

Entrepreneurial Orientation and Tax Compliance Behaviour of Small and Medium Enterprises in Bayelsa State

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Abstract

This study examined the relationship between an entrepreneurial attitude and tax compliance methods among SMEs in Bayelsa State. The purpose of this research was to examine 150 SMEs from the Yenagoa, Brass, and Sagbama LGAs to find out how tax compliance relates to things like innovation, risk-taking, and cost efficiency. The data gotten from the structured questionnaire was analysed using descriptive, inferential statistics, and multiple regression analysis. The results found out that innovativeness, risk-taking, and cost efficiency all had a beneficial effect on tax compliance behaviour, with innovativeness having the most significant influence. The study's authors concluded that in encouraging entrepreneurial practices—those that foster innovation, risk-taking, and cost efficiency—was critical to raising SMEs' tax compliance rates. It also found that SMEs which prioritised these practices had a higher likelihood of paying their taxes on time, which contributed to a more stable and law-abiding tax culture in the region. Governments should provide cost management training, modify their innovation assistance, and encourage careful risk-taking, according to these results, if they want to see an uptick in business construction and tax compliance. The adoption of these policies has the potential to advance the financial stability and reinforcement of SMEs in Bayelsa State

Key words: Tax Compliance, Entrepreneurial Orientation, Bayelsa State.

1. INTRODUCTION

Atawodi and Ojeka (2012), are the country's high tax rates and its cumbersome filing processes inefficient and the public distrusts tax officials. The major reasons SMEs do not comply with Nigerian tax regulations, according to behaviour is essential for these solutions to work. Organisational performance and behaviour are greatly impacted by entrepreneurial orientation (EO). A company's inventiveness, proactiveness, and risk-taking mentality may be described as its strategic attitude. Companies with high EO scores are more likely to be innovative and rule-abiding. It is plausible to suppose that EO is associated with tax compliance behaviour, given that Okoli et al. (2021) discovered that EO improved the performance of SMEs in Southeast Nigeria. By the Integrated Tax Administration System's (ITAS) introduction and taxpayer education campaigns. On the other hand, pinpointing the fundamental characteristics that impact SMEs' compliance numerous small and medium-sized enterprises (SMEs) in the agricultural, commercial, and service sectors in Bayelsa state are facing substantial obstacles as a result of inadequate infrastructure and challenging access

to funding. These worries might have an effect on small and medium-sized enterprises' (EO) ability to comply with tax laws. In developing countries like Nigeria's Bayelsa State, where SMEs are flourishing, the correlation between an entrepreneurial mindset and tax compliance is particularly strong (Sadiq & Bhatti, 2022). If we want to create a tax-compliant culture that helps companies and the government, we need to learn more about this connection. By looking at the ways small and medium-sized enterprises (SMEs) in Bayelsa State understand and react to the significance of an entrepreneurial mentality in connection to their tax compliance methods, this research hopes to fill that informational need in Literature.

2. LITERATURE REVIEW AND THEORY

Entrepreneurial Orientation

In order to find new possibilities and enhance performance, an entrepreneurially orientated (EO) firm is one that is likely to take the initiative, be innovative, and be prepared to take risks. The idea has been extensively discussed in books and articles on entrepreneurship and strategic management, particularly about its function in driving development inside organisations and gaining an edge over competitors (Covin & Wales, 2014). The ability to effectively manage uncertainty and adapt to changing market circumstances is shown by EO, making it an essential success indicator for firms, particularly SMEs. Autonomy, creativity, risk-taking, proactiveness, and competitive aggressiveness are the five traits that comprise EO (Wales, 2016). The problem is that most people just look at three of them. A company's innovativeness may be defined as the degree to which it approaches product and service development with a spirit of curiosity, creativity, and experimentation. In contrast to risk-takers, who are willing to put money into projects with a high degree of uncertainty and a low degree of certainty about the return on investment, reactive businesses strive to anticipate customer demands and respond quickly to meet them. Taken together, these factors impact the innovative mindset and long-term planning of an organisation. (EO) have been associated with monetary advantages as well as non-monetary outcomes including regulatory compliance and strategic flexibility. A high EO company is likely to be an industry trailblazer when it comes to adjusting to shifting tax regulations and other institutional norms. To promote openness and compliance, small and medium-sized businesses (SMEs) should use EO as it increases the likelihood that they will internalise formal requirements (Olubiyi et al., 2021). That EO affects operational behaviours alongside financial consequences is a well held idea, and this fits the bill of economic outcomes (Omotayo & Otieno, 2021).

