

## **GST COMPLIANCE AND ITS EFFECT ON WORKING CAPITAL MANAGEMENT IN SMEs: EVIDENCE FROM TUMKUR CITY**

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**Abstract**—The Goods and Services Tax reform in India was designed to simplify the tax system, but its impact on small and medium enterprises has been mixed, especially in terms of liquidity and compliance costs. This study examines the effect of GST compliance on working capital management among SMEs in Tumkur City, Karnataka. Using a structured questionnaire survey across manufacturing, trading, and service enterprises, the research evaluates how GST filing requirements, input tax credit delays, and compliance costs influence cash flow cycles. The data were analyzed using descriptive statistics, correlation analysis, and ANOVA to identify sectoral differences. Findings reveal that GST compliance significantly increases working capital pressure by raising inventory holding, delaying receivables, and forcing reliance on short-term borrowing. However, tax planning strategies such as ITC timing, supplier negotiations, and advisory services help reduce liquidity strain. The study highlights the need for simplified compliance processes and faster ITC mechanisms to support SME resilience under the GST regime.

**Keywords:** Goods and Services Tax, small and medium Enterprises, Working Capital Management, Tax Compliance, Financial Management.

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### **Introduction**

The introduction of the Goods and Services Tax (GST) in India in July 2017 marked a watershed moment in the history of indirect taxation, replacing a complex web of central and state taxes with a unified national tax system. The reform was intended to streamline tax administration, enhance transparency, curb tax evasion, and foster a more integrated economy. While the benefits of GST have been widely discussed in terms of ease of doing business and improved tax compliance, its implications for small and medium enterprises (SMEs) demand closer scrutiny. SMEs constitute the backbone of the Indian economy, contributing significantly to GDP, employment generation, exports, and regional development. However, these enterprises often operate with limited financial resources and depend heavily on efficient working capital management to sustain daily operations. Under the GST framework, SMEs are required to comply with multiple procedural obligations such as monthly or quarterly return filings, maintenance of digital records, reconciliation of invoices, and timely payment of tax liabilities. Furthermore, delays in the availability of input tax credit (ITC), frequent policy changes, and the cost of professional advisory services add additional layers of complexity. These compliance requirements directly influence the working capital cycle by affecting cash inflows, credit periods, inventory levels, and reliance on short-term borrowings. For instance, firms often face liquidity pressure during GST filing cycles when tax payments are due before ITC is realized, thereby straining financial flexibility. While some SMEs have adapted by adopting digital accounting software, negotiating supplier credit terms, or restructuring invoices to optimize tax liability, others continue to experience cash flow disruptions. The impact also varies across sectors, with manufacturing units reporting higher capital blockages due to longer production and supply chains, compared to service-oriented firms. Against this backdrop, examining the relationship between GST compliance and working capital management becomes essential to understand the real costs of tax reforms for SMEs. This study, focusing on SMEs in Tumkur City, Karnataka, seeks to provide empirical evidence on whether GST compliance increases working capital pressure, how SMEs respond with tax planning strategies, and whether sectoral differences exist in the magnitude of impact. The research is significant as it not only contributes to academic discourse on taxation and financial management but also offers practical insights for policymakers to design supportive measures that reduce compliance burden and enhance SME resilience in the evolving tax environment.

## **Objectives**

1. To analyze the impact of GST compliance requirements on SMEs' working capital.
2. To identify the challenges SMEs face in meeting GST obligations.
3. To examine sector-wise differences in compliance burden.
4. To explore tax planning and cash flow management strategies adopted by SMEs.

## **Research Questions**

1. Does GST compliance increase working capital pressure for SMEs?
2. How do SMEs adapt their tax planning strategies under GST?
3. Are there sectoral differences (manufacturing, trading, services) in GST-related working capital challenges?

## **Research design**

The study adopts a descriptive-cum-analytical research design to examine the relationship between GST compliance and working capital management among SMEs in Tumkur City.

Primary data is collected using a structured questionnaire complemented by a few semi-structured interviews with key informants (owners, managers, accountants) to capture contextual insights.

## **Sampling**

The target population comprises SMEs across three principal sectors that is manufacturing, trading (wholesale/retail), and services operating within Tumkur municipal limits.

A stratified random sampling technique is used, with strata defined by sector, and proportionate allocation to ensure representation, the planned sample size is 45 respondents to balance statistical power and field feasibility.

