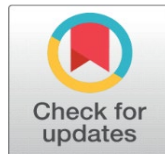
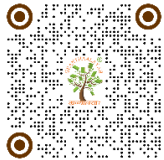


EMPOWERMENT OF TRIBAL WOMEN THROUGH CSR LED ENTERPRISE MODEL: A STUDY OF TATA STEEL FOUNDATION IN JHARKHAND

Dr. Shaizy Ahmed ¹ , Shubham Kumar ² 

¹ Associate Professor, Department of Social Work, Central University of Rajasthan, Ajmer, India

² Research Scholar, Department of Social Work, Central University of Rajasthan, Ajmer, India



Received 16 September 2025

Accepted 29 November 2025

Published 31 December 2025

Corresponding Author

Dr. Shaizy Ahmed,
sahmed_sw@curaj.ac.in

DOI
[10.29121/ShodhSamajik.v2.i2.2025.117](https://doi.org/10.29121/ShodhSamajik.v2.i2.2025.117)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Copyright: © 2025 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.



ABSTRACT

The vision of Viksit Bharat-2047 could not be achieved without engaging women in leadership roles. Empowerment of women emerged as a critical dimension of inclusive and sustainable development, particularly in tribal regions where economic opportunities for women remain limited. In these regions, all stakeholders including government, CSR based foundations and NGOs are making their efforts to empower women. At many places, they initiated enterprise-based intervention models serving as an effective pathway for enhancing women's decision-making capacity, income generation, and social status. In this context, the present study, examines the role of CSR led enterprise models supported by the Tata Steel Foundation (TSF) of Jharkhand in women's leadership and empowerment. Tata Steel Limited is a big name and their CSR funding is also huge. Besides, they are working extensively in Jharkhand and Odisha state as their CSR base. Thus, for this study, the TSF run five such enterprises of paper plates making units were selected from densely tribal dominated region in Ramgarh District of Jharkhand. An exploratory research design with a qualitative research approach was adopted using purposive sampling. A total sample of 25 respondents including five women participants from each unit were selected. Data were collected through the case study method, using Focus Group Discussions (FGDs) as the primary tool. The data were analyzed using thematic analysis. The findings revealed that enterprise interventions had significantly improved women's position in many fronts including self-confidence, financial independence, leadership roles, and participation in household and community decision-making etc. Collective enterprise participation has also strengthened their solidarity, networking, and peer leadership. The enterprise interventions accompanied by skill training, market linkages, and institutional support are therefore serving as a transformative instrument towards women's leadership and empowerment.

Keywords: Women, Leadership Role, Micro Enterprise Model and Empowerment

1. INTRODUCTION

Women in tribal areas are traditionally been engaged in low-income and unorganized occupations with limited access to education, financial resources, market opportunities, and skill development [Vanitha and Sriram \(2024\)](#). The status of tribal women in Jharkhand is also poor in terms of employment opportunities and wages [Binjha \(2020\)](#). Participation in Self-Help Groups (SHGs) and enterprise-based activities is the only alternative which enables vulnerable tribal women groups to

access collective support systems, savings, credit facilities, and market linkages. Financial stability and women rights were the prime reasons, why women join SHGs and enterprises. In India, about 98 percent of women led enterprises are of micro nature [Shetty and Hans \(2019\)](#). Furthermore, these micro enterprises contribute to broader dimensions of women development, including social recognition, cultural inclusion, democratic decision-making [Das and Sahu \(2023\)](#).

Jharkhand is a state with having predominant tribal population. Their livelihood is based on forest produce, providing limited job options. To address the livelihood challenges of these tribal women, many private partners are working in liaison with government to support women through enterprises. Community support systems such as SHGs and cooperatives are the foundation stones for women entrepreneurship in Jharkhand because women feel safe and protected to work in groups [Bhanu \(2021\)](#). Besides, the studies recommended education, skill development, infrastructure development and culturally relevant policies as essential components for the overall development of tribal women [Sukhija and Mishra \(2024\)](#).