Tax Compliance

The term "taxpayers" refers to those who file their taxes in a timely and correct manner as required by law. To ensure that its residents have access to essential services and goods, governments must collect sufficient tax income (Alabede, 2014). The level of compliance that a person or organisation exhibits is influenced by several factors, including their economic standing, level of knowledge, trust in institutions, attitude, and attitude. Tax compliance is of the utmost importance for small and medium-sized businesses (SMEs). Despite their importance to developing nations' economies and workforces, small and medium-sized companies (SMEs) often exhibit a high percentage of non-compliance (Mascagni et al., 2017). Some of the reasons for this include people seeing taxes as an annoyance, inept administration, and a general lack of formality. Small and medium-sized enterprises (SMEs) are the target of tax modifications in many developing nations, including Nigeria, in an effort to increase compliance and diversify revenue streams. Taxpayers

have the option of voluntary or enforced compliance, according to scholars. Taxpayers who knowingly and deliberately pay their fair share of taxes do so out of faith in the system's inherent justice or a sense of moral duty. When people are afraid of being detected, reprimanded, or sued, compliance is really enforced (Torgler & Schneider, 2015). By fostering openness, equity, and enforcement, tax authorities and governments might be able to reach a middle ground between the two.

Evidence suggests that tax literacy, views on fairness in the tax system, compliance expenses, and faith in tax authorities are factors that influence SMEs' adherence to tax regulations. When small and medium-sized enterprises (SMEs) in South Africa saw the tax authorities as fair and helpful, they were more likely to comply with tax legislation, according to Akinboade et al. (2014). The likelihood of voluntary compliance among SMEs was significantly increased after participation in education and support programs, according to Ali et al. (2017). The ongoing improvements have not alleviated the issue that small and medium-sized enterprises (SMEs) in Nigeria face when it comes to taxation. It is difficult for SMEs to pay taxes and pass assessments since many of them operate informally and without proper record-keeping procedures. Decreased compliance is caused in part by corruption, income inequality, and suspicions of abuse. State and federal tax administrations are attempting to engage SMEs via digital tax systems, communication campaigns, and incentives for compliance (Omodero, 2019).

Prior Studies

Many studies have looked at how EO-influenced small and medium-sized businesses handle tax obligations and compliance. For instance, Alm and Torgler (2014) discovered that proactive approaches improve the chances of SMEs meeting their tax obligations. This is particularly the case for small and medium-sized enterprises (SMEs) that possess an innovative and proactive entrepreneurial mindset. Additionally, SMEs in Australia shown higher voluntary compliance behaviour when their CEOs aimed to be entrepreneurial (Devos, 2015). Businesses that are aggressive, inventive, and risk-taking are more likely to see regulatory compliance positively. If they are tech-savvy and enterprising, small and medium-sized businesses (SMEs) have an easier time navigating the complicated world of tax compliance. The current economic climate is seen by creative businesses as a tool for both opportunity and strategy, as they seek to ensure their legitimacy and long-term success via tax compliance. In addition, as a possible EO risk factor, studies by Kedir and Mulugeta (2019) suggest that providing incentives for good tax behaviour may encourage small and medium-sized firms (SMEs) in Ethiopia to comply with tax regulations. Small and medium-sized enterprises (SMEs) and the government both benefit when entrepreneurially-minded companies pay their fair share in taxes.

There is a strong correlation between the entrepreneurial spirit, which values innovation and risk-taking, and tax compliance behaviour among SMEs. The incorporation of tax compliance into the company strategy becomes essential in an innovative culture, which is characterised by openness to new ideas and products. Eriksson and Wintz (2017) found that innovative SMEs are more likely to engage favourably with regulatory frameworks, such as tax regulations, since they relentlessly seek operational efficiency benefits. One of the most important goals for many SMEs is to ensure that their operations are in line with government legislation and that they are legally compliant. In addition, there is a lot of evidence that shows how risky actions are associated with not paying taxes or paying too much. Businesses may take unnecessary risks in pursuit of stricter tax compliance or outright tax avoidance, as shown in the research by Eriksson and Wintz (2017).

