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Research paper

Guidelines for tax planning and management in the industrial sector for benefit to the organization

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Abstract

Thailand's industrial business sector continues to incur a significant increase in fines due to additional tax payments. This study aimed to investigate guidelines for tax planning and management in the industrial sector for the benefit of the organization. The qualitative research was conducted through in-depth interviews with nine experts to develop the research instrument used in the quantitative research, and a focus group discussion with 11 experts was conducted to reach a consensus on the model. Moreover, data for the quantitative research survey were collected through questionnaires from 500 industrial organizations that submitted financial statements. Descriptive, referential, and multivariate statistics were employed for analysis. It was found that the guidelines for tax planning and management in the industrial sector, for the benefit of the organization, consisted of four components prioritized according to their arithmetic mean as follows: 1) Innovative Integration (= 4. 33), designing a practical online tax guide that is conveniently accessible via mobile devices, 2) Tax Procedure (= 4. 31) to promptly comply with summonses or directives from the Director General of the revenue summons, 3) Corporate Transformation (= 4. 30) which defines career growth pathways for personnel working in taxation, and 4) Taxation Awareness (= 4. 23) which involves reviewing tax reports for accuracy at least twice before presenting them to executives, staff, and shareholders for acknowledgment. Furthermore, hypothesis testing revealed that small and medium-sized enterprises and large businesses place significantly different levels of importance on strategies for tax planning and management in the industrial business sector for organizational benefit, with statistical significance at the 0.05 level. The analysis of the structural equation model indicated that it met the assessment criteria and was consistent with the empirical data. The calculated values for the probability of chi-square, the relative chi-square, the index of consistency, and the root mean squared error of approximation were 0. 157, 1. 1.095, 0. 959, and 0. 0.014, respectively.

Keywords: *Structural Equation Model; Taxation; Tax Management; Industrial.*

1. Introduction

Taxes are a crucial source of national income. Revenue collected by the Revenue Department, especially taxes related to the industrial sector, includes corporate tax, value-added tax, and specific business tax (Digital Government Development Agency, 2024). The amount of corporate tax collected by the Revenue Department between 2020 and 2024 has shown a steady upward trend. This tax revenue enables the government to provide public services to the population, such as education, public health, basic welfare, as well as investment and economic stimulus measures aimed at improving people's quality of life (Sorawit, 2023). Taxes can be categorized into direct and indirect taxes. The state enforces tax collection through legislation known as the Revenue Code, which governs the taxation of private income. The purpose of tax collection is to allocate resources efficiently, ensure fair income distribution, maintain economic stability, and promote sustained economic growth (Bodin et al., 2019).

A company or juristic partnership must comply with tax obligations, including value-added tax (VAT) and corporate income tax, both during the fiscal year and at the end of each accounting period. It must finalize its accounts and prepare financial statements according to financial reporting standards to accurately reflect the financial position and performance of the business. In the industrial business sector, generating profit is essential for providing returns to investors and shareholders. However, higher profits also lead to higher tax liabilities. Data from the Revenue Department indicates that the collection of corporate income tax and value-added tax exceeds that of other types of income taxes. Therefore, companies or juristic partnerships must engage in tax planning to manage their tax burden effectively. For businesses to pay taxes accurately, completely, and efficiently, tax planning is essential. Every business must engage in tax planning to minimize potential tax issues in the future. Effective tax planning aims to ensure that tax payments and related operations are conducted correctly and in full compliance with the criteria, methods, and conditions specified by tax laws. At the same time, it seeks to reduce the amount of tax paid or make it as economical as possible by maximizing available tax benefits.

However, tax planning must not involve corruption or illegal methods to evade taxes. Proper guidelines for tax planning and management in the industrial business sector are urgently needed to support businesses in building credibility, securing funding, and enhancing competitiveness in trade and economic development. These efforts should align with government policies that gather support from all sectors, aiming to generate maximum benefits for the industrial business sector. The problem is that the industrial sector often overlooks the

importance of effective tax planning and management and lacks adequate knowledge and understanding in this area. As a result, businesses may pay taxes at unnecessarily high rates and incur fines due to non-compliance with tax laws, leading to a loss of competitiveness caused by excessive tax expenses. According to statistical data from the Revenue Department (2022), a significant number of juristic persons sought advice and made inquiries about various tax issues between 2012 and 2022. Therefore, the researcher is interested in studying tax planning and management guidelines in the industrial sector to benefit organizations, contribute to the business sector, society, and the economy, and support future academic research. Tax compliance, strategic thinking, and risk identification are common parts of the tax management approach used by companies in the industrial sector (Skandalis & Skandali, 2025). People normally follow these steps by tracking all vital information, conducting regular checks, and working with tax authorities to address issues before they become problems. Although SEM is used, new theoretical work should also build a framework that highlights the way organizational culture and taxes influence each other. The model suggests that a company's values help define its tax approach, making transparent and compliant behavior beneficial for its tax situation. A focus on behavioral economics helps explain how cognitive biases affect the tax process, allowing for the formulation of fresh strategies that improve tax-related planning in the industry. Having both old ways and new ones guides us to understand and manage taxes, helping organizations at every level.