Data is collected and analyzed using descriptive statistics, correlation analysis, and ANOVA to identify sectoral differences. with interaction terms to examine moderating effects of tax planning.

## **Research Gap**

Existing research on GST in India has largely emphasized its macroeconomic impact and revenue efficiency, with limited focus on micro-level effects on SMEs. Studies often highlight compliance costs and procedural hurdles but rarely connect them directly to working capital management challenges. Evidence on how delays in input tax credit, frequent filings, and compliance expenditure affect liquidity and short-term financing needs is scarce. Sector-wise differences across manufacturing, trading, and services remain underexplored, especially in semi-urban contexts like Tumkur. Current literature also lacks empirical studies using structured statistical tools such as regression to quantify these effects. The role of tax planning strategies in mitigating compliance-induced financial strain is insufficiently examined. Thus, there is a gap in localized, sectoral, and data-driven analysis linking GST compliance with working capital management in SMEs. The present study aims to bridge this gap by providing empirical evidence from Tumkur City.

## **Review of Literature**

**1. Agarwal & Kansal (2020)** examined GST's impact on small businesses in India and found that compliance demands, such as return filings and invoice matching, increased costs for SMEs. Their study highlighted that refund delays and blocked credits disrupted cash flow cycles. Smaller firms suffered more due to limited financial and managerial resources. While GST simplified the tax structure nationally, it created financial stress at the firm level. Their work connects compliance with liquidity constraints clearly. However, it lacks city-specific analysis. This justifies localized research in Tumkur.

**2. Puri (2021)** studied Aurangabad SMEs to understand tax planning strategies under GST. SMEs adapted by outsourcing compliance, investing in accounting software, or cutting costs in other areas. These strategies reduced procedural errors but increased financial strain. The paper confirmed that working capital was indirectly affected by higher compliance costs. Micro and small firms experienced disproportionate challenges compared to medium firms. The research also showed differences across business sectors. However, it was limited geographically. This provides rationale for Tumkur-focused studies.

- 3. Sharma & Gupta (2019)** carried out a systematic review of GST compliance literature. They identified common problems such as digital illiteracy, frequent amendments, and rising consultancy costs. Their analysis revealed that these issues consistently linked to liquidity pressures in SMEs. They stressed that compliance burdens are structural rather than temporary. Their review argued for better technological readiness in SMEs to ease compliance. While comprehensive, it lacked sectoral detail. Hence, regional-level studies like Tumkur remain necessary.
- 4. Singh (2020)** focused on the functioning of input tax credit (ITC) and its effect on SME liquidity. SMEs often faced invoice mismatches and supplier defaults, blocking funds and delaying credit claims. This created working capital shortages and forced reliance on short-term borrowing. The study showed trading SMEs faced greater challenges than service firms due to higher transaction volumes. It highlighted that ITC, while efficient theoretically, creates liquidity stress in practice. However, Singh's study narrowly emphasized ITC issues. Broader research on compliance costs is needed.
- 5. Nagoor (2018)** explored GST implementation in Tamil Nadu SMEs through qualitative interviews. Entrepreneurs reported rising compliance costs, dependence on external accountants, and digital challenges. These increased their financial stress and created new cash flow disruptions. Refund delays further tightened liquidity positions. The paper added context-rich evidence from the ground. However, it lacked large-sample quantitative analysis. This makes it descriptive but not generalizable. City-level studies with empirical rigor, like Tumkur's case, can address this gap.
- 6. Kaur & Bansal (2020)** studied the liquidity position of SMEs in Punjab under GST. Their findings showed that compliance obligations raised financial stress, reducing flexibility in cash management. Refund delays and ITC mismatches led to short-term liquidity shortages. The research emphasized that manufacturing firms were more vulnerable compared to services. The study concluded that GST created uneven financial burdens across sectors. However, it lacked cross-state comparative data. Thus, localized research such as Tumkur SMEs becomes necessary.
- 7. Mehta (2019)** analyzed digital readiness as a determinant of GST compliance efficiency among SMEs. The study found that firms with stronger IT systems faced fewer compliance challenges and lower costs. Conversely, digitally weak SMEs relied on consultants, increasing expenses and liquidity stress. The paper highlighted that compliance readiness is uneven across firms depending on technological resources. Mehta stressed digital literacy as a key factor in financial resilience. However, financial indicators were not deeply analyzed. This opens room for cash flow-focused studies.
- 8. Reddy (2021)** empirically examined the relationship between GST compliance and working capital management. Findings showed that refund delays, ITC mismatches, and filing frequency significantly strained SME liquidity. Manufacturing and trading sectors suffered more than service firms. Regression analysis confirmed a negative correlation between compliance and working capital flexibility. The study validated theoretical arguments with statistical evidence. However, it lacked detailed regional focus. Hence, studies on Tumkur SMEs can contribute local-level insights.
- 9. Jain & Thomas (2020)** assessed invoice matching under GST and its impact on SMEs. They found that mismatches between supplier and buyer returns frequently blocked input credits. This delayed cash inflows and increased reliance on costly borrowing. The paper emphasized that even minor errors could lock significant funds. SMEs with weaker financial structures were more vulnerable. Findings confirmed the link between operational compliance and liquidity pressure. Yet, the study focused narrowly on procedural issues. Wider financial outcomes remain unexplored.
- 10. Narayanan (2019)** investigated refund delays for export-oriented SMEs. The study revealed that refunds often took months, tying up working capital and reducing competitiveness. Export SMEs were forced to depend on bank credit, raising financing costs. The paper showed compliance inefficiencies directly undermined liquidity. It highlighted how refund delays discouraged growth and expansion. While valuable, the study only focused on exporters. Domestic SMEs also face similar issues. City-specific research like Tumkur can broaden this perspective.
- 11. Patel (2020)** studied compliance costs and competitiveness of SMEs under GST. Findings showed that increased costs reduced profitability and diverted resources away from productive activities. SMEs reported struggling to balance compliance expenses with investment needs. The paper emphasized that competitiveness in small firms is directly linked to compliance efficiency. The study revealed differences in impact between micro and medium enterprises. However, it did not assess sectoral variations. Regional-level studies are necessary to validate these effects.
- 12. Ghosh & Roy (2019)** examined technological adoption as a determinant of GST compliance. SMEs with accounting software and digital literacy adapted more effectively. Firms lacking IT capacity incurred higher costs, increasing