According to Alm and McKee (2018), SMEs are more likely to comply with government regulations, such as tax restrictions, when they see financial incentives or help from the government as providing strategic advantages. Proactively exploring development prospects and how compliance might provide them legitimacy and a competitive advantage could be beneficial for businesses in Nigeria, especially SMEs that face high regulatory expenses and a challenging business climate.

Businesses' faith in tax authorities and the law is a factor in whether or not they pay their fair share of taxes. Residents' inclination to pay adequately is significantly affected by their degree of faith in government tax officials, according to Murphy (2016). When businesses, particularly those with less than five workers, have faith that their taxes will be used for social development, they are more likely to pay their fair share. Believers in a fair tax system and public trust in government increase the likelihood that individuals will pay their fair share (2014). This relationship becomes even more important when considering entrepreneurial spirit, as SMEs that have trust in government authorities are more likely to be proactive and regular with their tax payments. Organisations that treat their workers and customers with honesty and transparency are more likely to pay their fair amount of taxes. This is particularly true in countries like Ghana and Kenya where people have never trusted their government. Researchers Sadiq and Bhatti (2022) found that on-time tax payments are more common among Pakistani small and medium-sized businesses (SMEs) with an entrepreneurial mindset and a belief in fiscal responsibility on the part of the government. Communication between tax authorities and small and medium-sized firms (SMEs) is facilitated by trust in the tax system. It promotes the idea that paying taxes is a social duty, which increases compliance and is part of a bigger trust-based business strategy (Ghosh & Alhassan, 2023).

For small and medium-sized businesses (SMEs), effective financial management is crucial for tax compliance since it enables them to fulfil their tax obligations without overstressing their resources. Ghosh and Alhassan (2023) state that SMEs with strong financial systems could manage their taxes better. Research by Wang and Zhuang (2022) found that Chinese SMEs are more likely to comply with tax regulations if they have effective financial management practices. This means that SMEs won't have to stress about whether or not they will have enough money to pay their taxes. According to research by Omotayo and Otieno (2021), when it came to paying their taxes, SMEs in Kenya followed efficient processes for allocating resources. In order to pay their taxes, they need to make a decent living and spend it wisely.

Hypotheses

In consideration of the highlighted gaps in the literature, the following null hypotheses are formulated to guide this investigation:

- H₀₁: In Bayelsa State, innovativeness has no discernible impact on SMEs' tax compliance practices.
- H₀₂: SMEs' tax compliance behaviour in Bayelsa State is not significantly impacted by risk-taking.
- H₀₃: In Bayelsa State, cost effectiveness has no discernible effect on SMEs' tax compliance practices.

Theory of Planned Behaviour (TPB)

Since its creation by Icek Ajzen in 1991, the TPB has seen extensive use in the field of human behaviour and decision-making. This is particularly true when studying tax compliance and other types of organisational or personal compliance. Attitudes, subjective norms, and perceived behavioural control are the three main components of TPB that impact people's intentions to engage in an activity (Ajzen, 1991). By using TPB as a framework, this study links the entrepreneurial spirit of SMEs to their tax compliance procedures. As stated by the TPB, one's attitude may be described as a measure of their feelings towards an action. Whether or whether SMEs are motivated to fulfil their tax requirements may depend on their perceptions of the benefits and costs associated with tax compliance. There are two schools of thought among entrepreneurs on tax compliance: those who perceive it as a burden that reduces their competitiveness and profitability, and those who see it as a necessary evil that helps both society and their business. Incorporating an entrepreneurial spirit into this concept implies that a small or medium-sized enterprise's (SME's) preparedness to fulfil tax responsibilities may be affected by a leader's risk-taking, inventiveness, and proactive attitude (Murphy, 2014).