The world is moving towards digital taxation, making it crucial to work on new ways, such as digital tax guides and using blockchain for VAT returns. This trend has led to more efficient and transparent tax management. The high number of tax fines and penalties in Thailand's industrial sector indicates challenges with compliance while trying to generate profits. The actionable information in the study enhances our understanding of effective tax management techniques. It is important to note that the findings are most relevant to Thailand due to its unique legal, financial, and cultural contexts. Since tax systems, rules, and practices vary significantly among countries, the study's results may not be universally applicable. Therefore, while the study can help improve tax systems in other countries, further research and customization of strategies for local conditions are essential.

To manage taxes, modern industrial sectors depend on highly developed technology, precise regulatory rules, and the right strategies for hiring and managing workers. Many companies now rely on technology designed to help them accurately and timely manage and submit financial records required for taxes. Ensuring that tax employees undergo regular professional development training minimizes the risk that their work will not comply with recent changes in tax laws and regulations. Moreover, several companies in these economies choose to meet regularly with tax and legal advisors to address tax issues and improve their overall strategies. A strong corporate governance system encourages honesty, creating a climate of compliance within the organization. Additionally, well-established public-private partnerships can help companies in developed countries collaborate effectively with tax authorities, promoting transparency and providing guidance. Through various methods, industrial sectors in developed countries meet their tax obligations, manage risks, and take advantage of beneficial tax breaks to enhance international competitiveness (Van de Vijver et al., 2020).

1.1. Research objectives

1) To study the structure and operational characteristics of industrial businesses that implement tax planning and management processes.
2) To study the components of tax planning and management in the industrial business sector that contribute to organizational benefits.
3) To develop a structural equation model of tax planning and management in the industrial business sector to enhance organizational effectiveness.

2. Methodology

This research is a mixed-methods study, consisting of qualitative research using in-depth interview techniques, quantitative research using surveys, and qualitative research using focus group discussions. The study aims to develop a structural equation model for tax planning and management guidelines in the industrial business sector to create knowledge that benefits organizations. The aim is to study and develop a structural equation model for tax planning and management in the industrial business sector.

2.1. Population and samples

1) Qualitative Research Using In-Depth Interview Technique: This study included 9 key informants categorized into three groups: 3 entrepreneurs or executives from industrial business organizations, 3 representatives from government and taxation-related agencies, and 3 taxation academics. Purposive sampling was utilized to select experts based on the criteria specified by the Doctor of Business Administration Program in Industrial Business Administration at the Faculty of Business Administration, King Mongkut's University of Technology, North Bangkok.
2) Quantitative Research with Survey Research: The population for this research consisted of 542,093 industrial business operators whose names were listed in the financial statements (Ministry of Commerce, 2022). The sample size was determined based on criteria for research involving factor analysis or structural equation modeling, with a recommended sample size of 500, considered very good for this type of research (Comrey & Lee, 2013). The multi-stage sampling method (Babbie, 2015) was employed, beginning with cluster sampling, which divided industrial businesses into two categories: large industrial businesses and medium and small industrial businesses. Probability sampling was then applied using a simple random sampling method (Thanin, 2024). The sample size for each group was distributed according to the geographic regions where the industrial business organizations were located, ensuring appropriate data distribution and giving each unit in the population an equal chance of being randomly selected.
3) Qualitative research was conducted using focus group discussions to validate the model. The sample group included 11 experts from the industrial business sector selected through purposive sampling based on specific qualifications outlined by the Doctor of Business Administration Program at King Mongkut's University of Technology, North Bangkok. These experts were different from those involved in the previous qualitative research using in-depth interviews.

2.2. Variables

1) The study examines the impact of large industrial businesses and medium-to-small businesses as independent variables.
2) The dependent variables focus on the tax planning and management processes of industrial businesses, assessed through a checklist and rating scale. These processes are categorized into Tax Awareness, Tax Procedure, and Innovative Integration components.

3) The data collection for the quantitative research took place from September to December 2024 in various locations, including Bangkok, its suburbs, and other provinces in the country.