Tata Steel Foundation is one such organization which is working for women empowerment in Jharkhand state under its CSR initiatives. They introduced several community-based micro-enterprise interventions under their Gender and Community enterprise programme to strengthen the economic participation of tribal women by providing sustainable livelihood opportunities and promoting self-reliance such as Paper Plate Manufacturing Units, Lac Bangle Manufacturing Units, Bamboo Craft, Stitching Machines, Murhi Machines, Chalk Machines, and Swaad Kard activities. These initiatives are significant in the context of women empowerment because they combine traditional tribal knowledge with modern entrepreneurial practices and create opportunities for skill enhancement, income diversification, and household-level entrepreneurship. Through training, capacity building, and institutional support, tribal women are encouraged to become active contributors to family income and community development processes. This may also lead to transition of tribal women from a stage of economic dependency to leadership and entrepreneurship. Further, the women led enterprises always had a vision to contribute to wider community and family together. Thus, women entrepreneurs are also fostering inclusivity and cohesion [Kumar and Shobana \(2023\)](#).

Community enterprise framework therefore reflects an integrated model of sustainable development, where livelihood promotion serves as a pathway towards empowerment, social transformation, and inclusive rural development. The present study is designed to examine how Tata Steel Foundation's CSR-Led social enterprise model is empowering tribal women of remote areas. TSL is selected because of its wider reach and work in the field of women enterprise. The research is therefore focused on the primary objective of assessing the socio-economic and leadership outcomes of the women-led CSR enterprises and to explore how the CSR-driven social enterprise model fosters women's empowerment and sustainability in a tribal context.

2. METHODOLOGY

The present study, adopted a systematic qualitative methodology to understand how enterprise-based livelihood interventions contributes to women empowerment and leadership development. A multiple case study research design was used to generate an in-depth insight into women lived experiences, socio-economic transformations, and comparative outcomes across different enterprise

models supported by the Tata Steel Foundation in Ramgarh district, Jharkhand. The study specifically focused on five selected Paper Plate Manufacturing Units led by tribal women. Cross-case analysis method is selected to validate the research outcomes and to explore the reasons behind success and failures in running a women led enterprises in tribal dominated areas. The cross-case study method was employed to treat each enterprise unit as an independent case and understand its operational model, group dynamics, economic impact, leadership emergence, and challenges.

Further, this design enabled flexibility in understanding the varying pathways through which leadership and empowerment were developed among women beneficiaries. The purposive sampling technique is used in which respondents were selected intentionally based on their direct involvement and relevant experience in enterprise activities as only active women possess adequate knowledge, leadership experience, and empowerment outcomes. A total of 5 enterprise units were evaluated and from each unit, 5 women respondents were selected, resulting in a total sample size of 25 respondents. This ensured balanced representation from each enterprise model and facilitated cross-case comparison. The principal tool used for primary data collection was Focus Group Discussion (FGD). Separate FGDs were conducted with women members from each selected enterprise unit to generate collective perspectives on empowerment and enterprise functioning. A comparative thematic framework was used to examine similarities and differences across the five enterprise models. Prior informed consent was obtained from all respondents before data collection.

Case Summary:

The following is the description of selected five cases from Jharkhand:

Case Study I: Maa Lakshmi Paper Plate Utpadan Ikaai, Basantpur, Ramgarh.

Maa Lakshmi Paper Plate Utpadan Ikaai, formed in April 2023 at Basantpur, Ramgarh with the support of Tata Steel Foundation (TSF). It is a 10-member women's unit which began with 50 kg of raw data and now expanded to 500 kg of raw material. Mobilised through Disha Training and exposure visits, the group learned record-keeping, management and safety. Members' income rose from ₹3-4k/month to up to ₹10-12k/month enabling spending on health, education and better living. Team roles (President, Secretary, Treasurer) build accountability, while collective decision-making boosts confidence and status among these women. Key considerations as reported by these women include market linkages, raw material availability, transport and voltage fluctuation, yet the women aim to diversify into disposable glass, tailoring, pulveriser and beauty parlour ventures.

Case Study II: Disha Paper Plate Utpadan Ikaai, Ichadih, Ramgarh, Jharkhand

Disha Paper Plate Utpadan Ikaai was also launched in 2023 at Ichadih, Ramgarh with the support of Tata Steel Foundation (TSF). Ichadih is a rural remote location with limited resources. It unites 12 married women led by a woman leader from community. This unit is grown to provide paper plates in the nearby locations. They had received training on gender, women schemes, leadership, record-keeping and safety. Their income rose from ₹4000/- to ₹ 12000 per month which they are using to meet health, education and living expenses of their family. They too had shared roles of President, Secretary, Treasurer which boost leadership, teamwork and conflict resolution skills among all women. Being remotely located and limited transport, they had to face some market, raw material and voltage related issues. Despite these barriers, members have shown strong confidence and hard work.