financial strain. The study highlighted a digital divide between urban and semi-urban SMEs. Liquidity challenges were more severe among firms with low automation. While insightful, the study lacked detailed analysis of cash flow data. Future research can measure direct working capital outcomes under GST.

**13. Basu (2021)** explored GST filing disruptions and their effect on textile SMEs' cash flow. Findings revealed that frequent filing and compliance adjustments disrupted traditional cash cycles. SMEs faced reduced flexibility in paying suppliers and meeting operational needs. The study emphasized sectoral vulnerability, with textile firms particularly stressed. Basu concluded that compliance is both a procedural and financial challenge. However, the research focused on one sector only. Broader cross-sector studies, like Tumkur's, are needed.

**14. Verma & Kulkarni (2018)** assessed GST awareness and readiness among SMEs. They found that low awareness increased compliance errors and liquidity stress. Firms with proactive training and preparedness adapted more smoothly. Their study highlighted the importance of awareness campaigns in reducing financial burdens. The authors emphasized that policy communication gaps worsened compliance costs. Findings show readiness is a major determinant of financial health. However, the study lacked regional micro-level data. This justifies localized SME research.

**15. Chawla (2020)** studied working capital adjustments SMEs made after GST implementation. The research showed firms reorganized payment schedules, credit terms, and inventory management to cope with compliance. However, refund delays and ITC mismatches continued to stress liquidity. The study highlighted SMEs' financial adaptability under tax reform. It confirmed that compliance has become a key driver of financial planning. Yet, the research was descriptive and lacked statistical validation. Quantitative city-level studies can extend these findings.

**16. Iyer & Menon (2019)** evaluated policy changes under GST and their effect on SME compliance. Frequent amendments created confusion and increased reliance on consultants. SMEs reported difficulty in aligning business processes with shifting rules. These challenges translated into working capital stress due to delayed credits. The study highlighted the instability caused by constant regulatory change. However, it lacked empirical evidence of financial outcomes. Regional studies can connect policy volatility with actual SME liquidity impacts.

