxpayers	Increased tax compliance	Taxpayer-related consequences
Reduction in taxpayers' tax evasion		
Easier tax payment for taxpayers	Ease of payment	
Reduction in the costs of preparing tax returns		
Increased taxpayer satisfaction	Increased trust	
Increased transparency in tax audit procedures		
Increased tax revenue for the Tax Affairs Organization	Increased revenue	Consequences related to the Tax Affairs Organization
Reduction in tax collection costs		
More sustainable tax revenue collection		
Collection of tax revenues in the shortest possible time		
Increased tax justice	Increased justice	
Reduction in financial corruption and inappropriate human intervention		
Elimination or reduction of cases referred to review boards	Energy conservation	
Conservation of the energy of assessors and employees of tax organizations		
Increased opportunities for employees to engage in innovative activities to improve tax affairs	Service improvement	
Provision of better services by employees of the tax organization		
Increased auditing accuracy		
Improvement in the tax auditing process		
Reduction in the time required to review tax returns		
Proper governance of tax data		
Appropriate planning by governmental agencies and ministries based on identified tax revenues	Improved planning	Consequences related to the country's macro-level issues
Clear identification of the country's tax revenues and appropriate planning and budgeting based on them		
Change in public attitudes toward the country's financial system and increased trust	Increased national trust	
Increased social participation due to greater trust in the government and governance system		

According to the results presented in Table 4, the consequences of implementing an appropriate tax audit model with an emphasis on organizational tax compliance consisted of three categories: taxpayer-related consequences (increased tax compliance, ease of payment, and increased trust), consequences related to the Tax Affairs Organization (increased revenue, increased justice, energy conservation, and service improvement), and consequences related to the country's macro-level issues (improved planning and increased national trust). Based on the coding results of the research interviews and the identification of categories, concepts, and their interrelationships, the research model was ultimately developed as illustrated below in Figure 1.