They are also planning to expand their business into disposable glass and tailoring, aiming to make Ichadih a hub for women-led enterprises.

Case Study III: Samriddhi Paper Plate Utpadan Ikaai, Mukundabera, Ramgarh, Jharkhand

Samriddhi Paper Plate Utpadan Ikaai, started in Mukundabera, Ramgarh as a micro-enterprise established under the umbrella of Tata Steel Foundation (TSF). It brings together a small number of married women who had a compassion to change. Most of them have basic primary schooling making them uncomfortable to deal with banking and other business procedures. After receiving TSF training on gender, welfare schemes and leadership skills, they become self-confident and their income also grew from irregular earnings to ₹ 10 thousand per month which is sufficient to support their child's education. They are making both traditional silver-coated disposable plates along with biodegradable banana-leaf printed dona-pattals. The group aims to create a dignified livelihood opportunity for more women.

Case Study IV: Roshni Paper Plate Utpadan Ikaai, Pundi, Ramgarh, Jharkhand

Roshni Paper Plate Utpadan Ikaai, launched in Pundi, Ramgarh with Tata Steel Foundation (TSF) support, unites 10 married women. In Pundi village, the primary workforce initially relied heavily on irregular daily wage labour or seasonal farming. In this context, this paper plate micro-enterprise helps these women in raising their standard of living and gaining public acceptance. Most of these women had only primary or middle school education. After coming in contact with TSF, they pooled funds to install a paper plate making machine, raising their income to ₹8 to 10 thousand a month. They are also facing challenges of transportation due to which the supply of raw material is affected. They are working continuously to expand their enterprise to support more women.

Case Study V: Maa Ambe Paper Plate Utpadan Ikaai, Ichadih, Ramgarh, Jharkhand

Maa Ambe Paper Plate Utpadan Ikaai, started in Ichadih, Ramgarh with Tata Steel Foundation (TSF) support, consists of 13 married women led by a woman in the village. This is another enterprise in same village highlighting that all women can form their own micro-enterprise and grow. These women studied up to senior secondary level. They were earlier relied on agriculture or wage labour. After getting financial and handholding support from TSF, they also raised their income up to ₹ 8 to 10 thousand per month. This gives them confidence to spend on their household needs, children's education and health. Although, their expansion is not big as like Disha, but they are supplying their product directly to wholesalers and local markets.

Cross Case Analysis:

The functionality and empowerment of women is analyzed using the following parameters:

- **Composition and functionality:**

From the description of above five cases, it is clearly reflected that all the enterprises are functioning through the Self-Help Group (SHG) model, with participation ranging from 10 to 13 women in each group. This highlights that vulnerable women can be transformed through groups and the SHG approach promotes collective decision-making, mutual cooperation, and income generation opportunities for rural women. Women are also good entrepreneurs because they had a skill to create a firm from scratch, often at significant personal risk, and they take responsibility for its management, strategy, and operations (Anis and Hasan,

2013). However, the performance and earning levels of the enterprises vary across the case studies based on their infrastructure and other factors. Case-I and Case-II women entrepreneurs performed better and generating high earnings, while Case-III showed moderate performance with medium income. Case-IV and Case-V experienced lower earnings, despite functioning regularly, indicating challenges such as limited market access, production constraints, and weak financial management in their success. Overall, the findings show that SHG-based enterprises can strengthen women's empowerment and livelihoods when supported with proper training, resources, and market linkages.

- **Enterprise Involvement:**

The five micro enterprises were initiated by the efforts of TSF under the CSR initiatives. All women participants joined the enterprises in year 2023 through mobilization and facilitation by TSF staff. They all followed SHG model for operations. Formation of the SHGs was supported through awareness campaigns, exposure visits, guidance, and collective participation. In some groups, women pooled their own contributions and actively engaged themselves irrespective of their lower education showing their motivation towards livelihood generation and self-reliance. The TSF is providing all round development of women through their capacity building initiatives addressing critical issues e.g. gender awareness, leadership development, record keeping, operational management, advocacy, safety measures, and information on government schemes etc. Exposure visits and practical guidance further enhanced their confidence and managerial abilities. These capacity-building initiatives are playing an important role in strengthening women's participation in income generating activities along with improving the functioning of the enterprises.