Second, TPB embraces what are known as subjective norms, or the social pressures that individuals perceive to behave in a certain manner. These norms affect businesses, especially SMEs, for several reasons, such as legislative frameworks that emphasise compliance, industry standards, and peer expectations. Paying taxes is one example of an ethical business activity that small and medium-sized firms (SMEs) may feel compelled to engage in in order to maintain their social status and reputation (Alm, 2019). Many people want businesses, particularly smaller ones, to act ethically and make a profit, but there is also a lot of pressure on these businesses to please their consumers. Thirdly, TPB considers the degree to which an individual believes they have Furthermore, an entrepreneurial mindset is compatible with TPB since it is marked by initiative, originality, and risk-taking. Proactive and imaginative business owners often see compliance favourably as it is an essential ingredient in building a reputable and long-lasting organisation. Some business owners may see tax compliance as an investment in their company's future growth, rather than a cost, according to Wang and Zhuang (2017). Because they are entrepreneurial, SMEs frequently have trust in their ability to satisfy their tax obligations, even when faced with complex tax regimes. This includes the capability to manage with risk and uncertainty such as how well they know the tax code, how much money they have on hand, and whether or not they have access to legal representation. A company with fewer than 500 employees may be less likely to pay its fair share of taxes if its owners feel they lack the authority or means to navigate the complex tax system (Rey, 2015, Abodunde, 2024).

3. METHODOLOGY

This survey's primary objective was to collect data on how business owners' mindsets in Bayelsa State influence their tax compliance practices. From data collected by the Bayelsa State Ministry of Trade and Investment (2024), researchers were able to identify 1,284 SMEs in the Yenagoa, Brass, and Sagbama LGAs. Using a purposeful selection method, we were able to identify 150 SMEs whose owners and managers were engaged in making tax decisions. There were five parts to the structured questionnaire, and they dealt with demographics, innovation, risk-taking, cost-efficiency, and tax compliance behaviour. Respondents may choose from five possible Likert scale options, with one option representing "Strongly Disagree" and five options representing "Strongly Agree." Twenty SMEs in Southern Ijaw LGA participated in a pilot study to check the reliability and validity of the instrument. The reliability test demonstrated a high level of internal consistency with a Cronbach's Alpha of 0.83. Descriptive and inferential statistics were used to examine the

data that was obtained. Common descriptive statistics used to describe demographic data and response patterns include frequency, mean, and standard deviation. To determine how innovation, risk-taking, and efficiency affect taxpayer compliance, researchers used multiple regression analysis to do an inferential study. In the model, the following were listed: Equation (TCB) may be written as $\beta_0 + \beta_1 \text{INN} + \beta_2 \text{RT} + \beta_3 \text{CE} + \epsilon$.

On the one hand, we have tax compliance behaviour (TCB), innovation (INN), risk-taking (CE), and cost efficiency (CE). The analysis was conducted using SPSS 23.

4. RESULTS AND DISCUSSION

Descriptive Statistics for Entrepreneurial Innovativeness

	Descriptive Statistics					
	N	Minimum	Maximum	Mean		Std. Deviation
Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Our business regularly introduces new products or services.	150	2.00	5.00	3.9100	.20551	.76609
We often seek out new business ideas or markets.	150	2.00	5.00	3.8400	.21447	.70443
Innovation is a priority in our daily operations.	150	2.00	5.00	3.7900	.26874	.67984
We allocate resources to R&D or process improvement.	150	2.00	5.00	3.9500	.29581	.71167
Valid N (listwise)	150					

Source: *field survey, 2025*

Bayelsa State's SMEs have a positive outlook on innovation, according to descriptive data on entrepreneurial inventiveness. Given that "we allocate resources to R&D or process improvement" had an average score of 3.95 out of 5, it can be inferred that most SMEs are fairly committed to supporting initiatives that improve processes or conduct research. With an average score of 3.91, "our business regularly introduces new products or services" came in second, demonstrating our dedication to consistently enhancing our options. Like the other types, SMEs are always on the lookout for fresh company ideas and put an emphasis on innovation in their regular operations. Mean values for the remaining items are 3.84 and 3.79, respectively, above the median value of 3.00.

The vast variation in responses (ranging from 0.68 to 0.77 for each of the four questions) indicates that various businesses participate in varying degrees of creativity, even though most SMEs exhibit positive behaviours. Also, as can be seen from the very small standard errors, the mean projections are absolutely correct.