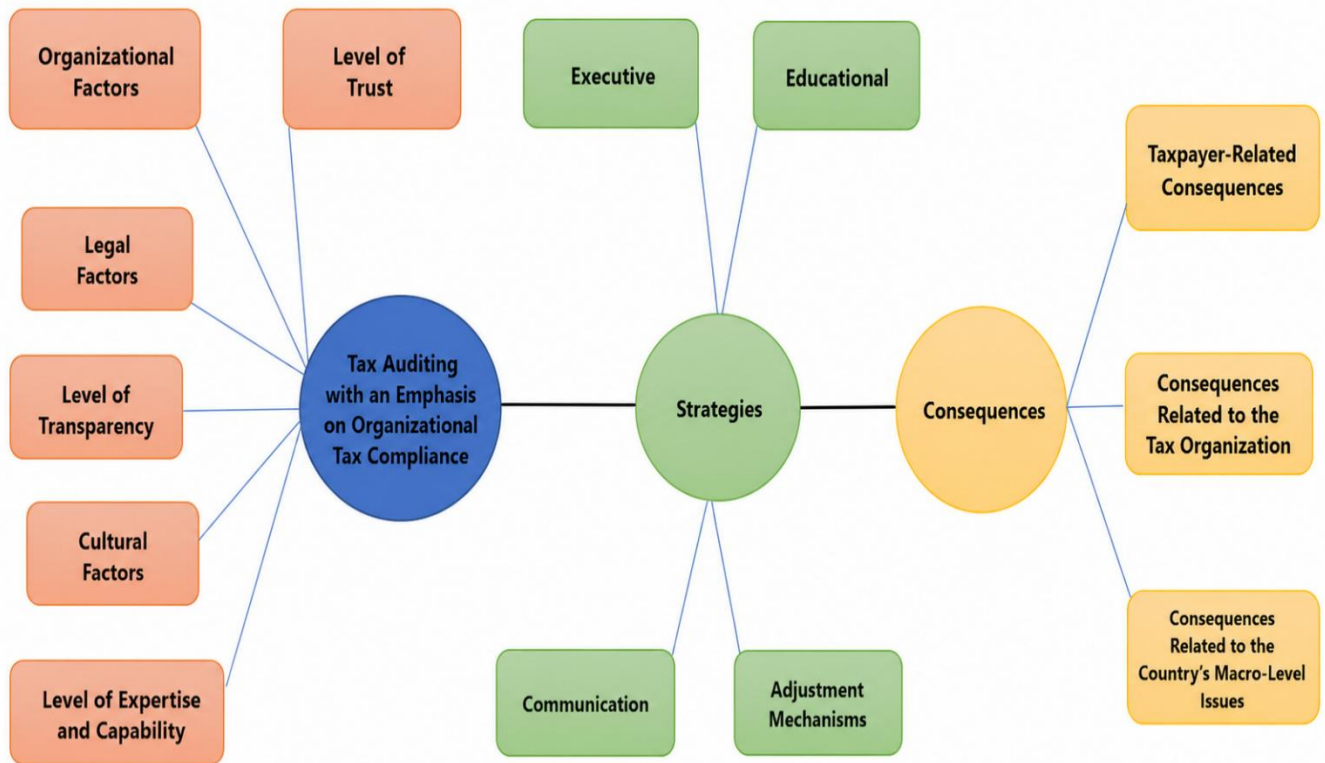


Figure 1. Tax Audit Model with an Emphasis on Organizational Tax Compliance

4. Discussion and Conclusion

The present study aimed to develop a tax audit model with an emphasis on organizational tax compliance using a grounded theory approach. The findings demonstrated that the proposed model consisted of three major dimensions, including influencing factors, improvement strategies, and consequences associated with the implementation of an appropriate tax auditing model. The influencing factors included level of trust, organizational factors, legal factors, level of transparency, cultural factors, and level of expertise and capability. The identified strategies consisted of educational solutions, executive solutions, adjustment mechanisms, and communication strategies, while the consequences included taxpayer-related outcomes, consequences related to the tax organization, and consequences associated with the country's macro-level issues. Overall, the findings indicate that organizational tax compliance is a multidimensional phenomenon influenced by structural, legal, behavioral, technological, and managerial variables simultaneously. Therefore, improving tax compliance requires an integrated and comprehensive approach that addresses the interactions among taxpayers, tax authorities, auditors, legal systems, and broader socio-economic conditions.

One of the most important findings of the present study was the significant role of trust in improving tax auditing and organizational tax compliance. The findings showed that both taxpayers' trust in the tax system and the tax organization's trust in taxpayers significantly affect compliance behavior and auditing effectiveness. This result is consistent with the findings of Kasper and Alm, who emphasized that taxpayers are more likely to comply voluntarily after audits when they perceive auditing systems as fair, transparent, and professionally implemented [9]. Similarly, Kasper and Rablen reported that post-audit compliance behavior is strongly influenced by taxpayers' perceptions regarding the legitimacy and fairness of tax authorities [10]. When taxpayers believe that tax revenues

are collected and allocated fairly, their willingness to cooperate with tax authorities increases. Conversely, lack of trust may intensify tax resistance, concealment of financial information, and tax avoidance behaviors. The findings of the present study also highlighted the reciprocal nature of trust, indicating that tax authorities often assume taxpayers' declarations to be inaccurate by default, which may create adversarial relationships and reduce constructive interactions between both parties. Therefore, strengthening mutual trust between taxpayers and tax organizations appears to be a prerequisite for improving tax compliance and auditing efficiency.

The findings also demonstrated that organizational factors significantly influence tax auditing effectiveness. Weak interaction between taxpayers and tax assessors, lack of continuity in communication, and differences between governmental and private organizations were identified as major organizational barriers to effective tax compliance. This finding aligns with the study of Ardha et al., who emphasized the importance of improving organizational processes and business process modeling in audit planning systems [4]. Organizational inefficiencies may create ambiguity, increase procedural complexity, and reduce the effectiveness of tax administration systems. Moreover, organizational instability and frequent changes in tax reviewers or auditors may reduce the accumulation of institutional knowledge and weaken long-term relationships with taxpayers. The findings also indicate that private organizations often prioritize profitability and cost reduction, including tax-related costs, which may increase incentives for aggressive tax planning and tax avoidance. This finding is consistent with previous studies emphasizing the relationship between corporate governance structures, managerial incentives, and tax aggressiveness [11, 12].