2.3. Research hypothesis

H1: The Taxation Awareness component has a direct influence on the Tax Procedure component.
H2: The Taxation Awareness component has a direct influence on the Innovative Integration component.
H3: The Taxation Awareness component directly influences the Corporate Transformation component.
H4: The Tax Procedure component has a direct influence on the Innovative Integration component.
H5: The Innovative Integration component has a direct influence on the Corporate Transformation component.

2.4. Research tools

Structured Interview: The researcher has defined the interview guide to consist of four components: Tax Awareness, Corporate Transformation, Tax Procedure, and Innovative Integration. Questionnaire for Developing a Structural Equation Model and Studying Tax Planning and Management Guidelines in the Industrial Business Sector to Benefit the Organization. The questionnaire consists of both closed and open-ended questions, divided into four sections as follows:
Part 1: This section of the questionnaire focuses on the general status of industrial business organizations, consisting of 5 items. It includes a checklist with 4 items and one open-ended question. Part 2: This section of the questionnaire focuses on the structure and nature of operations of industrial businesses with tax planning and management processes, consisting of 20 items. It includes a checklist with 19 items and one open-ended question. Part 3: This section of the questionnaire focuses on the guidelines for tax planning and management in the industrial business sector to benefit the organization. The questionnaire uses a rating scale with a 5-level assessment criterion based on the Likert method (Thanin, 2024), consisting of 100 items. Part 4: This section of the questionnaire gathers opinions and suggestions on tax planning and management guidelines in the industrial business sector to benefit the organization. The questionnaire consists of 5 open-ended questions.

2.5. Focus group discussion

The research instrument used was a discussion record.
In-Depth Interview: The researcher studied qualitative research methods, research ethics, data collection techniques, and data analysis methods. The researcher reviewed concepts, theories, and studies related to industrial businesses, focusing on tax planning and management. The researcher created a questionnaire based on the conceptual framework of the study and had it reviewed by 5 experts. The experts used the index of item-objective congruence (IOC) to assess the items, with values between 0.80 and 1.00 achieved. The draft questionnaire was pretested on a group of 30 people with similar characteristics to the sample group, showing good reliability with a Cronbach's Alpha Coefficient of 0.987. A research report form for the focus group discussion was prepared with 14 topics for discussion. This report was submitted to experts at least 30 days before the meeting date.

2.6. Data collection

Schedule interviews with experts at a specific date, time, and location. The researcher will record data during the interviews, transcribe them verbatim, and categorize the information into relevant subtopics. Contact individuals to request their participation in completing questionnaires. If meeting in person is not possible, questionnaires can be sent and returned electronically. Convert collected data into numerical codes for statistical analysis. Conduct a focus group discussion using a conversation record form with a moderator guiding the discussion. Record and organize data for analysis.

2.7. Data analysis

In-Depth Interview Technique: Results were analyzed using content analysis to provide tax planning and management guidelines for the industrial business sector. Survey Research: Data analysis was conducted using SPSS and AMOS programs. Various methods, such as frequency, percentage, mean, standard deviation, and content analysis, were used to analyze the data. Inferential Statistics: Bivariate Correlations and Pearson's Chi-square test were used to analyze the relationship between variables related to tax planning and management in the industrial business sector. A t-test was used to test differences in tax planning approaches based on business size. Structural Equation Model: A structural equation model was developed using AMOS to provide tax planning and management guidelines. The model was adjusted for latent variables and evaluated for consistency with empirical data. Modification Indices were used to improve the model until it was consistent with the data. Chi-Square Probability Level (CMIN-p), Relative Chi-Square (CMIN/DF), Goodness of Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA) were used to assess the goodness of fit of the model.

3. Result

There are four components of the guidelines for tax planning and management in the industrial business sector to benefit the organization as follows:

3.1. Tax awareness components

Top executives must prioritize promoting proper tax planning and management by establishing clear, transparent policies and effectively communicating them across all organizational levels. All personnel should gain a deep understanding that tax obligations are unavoidable and essential for legal compliance. It is important to foster a positive perception of tax responsibilities among stakeholders to ensure accurate understanding, while also conducting regular inspections to prevent penalties from improper practices. Meetings should be held to reinforce the importance of adhering strictly to tax documentation systems. The organization should also maintain updated knowledge

by joining the Accountancy Council and organizing activities, such as on Tax Day, to raise awareness and interest. Promoting a culture of tax compliance enhances the company's image and encourages employees to express their views openly on related matters.