- **Livelihood and Income Generation:**

The cross-case analysis reflects a significant improvement in the livelihood, income and entrepreneurial behaviours of women after joining the social enterprises in congruence with other studies (Datta and Gailey, 2012; Khanum et.al., 2019). As reflected in Table 01; before joining the enterprise, most of the women depended on agriculture, wage labour, household chores, coal mines related labour work, or other irregular income sources. As a result, they were earning a meagre amount i.e. between ₹3,000 to ₹4,000 per month. In two of the enterprises, women were even having unstable income due to limited income opportunities. After joining the enterprises, their income in all cases has increased to a substantial level i.e. around ₹8,000 to ₹12,000 per month. This improvement enhanced the contribution of women towards household expenses such as education, healthcare, food etc. which is improving their overall living standards. The increased earnings are also strengthening their dignity, confidence, and participation in family decision-making and within society. The other studies also reflect positive changes in women's financial status and socio-economic conditions after getting employment and highlight that financial resources are significant barriers in women entrepreneurial initiatives [Sukhija and Mishra \(2024\)](#).

Table 1

Table 1 Livelihood and Income Generation					
Key Indicators	Case-I	Case-II	Case-III	Case-IV	Case- V
Income Before	b/w ₹3,000–₹4,000 (Household chores/Agriculture)	b/w ₹3,000–₹4,000 (Agriculture, Wage work)	Small irregular earnings, often negligible	Irregular income (Agriculture/labour work)	Limited income, (Coal mines, Agriculture and labour work)
Income After	₹10,000–₹12,000 (seasonal)	₹10,000–₹12,000 (seasonal)	₹8,000–₹10,000	₹8,000–₹10,000	₹8,000–₹10,000
Contribution to Household expenses	Healthcare, education, family expenses	Education, health, shared household costs	Food, schooling, healthcare	Education, food, healthcare, other family expenses	Education, healthcare

- **Leadership and Group Dynamics**

The cross-case analysis related to leadership and group dynamics is given in Table No.02 which highlights the presence of structured leadership and effective group dynamics within all the SHG-based enterprises. Studies confirm that women who access training programs developed both technical skills along with confidence, leadership, and collaborative networks. In all enterprises, women themselves are actively performing leadership responsibilities and administrative roles such as President, Secretary, and Treasurer, while in some groups shared responsibilities and collective accountability is observed. This Leadership skills further enhances team innovation by promoting collaboration and the exchange of ideas among team members. In all enterprises, strong teamwork and mutual cooperation was reported. Most groups are managing conflicts collectively through discussion, peer support, and mutual understanding, while guidance from Tata Steel Foundation (TSF) is also considered in conflict resolution and group coordination in few cases as mentor. The collective approach therefore is strengthening trust, unity and sustainability of their enterprises.

Table 2

Table 2 Leadership and Group Dynamics					
Key Indicators	Case-I	Case-II	Case-III	Case-IV	Case- V
Positions/ responsibilities	President, Secretary, Treasurer roles	Clear roles – President, Secretary, Treasurer	President + shared responsibilities	Leadership roles; accountability maintained.	President, Secretary, Treasurer roles shared
Teamwork and conflict handling	High teamwork, guided by TSF during conflicts	Strong mutual trust, conflict resolution skills	Resolves conflicts mutually with TSF guidance	Teamwork, peer support, collective problem solving	Teamwork, conflict resolution collectively managed

• Empowerment and Decision-Making

The empowerment and decision-making status are reflected in Table No.03. The cross-case analysis indicates that the participation of tribal women in SHG-based enterprises has positively influenced women's empowerment and household decision-making abilities [Naveen et al. \(2023\)](#). Women in most of the groups are actively participating in household financial matters, SHG activities, and community-level decisions. While some women gradually developed participation due to literacy and social barriers, others achieved an equal or stronger role in family and community affairs after becoming economically active. A significant improvement is observed in women's confidence and social status. Many women moved from a stage of dependency to self-reliance and gained recognition within their communities. Thus, participation in the enterprises leads to overall development and empowerment of women [Supkar and Nayak \(2022\)](#). Even women with limited education experienced increased level of confidence and empowerment through collective work and economic contribution.