Legal factors emerged as another major component affecting tax auditing and organizational tax compliance. The results showed that legal ambiguities, weak law enforcement, limited executive guarantees, and corruption within tax administration systems create substantial barriers to effective tax auditing. These findings support the results of Zaraeian and Hejazi, who emphasized the importance of risk-based tax audit systems and appropriate legal frameworks in improving tax monitoring processes [18]. Weaknesses in tax laws and inconsistent enforcement mechanisms may create opportunities for tax evasion and increase uncertainty among taxpayers and auditors. Furthermore, corruption and administrative misconduct undermine public trust in tax systems and reduce taxpayers' willingness to comply voluntarily. The findings also suggest that auditors often lack sufficient time and analytical capacity to review complex tax cases effectively, which may reduce audit quality and increase the probability of errors in tax assessments. This result is consistent with studies emphasizing the role of auditor competency and professional judgment in ensuring high-quality tax audits [15, 17].

Transparency was identified as another critical factor influencing organizational tax compliance. The findings revealed that lack of transparency in tax calculations, difficulties in accessing accurate corporate information, and insufficient governmental feedback regarding the expenditure of tax revenues negatively affect taxpayers' trust and compliance behavior. This result is consistent with the findings of Rahimi and Kiani, who demonstrated that financial reporting quality and accounting comparability significantly influence tax avoidance behavior [21]. Transparency reduces information asymmetry between taxpayers and tax authorities and increases the accountability of both parties. Moreover, when taxpayers clearly understand how tax revenues contribute to public welfare and national development, their perception of tax fairness improves, thereby increasing voluntary compliance. Consequently, transparency should not be limited to auditing procedures alone but should also encompass governmental fiscal policies and public expenditure reporting mechanisms.

Another important finding of the present study was the role of cultural factors in shaping organizational tax compliance. The findings showed that negative attitudes toward taxation, cultural resistance to tax payment, and

limited tax literacy among taxpayers negatively affect compliance behavior. These results are consistent with previous research suggesting that tax compliance is not merely an economic issue but also a socio-cultural phenomenon influenced by public attitudes, ethical norms, and social values [1, 3]. In many developing economies, taxpayers may perceive taxation as an imposed burden rather than a civic responsibility, particularly when they lack confidence in governmental performance or perceive inequalities in tax enforcement. Therefore, improving tax culture through public education, media campaigns, and awareness programs may play an essential role in increasing voluntary compliance and reducing resistance toward tax systems.

The findings also emphasized the importance of expertise and professional capability among both taxpayers and tax organization employees. Taxpayers' limited familiarity with modern accounting systems and tax regulations was identified as a major challenge for effective tax compliance. Simultaneously, the expertise and updated knowledge of tax auditors and tax organization personnel were recognized as critical determinants of audit quality. These findings align with the studies of Salman and Setyaningrum, who highlighted the importance of audit quality and auditor competency in improving financial transparency and auditing effectiveness [14]. Similarly, Azimi Azad and Zakizadeh emphasized the importance of professional judgment models in enhancing tax auditors' decision-making capabilities [17]. The increasing complexity of financial transactions, digital accounting systems, and corporate tax strategies requires continuous professional training and specialization among tax auditors and accountants. Therefore, improving tax auditing systems requires substantial investment in human capital development, professional education, and technical skill enhancement.

Regarding the strategies identified in the present study, educational solutions were recognized as one of the most effective mechanisms for improving tax auditing and organizational tax compliance. The findings emphasized the importance of tax culture-building initiatives, taxpayer education, and employee training programs. This result supports the findings of Walters, who emphasized the necessity of modernizing tax systems through public education and structural reforms in technologically driven economies [1]. Educational initiatives can improve taxpayers' understanding of tax laws, reduce procedural confusion, and strengthen perceptions of fairness and accountability. In addition, training programs for tax employees and auditors can improve professional judgment, communication skills, and ethical behavior during tax auditing processes.