3.2. Components of corporate transformation

This includes establishing a clear vision, mission, and goals to drive effective tax planning and management, alongside preparing specific job descriptions and qualifications for tax-related roles to guide recruitment. A key individual should be appointed to oversee tax operations, and the working environment should align with the organization's mission and objectives. A dedicated team should be formed to lead the organization in becoming a model for tax compliance, while executive meetings should be held to foster a strong understanding of tax policies. Budget allocation must be appropriately planned to support tax functions, and recruitment should focus on individuals with the right qualifications and ethical standards. New personnel should be oriented to understand that taxes are a core aspect of the organizational culture, and employees should be encouraged to attend tax training sessions organized by the Revenue Department or other accredited institutions.

3.3. Tax procedure components

It involves establishing clear operational policies for tax planning and management to minimize filing errors, with the accounting and finance departments presenting tax plans for organization-wide adherence. A standardized tax compliance manual should be distributed to all departments to prevent future complications, and a schedule for corporate income tax submissions should be prepared to avoid audit summonses from the Revenue Department. Timely preparation of tax filing and payment schedules by legal deadlines is crucial, as are control measures requiring all units to make purchases in the company's name and request full tax invoices. The organization should apply for tax benefits available under laws promoting investment, industrial estate operations, or other eligible entitlements. Continuous monitoring of government economic stimulus measures is necessary to adjust tax strategies accordingly. An advanced tax planning system should be developed, beginning with accurate income and expense recording in compliance with accounting and tax laws, to forecast tax liabilities and deductible expenses. Additionally, organizations should define clear qualifications for selecting tax consultants or experienced legal advisors to support effective tax planning and management.

3.4. Innovative integration components

Concentrates on establishing an internal network system to enhance interdepartmental collaboration and support efficient tax planning and management. Organizations should implement software to electronically store financial and tax documents, while also developing a model to address errors in the tax system effectively. Integrating human resource management with tax operations helps drive innovation in tax administration. Strengthening technological capabilities and enhancing data protection are essential for building user confidence in digital tax systems. Leveraging big data by connecting with government and external agencies allows for more strategic tax planning. Organizations should also study and adopt practices from successful prototypes in tax technology and innovation. Participation in the Revenue Department's Tax Sandbox project can help reduce redundancy and boost tax management efficiency. Furthermore, creating a Tax Innovator Community provides a platform for sharing knowledge via digital channels, and designing a VAT refund system using blockchain technology will increase convenience and processing speed for customers.

Organization size: SMEs (with 200 or fewer employees) accounted for 50.00%, while large businesses (with more than 200 employees) also accounted for 50.00%, equally. The most common form of organizational structure was limited companies, accounting for 72.00%, followed by limited partnerships, accounting for 17.20%. The most common type of industrial business was in consumer goods, household goods, and medicines, accounting for 33.60%, followed by agricultural and food businesses, accounting for 31.80%. The most common length of business operation was 5-9 years, accounting for 37.40%, followed by businesses with less than 5 years of operation, accounting for 33.20%. The most common type of investment was joint ventures between Thais and foreigners, accounting for 64.40%, followed by 100% Thai shareholding, accounting for 28.60%. From the research objective in item 1, which is to study the structure and operating characteristics of the industrial business sector with a tax planning and management process, the results are shown in items 3 and 4.

The main goal of tax planning is to reduce the tax burden (43.60%) and utilize tax benefits (26.00%). Key knowledge areas for effective tax planning include income management (34.40%) and tax laws (24.60%). Accounting and finance managers play a crucial role in supporting tax planning (45.00%), followed by the chief financial officer (33.00%). Organizations are encouraged to engage in tax planning to reduce errors in operations (46.40%) and lower expenses (42.60%). Training focuses on the tax planning process (45.80%) and tax laws (32.20%). The most common type of tax planning is income and expenditure tax planning (55.00%). Benefits include accurate tax payment (32.60%) and streamlining work procedures (30.60%). The typical budget for tax planning is between 20,000 and 50,000 Baht (74.80%). Key factors to consider are specifying key performance indicators (KPIs) (42.20%) and aligning with the organization's vision and mission (34.80%). Recruitment methods involve selecting individuals with relevant knowledge and skills (52.20%) and internal personnel (20.60%). Tax planning objectives and key knowledge areas vary based on organization size. Medium and small organizations prioritize reducing tax burden and using tax benefits, while large organizations focus on reducing tax burden and income management. Accounting and finance managers play a crucial role in tax planning across all organizational sizes. The primary drivers for implementing tax planning are reducing errors in operations and cutting expenses. Developing personnel's tax planning abilities is important regardless of organization size. Overall, the importance level is high, with an average score of 4.29. The components ranked from most to least important are innovation integration (4.33), tax procedures (4.31), corporate transformation (4.30), and tax awareness (4.23). The average scores for each item range from 4.39 to 4.04.