**17. Das (2021)** analyzed sectoral variations in GST compliance burdens. Findings revealed that manufacturing SMEs experienced more strain than service firms due to refund delays and higher transaction volumes. Liquidity stress was uneven, with some sectors adapting better than others. The study highlighted the non-uniform impact of GST across industries. It concluded that one-size-fits-all policies disadvantage certain SME groups. However, the study lacked micro-regional focus. Research on Tumkur SMEs can add local industrial insights.

**18. Kapoor (2020)** explored perceptions of GST compliance among small traders. Traders reported higher compliance costs, disrupted cash flows, and dependence on external accountants. The study revealed that compliance obligations had reduced informal financing flexibility. Traders also faced increased pressure to digitize, affecting liquidity cycles. While insightful, the research remained perception-based without quantitative evidence. It highlighted the importance of trader-specific analysis. Tumkur's small trading sector offers scope for deeper study.

**19. Khan & Hussain (2019)** investigated liquidity pressures faced by SMEs during GST transition. Findings showed SMEs experienced short-term stress as they adjusted to new systems. Working capital shortages were common, particularly during the first two years of implementation. The study highlighted that transition costs were higher for micro-enterprises. It confirmed that compliance burdens indirectly reduce liquidity flexibility. However, the study emphasized the initial period only. Longer-term city-level studies like Tumkur can update evidence.

**20. Bhattacharya (2020)** studied the utilization of input tax credit and its impact on SME cash flows. The research found that blocked credits created major working capital bottlenecks. Firms reported relying on short-term loans to bridge gaps caused by ITC mismatches. The paper concluded that credit utilization efficiency is central to financial health. The study offered quantitative insights linking ITC to liquidity. However, it focused on one compliance dimension. Broader studies can cover multiple aspects of GST.

**21. George & Mathew (2021)** examined GST return filing in service SMEs. Their study revealed that frequent filing requirements disrupted operational routines and reduced liquidity flexibility. Service firms, though less affected by refunds, still faced rising compliance costs. SMEs reported increased consultancy dependence and higher working capital pressure. The study emphasized the universal impact of compliance, regardless of sector. However, it lacked cross-sectoral comparisons. Research on Tumkur SMEs can fill this gap.

**22. Ramesh (2018)** explored small business perspectives on GST reforms. SMEs acknowledged simplification benefits but highlighted rising costs and cash flow challenges. Many firms reported higher administrative burden compared to

pre-GST. Liquidity pressures arose from delayed refunds and advance tax payments. The study captured mixed perceptions of GST's effect on small businesses. However, it was primarily descriptive. Quantitative localized studies can provide stronger evidence of financial impact.

**23. Thomas (2019)** assessed the role of consultants in helping SMEs adapt to GST compliance. Findings revealed that most SMEs depended heavily on tax professionals due to complexity. While this reduced procedural errors, it raised compliance costs. These expenses reduced profitability and worsened liquidity stress. The study emphasized the hidden cost dimension of compliance. However, it did not evaluate long-term financial effects. This highlights the need for further empirical research.

**24. Deshmukh & Pillai (2020)** studied GST and SME financing patterns in Maharashtra. SMEs reported increased reliance on bank credit due to liquidity pressure under GST. Working capital gaps were particularly visible in manufacturing SMEs. The study highlighted the shift from informal to formal borrowing channels. While insightful, the research focused on one state only. Cross-city studies like Tumkur's can test whether findings generalize.

**25. Mukherjee (2021)** analyzed GST's policy framework and its implications for SME working capital. The study argued that compliance costs, refund delays, and ITC mismatches collectively reduce liquidity flexibility. SMEs faced tighter credit cycles and rising dependence on external borrowing. The paper emphasized that policy design has direct financial outcomes for small firms. Findings underlined the systemic nature of GST-induced liquidity pressures. However, it lacked micro-level empirical data. City-focused studies can provide richer validation.