Descriptive Statistics for Entrepreneurial Risk Taking

	Descriptive Statistics					
	N	Minimum	Maximum	Mean		Std. Deviation
Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
We are willing to take calculated risks for business growth.	150	2.00	5.00	3.2500	.22311	.82012
We have made significant financial investments in uncertain ventures.	150	1.00	5.00	2.9700	.21007	.91200
Our business is open to trying untested business models or approaches.	150	1.00	5.00	3.0400	.21521	.88323
We often make bold decisions even when outcomes are not guaranteed.	150	2.00	5.00	3.2100	.28352	.95002
Valid N (listwise)	150					

Source: *field survey, 2025*

Statistical descriptions reveal that small and medium-sized enterprises (SMEs) in Bayelsa State are bold, yet cautious, when taking risks. The statement "we are willing to take calculated risks for business growth" had the highest mean score (3.25), indicating that small and medium-sized enterprises (SMEs) are more likely to take risks when they see a chance for growth. With an average score of 3.21, the statement "we often make bold decisions even when outcomes are not guaranteed" indicates a modest approach to making important decisions when faced with uncertainty.

Out of all the statements, "we have made significant financial investments in uncertain ventures" scored the most cautious 2.97, indicating a little reluctance to allocate resources to things that aren't yet certain. The questioned SMEs exhibit a wide range of risk-taking tendencies, as seen by the standard deviations, which range from 0.82 to 0.95. Taking risks is something that SMEs in Bayelsa State do, but they do it strategically and with prudence, according to these results. Possible motivations include a desire for stability in the face of economic uncertainty or concerns about resource scarcity.

Descriptive Statistics for Cost Efficiency

	Descriptive Statistics					
	N	Minimum	Maximum	Mean		Std. Deviation
Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Our business effectively controls operating costs.	150	2.00	5.00	3.8100	.21192	.74072
We continuously look for ways to reduce waste and improve efficiency.	150	2.00	5.00	3.6900	.20882	.82211
Our pricing strategy reflects our cost advantages.	150	2.00	5.00	3.7300	.28372	.76318
We invest in technologies that reduce production or service costs.	150	2.00	5.00	3.7300	.20122	.80332
Valid N (listwise)	150					

Source: *field survey, 2025*

Financial competitiveness data paints a picture of Bayelsa State's notoriously frugal small and medium-sized enterprises (SMEs). The majority of respondents seem to believe that their

companies are good at controlling expenses, as the statement "Our business effectively controls operating costs" (3.81) obtained the highest mean score. After that, with an average score of 3.69, "we continuously look for ways to reduce waste and improve efficiency" shows that operational improvement is approached proactively. Consistently high scores across the board indicate that all SMEs are cognisant of the need to be economically prudent.

With mean scores of 3.73, "our pricing strategy reflects our cost advantages" and "we invest in technologies that reduce production or service costs" support the notion that SMEs strive for cost efficiency via different investment and pricing strategies. The reasonable dispersion of answers (standard deviations=0.74–0.82) may be explained by differences in company size, industry, and technological capabilities.

Descriptive Statistics for Tax Compliance Behaviour

	Descriptive Statistics					
	N	Minimum	Maximum	Mean		Std. Deviation
Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
We always submit our company's tax returns on schedule.	150	2.00	5.00	4.0800	.29917	.61992
We maintain rigorous records to comply with tax laws.	150	2.00	5.00	4.1000	.20223	.66119
Tax compliance is our goal.	150	2.00	5.00	4.0100	.21744	.67912
Our staff consults tax specialists for tax concerns.	150	2.00	5.00	3.9600	.29277	.69002
Tax compliance is our goal.	150	2.00	5.00			
Our staff consults tax specialists for tax guidance.	150	2.00	5.00			
Valid N (listwise)	150					

Source: *field survey, 2025*

The descriptive data for tax compliance behaviour among SMEs in Bayelsa State demonstrate a strong commitment to meeting tax obligations. Our compliance with all tax requirements is guaranteed by our rigorous record-keeping. This claim received a mean grade of 4.10. Most people who took the survey saw proper documentation as a tool for ensuring compliance. According to the item "our business regularly files tax returns on time" which obtained an average score of 4.08, the questioned SMEs are very dedicated to reporting their taxes on time. According to these numbers, most SMEs are consistently paying their basic taxes.