Small and medium-sized organizations found that the components of tax planning and management guidelines in the industrial sector, which benefit the organization, were at a high level of importance, with an average of 4.23. When considering each component, ranked from highest to lowest, they were as follows: The Tax Procedure component was at a high level of importance, with an average of 4.66. The Corporate Transformation component was at a high level of importance, with an average of 4.27 (S.D. = 0.55). the Innovative Integration component was at a high level of importance, with an average of 4.27 (S.D. = 0.57). the Tax Awareness component was at a high level of importance, with an average of 4.09. Large organizations found that the components of tax planning and management guidelines in the industrial business sector, which benefit the organization, were at a high level of importance, with an average of 4.35.

The importance of tax planning and management guidelines in the industrial business sector varies significantly based on organization size, with large enterprises placing more emphasis on these aspects. Tax awareness and innovation integration are statistically significant at the 0.05 level, while corporate transformation and tax procedures are not. Organizations should strategically plan the use of tax benefits, utilize

software for efficient tax management, and analyze business structures to maximize tax advantages. Executives must support clear tax policies, allocate resources, and promote transparency in tax management. The new normal, including changes in revenue models and digital businesses, presents challenges that can be addressed through efficient online tax management systems.

The results of the structural equation model analysis for tax planning and management in the industrial business sector for the benefit of the organization, in both the Unstandardized Estimate mode and the Standardized Estimate mode, before model improvement, are shown in Figures 1 and 2.

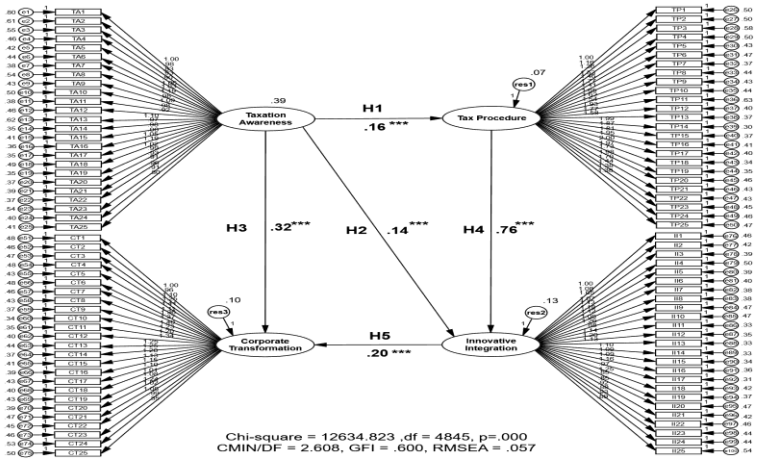

Fig. 1: Structural Equation Model for Tax Planning and Management in the Industrial Business Sector for the Benefit of the Organization in the Unstandardized Estimate Mode, Before Model Improvement.

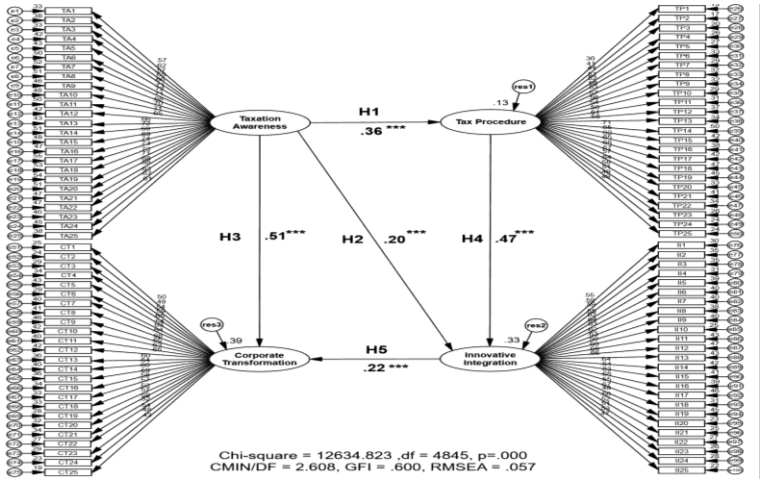

Fig. 2: Structural Equation Model for Tax Planning and Management in the Industrial Business Sector for the Benefit of the Organization in the Standardized Estimate Mode, Before Model Improvement.

The results of the structural equation model analysis for tax planning and management in the industrial business sector for the benefit of the organization, in both the Unstandardized Estimate mode and the Standardized Estimate mode, after model improvement, are shown in Figures 3 and 4.