Table 3

Table 3 Empowerment and Decision-Making					
Key Indicators	Case-I	Case-II	Case-III	Case-IV	Case- V
Role in decision making	Active role in SHG + family finance/social decisions	Equal say in household/community	Slowly participating	Equal role in household/Community	Stronger role in family decisions
Change in confidence and status	Strong self-confidence, community recognition	From dependency to self-reliance, confident leadership	Gaining confidence despite literacy barriers	Respect and confidence in community, equal status	Significant rise in self-confidence, identity through enterprise

• Challenges and Aspirations

Table No.4 highlights the cross-case analysis of key challenges and the future plans of all selected enterprises. The analysis revealed that women-led enterprises face several operational challenges, including irregular raw material supply, transportation difficulties, electricity cut, voltage issues, market instability, banking procedures, and delays in marketing and sales. These challenges affect production, income stability, and the smooth functioning of the SHGs, particularly in rural and resource-constrained areas. Despite these difficulties, the women showed strong aspirations for future growth and sustainability. All women groups expressed their interest in expanding their respective business to more disposable items, tailoring, and other livelihood activities to increase income opportunities and create employment for more women. Their future plans reflect hope and entrepreneurial motivation with a collective vision for sustainable growth.

Table 4

Table 4 Challenges and Aspirations					
Key Indicators	Case-I	Case-II	Case-III	Case-IV	Case- V
Problems faced	Market linkages, raw material supply,	Market instability, raw material, transport,	Paperwork, banking, raw material	Market delays, raw material,	Marketing, raw material, banking procedures

	transport, voltage	electricity issues	supply, market	transport costs	
Future plans	Expansion to disposable glasses and tailoring	Expansion in different paper plate production	Expansion to tailoring and disposable items	Expansion to other trades for more women's livelihood	Growth in unit, create jobs for more women

3. OVERALL IMPACT

The overall impact of the women-led SHG enterprises given in Table No.5 reflects significant social transformation and empowerment [Bhanu \(2021\)](#). Women who were previously dependent on irregular livelihoods are now recognized as income earners and active contributors to their families and communities. Participation in the enterprises improved their dignity, confidence, and social identity, while also inspiring other rural and semi-literate women to participate in livelihood activities and challenge traditional gender stereotypes. The case studies also indicate positive signs of sustainability and community linkage development. Strong SHG structures, teamwork, mutual trust, and aspirations for enterprise diversification have increased the potential for long-term growth. However, some groups still require additional support in areas such as banking, marketing, and market linkages to strengthen sustainability and expand opportunities for more women in the community.

Table 5

Table 5 Overall Impact					
Key Indicators	Case-I	Case-II	Case-III	Case-IV	Case- V
Social Transformation	Women now recognized as earners; improved family well-being	Shift from dependency → equal contributors; role models for village women	First-time financial independence, inspiring semi-literate women	Earn respect in community; breaking stereotypes about women's work	Enhanced dignity; enterprise as new identity
Sustainability and Community Linkages	Aspire to diversify enterprises; building resilience	Strong SHG structure with trust; potential to scale up	Needs more support in banking/market linkages for long-term sustainability	Strong teamwork and confidence suggest long-term viability	Determined to expand and bring more women into the enterprise fold

4. DISCUSSION

The research trend on women entrepreneurship illustrates that the practical difficulties of women entrepreneurs are unattended by researchers along with little emphasis is given on vulnerable women groups [Pedrosa et al. \(2024\)](#). The case studies of women-led SHG enterprises of tribal women demonstrate that collective entrepreneurship has played a significant role in improving the socio-economic conditions of these women [Basak and Roy Chowdhury \(2024\)](#). All five enterprises were established as paper plate manufacturing units under the SHG model with support and mobilization from TSF. Women received training on leadership, gender awareness, record keeping, safety, government schemes, and enterprise management, which strengthened their participation and enhanced their entrepreneurial skills.