Other indicators showed a conscientious and proactive approach to paying taxes, such as "we seek advice or clarification when uncertain about tax matters" (mean score: 4.01) and "we are committed to fulfilling our tax obligations" (mean score: 3.96). Standard deviations ranging from 0.61 to 0.69 indicate very limited volatility in replies, suggesting that the sample regularly demonstrates favourable tax compliance behaviour.

Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.215	.284		4.279	.000
Innovativeness	.321	.087	.204	3.690	.000**
Risk-Taking	.214	.091	.103	2.352	.0020*
Cost Efficiency	.295	.084	.401	3.512	.001**

a. Dependent Variable: Compliance

Unstandardized coefficient for innovativeness of 0.321, there is a very significant link. It indicates that small and medium-sized enterprises (SMEs) with an innovation focus are more likely to pay their taxes on time. This might be because original thought always leads to enhanced frameworks, strategies, and awareness. Where $p < 0.001$ and p -value of 0.0020 at a coefficient of 0.214 show that taking risks also has a positive impact, which is statistically significant at the 5% level. Taking calculated risks may boost compliance (maybe via strategic investments or a stronger emphasis on formalising activities), even if this impact is less than the others (standardised beta = 0.103). The model's most significant predictor, according to a high p -value of 0.001, a coefficient of 0.295, and a standardised beta of 0.401, is cost efficiency. Because of their improved financial health and resource allocation, SMEs are better able to pay their taxes when expenses are efficiently handled.

Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.697 ^a	.486	.476	.4535

a. Predictors: (Long-Term), Flexibility, Efficiency, and Creativity

b. Variable: Compliance (R Squared = 0.486) The model summary indicates that innovation, risk-taking, and cost efficiency explain about 48.6% of the variance in tax compliance behaviour among SMEs in Bayelsa State. After adjusting for the number of variables, the model still provides a pretty excellent fit, as seen by the Adjusted R Squared score of 0.476, which indicates that about 47.6% of the variation in compliance is still explained. With an R-squared value of 0.697 and a S.E. value of 0.4535, we can see that the observed values often differ from the regression line, suggesting a strong relationship between tax compliance behaviour and the dependent variables.

Test of Hypotheses

H₀₁: Innovative Bayelsa State SMEs are not more likely to comply with tax requirements.

Test Result: behaviour. Where $p < 0.001$, suggesting that innovativeness improves tax compliance

H₀₂: SMEs in Bayelsa State do not adjust their tax compliance depending on risk.

Test Result: Rejected in the end. We reject the null hypothesis ($B = 0.214$, $p = 0.020$) because we find a substantial positive connection between risk-taking and tax compliance behaviour.

H₀₃: Cost efficiency does not effect tax compliance for Bayelsa State SMEs.

Test Result: Rejected in the end. The null hypothesis is rejected due to the substantial and statistically significant increase in tax compliance as a result of cost efficiency ($B = 0.295$, $p = 0.001$).

In addition to Alm and McKee (2018), Sadiq and Bhatti (2022), Eriksson and Wintz (2017), Davos (2015), Alm and Torgler (2014), Kedir and Mulugeta (2019), and many others, this study's findings were supported by several others.

5. CONCLUSION

The results of this investigation were supported by several other studies, including Alm and McKee (2018), Sadiq and Bhatti (2022), Eriksson and Wintz (2017), Davos (2015), Alm and Torgler (2014), Kedir and Mulugeta (2019), and many more.

6. RECOMMENDATIONS

An effective way to encourage small and medium-sized enterprises in Bayelsa State to participate in research and development is to provide them grants, tax exemptions, or low-interest loans. More efficient and well-run corporate operations lead to greater compliance with tax rules, which in turn creates a more competitive business environment. That is why it's good for business and employees to support innovative thinking.

- b. Government agencies and financial institutions may provide targeted support to small and medium-sized enterprises (SMEs) that are willing to take calculated risks, such as entering new markets or implementing unproven business ideas, since doing so increases tax compliance.

- c. Small and medium-sized enterprises (SMEs) may make a big difference in tax compliance if they know how to optimise their processes and have the means to make them more cost-effective. Topics covered in seminars and materials offered by business and government development organisations often include process optimisation, technology adoption, and cost management.

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