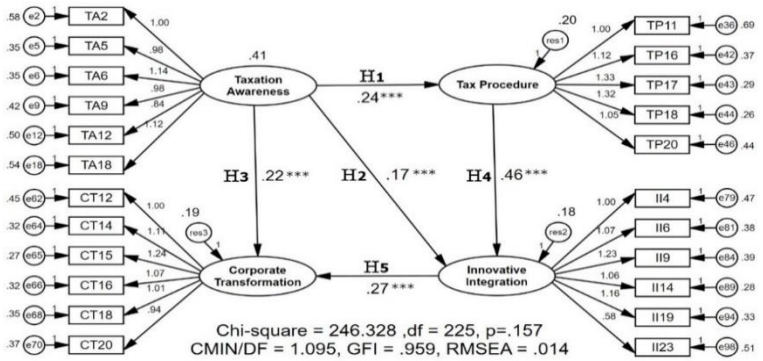

Fig. 3: Structural Equation Model for Tax Planning and Management in the Industrial Business Sector for the Benefit of the Organization in the Unstandardized Estimate Mode, After Model Improvement.

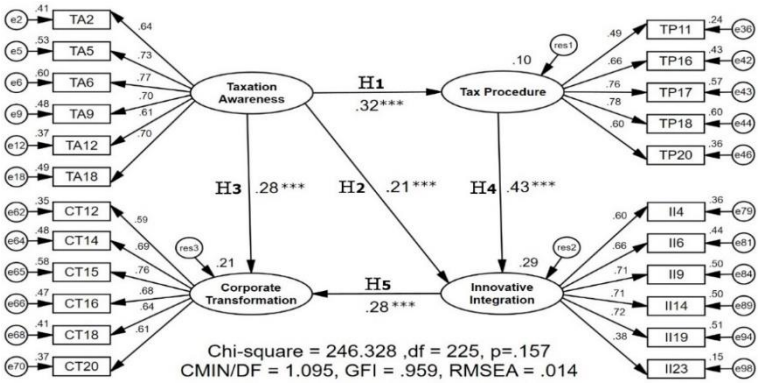

Fig. 4: Structural Equation Model for Tax Planning and Management in the Industrial Business Sector for the Benefit of the Organization in the Standardized Estimate Mode, After Model Improvement

From Figures 3 and 4, it was found that the Tax Awareness component had a variance of 0.41, directly influencing the Tax Procedure component with statistical significance at the 0.001 level, directly influencing the Innovative Integration component with statistical significance at the 0.001 level, and directly influencing the Corporate Transformation component with statistical significance at the 0.001 level. The Tax Procedure component directly influenced the Innovative Integration component with statistical significance at the 0.001 level, and the Innovative Integration component directly influenced the Corporate Transformation component with statistical significance at the 0.001 level.

This study found that after the improvement, the model was consistent with the empirical data, with a probability value for chi-square equal to 0.157, which is greater than 0.05; the relative chi-square value (CMIN/DF) equal to 1.095, which is less than 2; the fit index (GFI) equal to 0.959, which is greater than 0.90; and the root mean square error of approximation (RMSEA) equal to 0.014, which is less than 0.08. Therefore, it can be concluded that all four statistics passed the evaluation criteria.

To analyze the causal influence between latent variables in the structural equation model for tax planning and management guidelines in the industrial business sector, the following results were found for the benefit of the organization: H1: Tax awareness directly influences the tax process component with statistical significance at the 0.001 level, with a Standardized Regression Weight of 0.32, supporting the research hypothesis. H2: Tax awareness directly influences the innovation integration component with statistical significance at the 0.001 level, with a Standardized Regression Weight of 0.21, supporting the research hypothesis. H3: Tax awareness directly influences the organizational change component with statistical significance at the 0.001 level, with a Standardized Regression Weight of 0.28, supporting the research hypothesis. H4: Tax process directly influences the innovation integration component with statistical significance at the 0.001 level, with a Standardized Regression Weight of 0.43, as hypothesized. H5: Innovation integration has a direct influence on the organizational change component with statistical significance at the 0.001 level, with a Standardized Regression Weight of 0.28, as hypothesized.

The study on tax planning and management in the industrial business sector identified 253 pairs of variables in the structural equation model. Among these, 180 pairs were statistically significant at the 0.001 level, 48 at the 0.01 level, and 18 at the 0.05 level, with 7 pairs showing no relationship. Recommendations include establishing a national policy for sound tax planning, setting up Tax Consultation Centers for the Industrial Sector, improving the digital tax system, supporting technology systems for tax management, and creating an Industrial Tax Planner Network for specialized tax knowledge development.