Executive solutions also represented a major category of strategies identified in this study. These strategies included operational simplification, managerial reforms, access to banking information, legal reforms, fair implementation, documentation systems, and transparency enhancement. The findings highlighted the importance of reducing procedural complexity and improving access to financial information in order to increase audit efficiency and reduce opportunities for tax evasion. These results are consistent with studies emphasizing the role of digital technologies, artificial intelligence, and information systems in improving tax administration processes [5, 6]. The use of electronic tax returns, automated documentation systems, and integrated banking information can improve data accuracy, reduce human errors, and facilitate more efficient monitoring processes. Moreover, risk-based auditing systems and intelligent analytical technologies can enable tax organizations to identify suspicious transactions more effectively and allocate auditing resources more efficiently [7, 8].

Another significant finding was the importance of communication strategies and adjustment mechanisms in improving organizational tax compliance. Increased interaction between taxpayers and tax authorities, benchmarking successful international tax systems, and utilizing modern technologies such as artificial intelligence were identified as effective communication strategies. These findings are consistent with previous studies emphasizing the role of technological modernization and international benchmarking in improving tax

administration systems [2, 5]. Furthermore, adjustment mechanisms such as occupation-specific auditing standards, localization of tax regulations, risk-based auditing, and categorization of taxpayers were recognized as necessary for creating fairer and more efficient tax auditing systems. These findings indicate that tax auditing models should be flexible and adaptive to the economic, cultural, and geographical characteristics of different taxpayers and regions.

The findings related to the consequences of implementing an appropriate tax audit model demonstrated that effective tax auditing can produce positive outcomes for taxpayers, tax organizations, and broader national systems. Increased tax compliance, reduced tax evasion, easier tax payment procedures, and greater taxpayer satisfaction were identified as major taxpayer-related outcomes. These findings align with previous research showing that effective audits increase voluntary compliance and reduce aggressive tax behavior [9, 10]. Furthermore, the results indicated that improved tax auditing can increase tax revenues, reduce administrative costs, enhance tax justice, improve service quality, and strengthen data governance within tax organizations. These findings are supported by studies emphasizing the role of audit quality and technological modernization in improving tax administration efficiency [2, 19]. At the macro level, the findings demonstrated that improved tax auditing systems can contribute to better governmental planning, fiscal sustainability, and increased public trust in national governance systems. Consequently, tax auditing should be viewed not merely as a financial monitoring mechanism but also as a strategic tool for strengthening economic governance and institutional legitimacy.

One limitation of the present study was its qualitative nature and reliance on interviews with a limited number of experts and practitioners, which may restrict the generalizability of the findings to other contexts or countries. In addition, the study focused primarily on organizational tax compliance within a specific institutional environment, and therefore the identified factors and strategies may vary across different legal, economic, and cultural systems. Another limitation was the potential subjectivity associated with grounded theory analysis and the interpretation of interview data. Furthermore, due to limitations in access to certain organizational and governmental information, some practical dimensions of tax auditing processes may not have been fully explored.

Future research is recommended to examine the proposed tax audit model quantitatively using structural equation modeling or mixed-method approaches in order to validate the relationships among the identified variables. Researchers may also investigate the role of emerging technologies such as blockchain, machine learning, and predictive analytics in improving tax auditing systems and organizational tax compliance. Comparative studies across different countries or industries could provide deeper insights into the influence of cultural, legal, and economic differences on tax auditing effectiveness. Moreover, future studies may explore the behavioral and psychological dimensions of taxpayers and auditors in greater detail, particularly regarding trust, ethical orientation, and perceptions of tax fairness.

From a practical perspective, tax policymakers and tax organization managers should prioritize the development of transparent, technology-based, and taxpayer-oriented auditing systems. Educational programs aimed at improving tax literacy among organizations and taxpayers should be expanded through universities, professional institutions, and public media platforms. Tax organizations should invest in continuous professional development for auditors and employees in order to improve audit quality and professional judgment capabilities. In addition, policymakers should simplify tax regulations, strengthen anti-corruption mechanisms, improve access to financial information, and implement risk-based auditing systems supported by artificial intelligence and integrated information technologies. Strengthening communication channels between taxpayers and tax authorities and

increasing transparency regarding the use of tax revenues may also contribute significantly to improving organizational tax compliance and enhancing public trust in fiscal governance systems.

Authors' Contributions

Authors equally contributed to this article.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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