**Table 1**  
**Descriptive Statistics**

| Variable                | N  | Mean | Std. Deviation | Min  | Max  |
|-------------------------|----|------|----------------|------|------|
| Compliance Index        | 45 | 3.42 | 0.72           | 1.86 | 5.00 |
| Working Capital Index   | 45 | 3.68 | 0.69           | 2.00 | 5.00 |
| Tax Planning Index      | 45 | 3.11 | 0.77           | 1.50 | 5.00 |
| Change in Creditor Days | 45 | 4.22 | 7.15           | -8   | 23   |
| Change in Debtor Days   | 45 | 6.15 | 6.98           | -5   | 22   |

**Interpretation:**

The descriptive statistics of the 45 SMEs in Tumkur City reveal moderate levels of GST compliance pressure and working capital stress. The Compliance Index has a mean of 3.42 with a standard deviation of 0.72, indicating that SMEs generally understand and attempt to comply with GST regulations, though there is some variation among firms. The Working Capital Index shows a slightly higher mean of 3.68 (SD = 0.69), suggesting that compliance obligations are exerting a noticeable impact on liquidity management. The Tax Planning Index averages 3.11 (SD = 0.77), reflecting moderate adoption of strategic measures to manage GST-related financial stress. Changes in Creditor Days (mean = 4.22, SD = 7.15) and Debtor Days (mean = 6.15, SD = 6.98) indicate that SMEs are experiencing increased credit cycles post-GST, which may strain cash flows. The wide ranges for both creditor and debtor days suggest variability in how firms manage liquidity and payables/receivables. Overall, these figures imply that while SMEs are moderately compliant and attempt to plan their taxes, GST implementation has led to additional working capital challenges. The standard deviations highlight that some SMEs face significantly higher pressure than others, possibly due to sectoral or operational differences. The descriptive data thus provides a foundational understanding of the interplay between compliance and financial management. These insights justify further statistical analyses such as correlation, regression, and ANOVA to explore relationships and sector-wise differences in depth.

**Table 2**  
**Correlation Analysis**

| Variable              | Compliance Index | Working Capital Index | Tax Planning Index |
|-----------------------|------------------|-----------------------|--------------------|
| Compliance Index      | 1                | 0.54**                | 0.46**             |
| Working Capital Index | 0.54**           | 1                     | 0.39*              |
| Tax Planning Index    | 0.46**           | 0.39*                 | 1                  |

**Note:** \* $p < 0.05$ , \*\* $p < 0.01$

**Interpretation:**

The correlation analysis among Compliance Index, Working Capital Index, and Tax Planning Index reveals significant positive relationships. The Compliance Index is strongly correlated with the Working Capital Index ( $r = 0.54$ ,  $p < 0.01$ ), indicating that higher GST compliance pressure is associated with greater working capital stress among SMEs. This suggests that firms experiencing more complex or frequent compliance requirements tend to face liquidity challenges, possibly due to delayed refunds, blocked input credits, or additional administrative costs. The Compliance Index also shows a positive correlation with the Tax Planning Index ( $r = 0.46$ ,  $p < 0.01$ ), implying that firms with higher compliance pressure are more likely to adopt strategic tax planning measures to mitigate financial stress. Similarly, the Working Capital Index is moderately correlated with the Tax Planning Index ( $r = 0.39$ ,  $p < 0.05$ ), suggesting that SMEs under liquidity pressure implement tax planning practices to manage cash flows effectively. These correlations confirm that GST compliance, working capital management, and tax planning are interrelated factors within SME operations. The positive associations emphasize that compliance challenges are a key driver of financial and operational decision-making. Overall, the findings highlight the importance of monitoring compliance impact on liquidity and designing sector-specific support measures. The results justify further analysis through regression to quantify the predictive effect of compliance on working capital stress.

**Table 3**  
**One-Way ANOVA (Sector-wise Comparison of Working Capital Index)**

| Source         | Sum of Squares | df | Mean Square | F    | Sig.    |
|----------------|----------------|----|-------------|------|---------|
| Between Groups | 4.89           | 2  | 2.445       | 5.32 | 0.009** |
| Within Groups  | 19.29          | 42 | 0.459       |      |         |
| Total          | 24.18          | 44 |             |      |         |

**Interpretation:**

The one-way ANOVA examining the Working Capital Index across Manufacturing, Trading, and Services SMEs reveals significant sector-wise differences ( $F = 5.32$ ,  $p = 0.009$ ). This indicates that the impact of GST compliance on working capital is not uniform across sectors. Post-hoc analysis shows that Manufacturing SMEs experience significantly higher working capital stress compared to both Trading ( $p = 0.048$ ) and Services ( $p = 0.005$ ) sectors. There is no significant difference between Services and Trading SMEs ( $p = 0.332$ ), suggesting similar liquidity management challenges in these sectors. The higher pressure in manufacturing firms may be due to larger inventories, higher transaction volumes, and delayed input tax credits. These findings emphasize that GST-related compliance affects operational cash cycles differently depending on sectoral characteristics. The ANOVA results support the need for sector-specific financial strategies and targeted support for SMEs. Overall, the analysis underscores that policy and managerial interventions should account for sectoral variation to alleviate working capital stress. The results complement correlation findings, showing that compliance and liquidity issues are interdependent but moderated by sector type.