4. Discussion

The research findings indicated that the component with the highest average value was innovation integration, which was considered highly important. This empirical data emphasizes the significance of innovation integration in tax planning and management within the industrial business sector to maximize organizational benefits. In today's digital era, where technology plays a pivotal role across all sectors, tax management in the industrial business sector cannot overlook the use of technology to enhance efficiency and simplify processes. Proper tax planning with the aid of technology not only reduces costs but also increases transparency and ensures effective compliance with the law. Innovations, such as intelligent systems, can update changing tax laws in real-time, helping organizations comply with requirements accurately. They also reduce the hassle of document submission, minimize processing time, and decrease errors. Digital innovations systematically record all tax transactions and documents, making it easier for tax inspection agencies to conduct audits. These findings align with the study by Sapari et al. (2024), which found that innovations in tax collection, like electronic tax systems, enhance the efficiency and transparency of tax compliance. Additionally, the research by Huang, He, and Zhang (2022) supports this, highlighting that the integration of artificial intelligence technologies, particularly through Bagging and SVM algorithms, improves tax risk management. These technologies create an intelligent tax system that enhances prediction accuracy, reduces costs, and ultimately strengthens control over tax risk management.

In an era of intense business competition, the use of tax technology helps organizations reduce costs and increase agility, enabling them to evaluate various options for maximizing the benefits of tax incentives. This is consistent with the findings of AbdelRaouf (2023), who discovered that financial technology innovations enhance the quality of financial services, reduce costs, and improve the efficiency of tax management. These innovations facilitate compliance with electronic tax systems, ultimately reducing tax evasion and effectively addressing accounting and tax challenges. The results of this research also found that the most important items for tax planning and management guidelines in the industrial business sector, to maximize the organization's benefits, include designing an online tax practice manual that can be easily accessed via mobile phones to enhance efficiency in tax planning and management at both the individual and organizational levels. This is consistent with the findings of Wei (2023), which revealed that electronic manuals improve tax management, particularly in controlling tax management behavior, reducing costs, and minimizing errors that may arise from personnel operations. It also aligns with the research conducted by Hirmaleny et al. (2024). It was found that such documents help improve tax knowledge, technical understanding, and employee compliance, which indirectly supports effective tax management. Additionally, the system helps store tax filing data in a systematic and easily traceable manner, enhances the organization's credibility in the eyes of regulators, and ensures proper compliance with tax laws, reducing the risk of fines or penalties. This is consistent with the research results of Bhavitha (2024), which found that the design and use of electronic document system manuals (E-Document) for tax operations can increase efficiency through automatic data

entry and real-time verification. This leads to faster processing times, improves accuracy by reducing manual errors, ensures precise calculations, and facilitates timely tax refunds for both individuals and organizations.

Theoretical gaps in tax planning intersect with behavioral economics, which is often overlooked in traditional tax strategies. Behavioral economics introduces cognitive biases and framing effects that influence decision-making processes related to taxes. For example, loss aversion may deter firms from proactive tax planning, and the framing of tax incentives can impact business behavior. Integrating behavioral insights into tax planning theory can enhance organizations' understanding of psychological factors affecting tax compliance and decision-making, leading to more effective tax management practices.

Resource differences between small and large businesses have hindered the effectiveness of digital tax solutions for all companies. Large firms can afford the latest advanced tax programs and leverage technologies like blockchain. On the other hand, SMEs often face challenges due to limited funds, staff, and technology, which hinder their ability to implement similar IT solutions. As some digital tax innovations may not be as suitable for small businesses as they are for large ones, there are concerns about the universal adoption of these solutions. Customized approaches are necessary to cater to the diverse needs and capabilities of organizations of different sizes, ensuring that everyone can benefit from the latest tax compliance technology (Silva et al., 2024). Distinct but related insights about handling industry taxes are found when the results are viewed from an accounting perspective as well as an economic perspective. Accountants pay extra attention to making sure financial procedures are correct and follow all required rules. This means they must detail all their business activities, file taxes carefully, and stick to the rules to avoid fines and penalties. Tax planning that works well in this context aims to reduce taxes and keep the financial information clear to keep stakeholders loyal. In contrast, the economic approach stresses how important tax management is for the organization’s development, fair competition, and resource planning (Araújo et al., 2024). It understands that compliance with taxes can lower the costs of fines and allows companies to put their savings into operations to improve innovation and the economy. Combining these views, organizations are better able to see how effective accounting and strong economic goals depend on each other. This way of implementation shows why it is necessary to tie financial compliance to the nation’s overall economic goals for growth in the industry.

Studying economic and accounting theories provides a reliable foundation for managing taxes in the industrial sector. The theory suggests that taxes should be structured to promote fairness, encourage efficiency, and not significantly alter economic behavior. The theory emphasizes that effective tax planning, which aims to reduce liabilities without breaking the law, allows for more efficient resource utilization and contributes to economic growth. Similarly, accounting theories, such as agency theory, explore how key stakeholders interact in financial and tax-related matters. Since agency theory highlights that managers and shareholders may have divergent goals, robust corporate governance is essential to align their approaches to important tax issues. By integrating these theories, a business can develop a comprehensive tax strategy that complies with accounting standards, is ethical, and benefits the economy, thereby ensuring that tax management enhances competitiveness and supports strategic growth (Lee & Yoon, 2020). The collaboration between tax theory and practice assists organizations in navigating the numerous challenges of tax compliance in today's complex business environment.

Although using economic and accounting theories in tax management is beneficial, there are some possible problems. The wide range of complex regulations in different places makes it difficult for any organization to keep up with all the necessary rules. Because tax laws are so intricate, SMEs may have difficulty following them and could run out of resources as a result. Moreover, because people may view accounting standards differently, their financial statements may become inconsistent, making it challenging to communicate openly with stakeholders or plan taxes effectively. Furthermore, if employees are used to performing tasks in a certain way, it may be challenging for organizations to implement innovative tax strategies. At the same time, adopting new technologies keeps promises, but it may also increase cybersecurity risks and issues with data privacy that require proper attention to protect important financial information. Due to these issues, we need a structured method that combines theory and practical steps to address today's tax challenges effectively.

Studies undertaken in tax planning and management should place importance on a multidimensional approach that bridges gaps between existing accounting, economic, and behavioral principles. Studying how behavioral economics can affect taxes provides a valuable opportunity to better understand taxpayer actions, including compliance and tax-saving activities. Similarly, research tracking the progress of digital tax innovations over an extended period may reveal which solutions are most effective for businesses of all sizes. Additionally, examining the impact of culture and ethics on tax systems worldwide can offer a clearer understanding of global tax issues. By exploring these questions, future research can develop improved, fairer, and more responsive tax strategies for companies navigating ongoing economic shifts.

5. Conclusion

The analysis of tax planning and management guidelines in the industrial business sector to benefit the organization, using in-depth interview techniques with experts, identified four key components: 1) Tax Awareness, 2) Corporate Transformation, 3) Tax Procedure, and 4) Innovative Integration. The general status of industrial business organizations revealed that the respondents were from medium and small-sized industrial organizations, which were equal in number to large organizations. Most of these organizations were established as limited companies. The types of industrial businesses included consumer goods, household goods, and pharmaceuticals. The average operation period was between 5-9 years, and the businesses commonly involved joint ventures between Thai and foreign investors. The results of the structural equation model analysis for tax planning and management guidelines in the industrial business sector, aimed at benefiting the organization, showed that after the model was adjusted, all four statistics met the evaluation criteria and were consistent with the empirical data. The results of hypothesis testing to analyze the causal influence between latent variables in the structural equation model of tax planning and management guidelines in the industrial business sector, aimed at benefiting the organization, confirmed that all five hypotheses (H1, H2, H3, H4, H5) were supported. The results of the expert group discussion revealed unanimous approval of the tax planning and management model for the industrial business sector to benefit organizations. Several participants provided important and consistent suggestions regarding the industrial business sector.

6. Suggestions

1) Suggestions from the policy level: The Revenue Department, Ministry of Finance, should develop an electronic tax technology system (e-Tax) to facilitate the management of tax documents, such as e-Tax invoices, e-Receipts, and e-Filing. This system should also support integration with business software. Additionally, it should promote tax knowledge and enhance the tax audit process for the industrial sector by using Big Data and Artificial Intelligence (AI) to verify data, which would increase efficiency and reduce errors in tax audits. Furthermore, the Department of Business Development, Ministry of Commerce, should establish accounting standards that support effective tax planning.

2) Suggestions from the operational level: Industrial entrepreneurs should promote innovation integration by implementing an enterprise resource planning (ERP) system that links production, accounting, and tax data in real time. This will enable accurate tax analysis and planning, reducing human errors. Additionally, they should integrate the e-withholding Tax system to submit income and tax information along with payments to recipients via the service provider bank.
3) Suggestions for future research: A literature review of new research is essential, as the study of tax planning and management is constantly evolving. Soon, other factors may emerge that influence tax planning and management in the industrial sector, which could differ from the findings of this study.

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