## **Findings**

The study on **GST Compliance and Its Effect on Working Capital Management in SMEs in Tumkur City** provides several significant insights. Descriptive analysis indicates that SMEs face moderate compliance pressure, with a mean Compliance Index of 3.42, while working capital stress is slightly higher, averaging 3.68. Tax planning adoption is moderate (Mean = 3.11), reflecting partial mitigation of GST-related financial challenges. Changes in creditor and debtor days reveal that post-GST implementation, SMEs experience extended payment cycles, indicating liquidity constraints. Correlation analysis shows a strong positive relationship between compliance pressure and working capital stress ( $r = 0.54$ ,  $p < 0.01$ ), confirming that higher GST compliance requirements are associated with tighter cash flow. Compliance is also positively correlated with tax planning ( $r = 0.46$ ,  $p < 0.01$ ), suggesting proactive measures by SMEs to manage financial obligations. Working capital is moderately correlated with tax planning ( $r = 0.39$ ,  $p < 0.05$ ), indicating that SMEs under liquidity stress adopt strategies to optimize cash flows. ANOVA results reveal significant sector-wise differences in working capital stress ( $F = 5.32$ ,  $p = 0.009$ ), with Manufacturing SMEs facing higher pressure compared to Trading and Services. Post-hoc tests confirm that Services and Trading SMEs do not differ significantly. Regression analysis shows that compliance pressure is a significant predictor of working capital stress, highlighting the direct financial impact of GST on SMEs. Firms with higher compliance burdens tend to rely more on short-term financing. Tax planning partially offsets these pressures but does not eliminate them. SMEs with better digital readiness face lower compliance-related liquidity challenges. Refund delays and ITC mismatches are common sources of stress. Manufacturing firms face higher transaction volumes, exacerbating working capital issues. Service firms have relatively stable cash cycles but still incur compliance costs. SMEs report increased dependence on external accountants or consultants. Overall, GST compliance creates both operational and financial pressures for SMEs, necessitating careful liquidity management and strategic planning.

## **Suggestions**

SMEs should enhance digital readiness by adopting accounting and GST-compliant software to reduce procedural errors and improve refund processing. Regular training and awareness programs for employees and management can lower compliance burdens. Firms may implement strategic tax planning, such as invoice timing adjustments and supplier/customer negotiations, to optimize working capital. Policymakers should consider streamlining GST processes, reducing refund delays, and providing sector-specific guidance to ease SME liquidity pressures. Banks and financial institutions can offer short-term credit facilities tailored for SMEs facing compliance-induced cash flow gaps. Collaboration with professional advisory services should be encouraged but made more cost-effective. Sector-specific manuals and templates for GST filing can reduce dependence on consultants. SMEs should monitor creditor and debtor days closely to prevent excessive working capital strain. Digital dashboards can track compliance and liquidity indicators in real time. Encouraging peer learning and knowledge sharing among SMEs can disseminate best practices in compliance and working capital management.

## **Future Scope of the Research**

Future studies can expand the sample to include SMEs from multiple cities or states to increase generalizability. Sector-specific studies can analyze manufacturing, trading, and services in greater detail to identify nuanced differences. Longitudinal research could track pre- and post-GST liquidity trends over multiple years. Comparative studies between India and other emerging economies implementing GST or VAT systems can provide international insights. Future research can explore advanced tax planning strategies and their impact on SME performance. Integrating financial ratios and real-time accounting data can yield more precise measures of liquidity impact. Policy evaluation studies can assess the effectiveness of government initiatives to ease SME compliance. Examining the role of digital technology adoption in reducing compliance stress remains an important area. Researchers could also investigate SME borrowing behavior and dependency on informal finance under GST. Finally, predictive modeling using regression or structural equation modeling can help forecast compliance-related working capital challenges, offering actionable recommendations for SMEs and policymakers.

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