A major transformation was observed in the livelihood and income status of the women after joining the enterprises [Datta and Gailey \(2012\)](#), [Khanum et al. \(2019\)](#). It further leads to their overall development and empowerment [Thakur and Patel \(2014\)](#). Earlier, most participants depended on irregular wage labour, agriculture, household chores, or coal mine-related work, earning very limited income. After engaging in the enterprises, their earnings increased considerably, enabling them to contribute significantly towards education, healthcare, food, and improved living standards. Economic participation also increased women's awareness, confidence, dignity, and involvement in household and community decision-making processes [Basak and Roy Chowdhury \(2024\)](#).

The findings further reveal that strong leadership structures, teamwork, and collective decision-making contributed to the effective functioning of the SHGs. Women actively managed responsibilities such as President, Secretary, and Treasurer roles, while conflicts were resolved collectively with mutual trust and TSF guidance. Leadership styles are also important in entrepreneurial performance. Women entrepreneurs are using both self and shared leadership effectively to perform better. Participation in the enterprises also helped women gain self-confidence, social recognition, and leadership abilities [Sharma and Sharma \(2014\)](#) gradually transforming them from dependent family members into active contributors and role models within their communities.

The women led micro enterprises are continue to face challenges related to market linkages, raw material supply, transportation, electricity, credit transfer and banking procedure etc. [Anis and Hasan \(2013\)](#). Women entrepreneurs are also lacking in digital skills, internet connectivity and access to credits from bank making them vulnerable [Bhanu \(2021\)](#). These challenges are also categorized as institutional, endowment, resource based, personal, gendered and social [Kumar and Shobana \(2023\)](#).

Despite challenges, the women expressed strong aspirations to expand their business into other livelihood activities such as tailoring and disposable product manufacturing. They also wish to create income opportunities for more women in the community [Kumar and Shobana \(2023\)](#). Women led enterprises are not only increasing in numbers but also in technical efficiency as reflected in a study which compared two rounds of NSSO data between 2010 to 2016. Hence, SHGs can be used as an effective medium for women empowerment [Majeed et al. \(2024\)](#). In a nutshell, the study highlights that SHG-based micro enterprises are not only important sources of livelihood generation but also effective instruments for women empowerment, social transformation, and sustainable rural development.

5. CONCLUSION

The study concludes that CSR based entrepreneurial activities have a significant potential to enhance the socio-economic conditions of tribal women and make them empower. The micro enterprise-based interventions of TSF demonstrated improvements in entrepreneurial knowledge, confidence, decision-making abilities, and awareness of income-generating opportunities among tribal women. Persistent challenges such as limited market access, low literacy levels, inadequate financial support, and socio-cultural barriers continue to hinder their entrepreneurial growth, but they are not restricting tribal women to grow. This suggested a need of more handholding of tribal women by government and private partners. There is a need for continuous capacity-building, mentorship, and market-oriented skill development programmes tailored to the local and cultural context. Strengthening access to credit, institutional support, digital literacy, and marketing linkages may

further improve the sustainability of women led enterprises. Collaboration among all stakeholders is essential to create an enabling ecosystem that promotes tribal women entrepreneurs and contributes to their inclusive development.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

The authors acknowledge heartfelt thanks to the Chief functionaries and staff of TSF, Jharkhand or their support and cooperation extended in completing this research and to all the women entrepreneurs who participated in this study.

REFERENCES

- Anis, M. Z., and Hasan, M. M. (2013). Woman Entrepreneurs of Small and Medium Enterprises in Rajshahi Area: Opportunities and Challenges. *International Journal of Scientific and Research Publications*, 3(8), 1–13.
- Basak, D., and Roy Chowdhury, I. (2024). Role of Self-Help Groups on Socioeconomic Development and the Achievement of Sustainable Development Goals (SDGs) Among Rural Women in Cooch Behar District, India. *Regional Sustainability*, 5(2), Article 100140. <https://doi.org/10.1016/j.regsus.2024.100140>
- Binjha, P. (2020). Challenges and Prospects of Empowerment of Tribal Women with Reference to Jharkhand. *International Journal for Research in Engineering Application and Management (IJREAM)*, 6(7), 231–236. <https://doi.org/10.35291/2454-9150.2020.0664>
- Bhanu, U. (2021). Grassroots Growth: Case Studies on MSMEs Transforming Women's Lives in India. *Journal of Emerging Technologies and Innovative Research*, 8(4), 67–81.
- Das, S., and Sahu, S. (2023). A Study of SHG as a Model of Social Entrepreneurship in Mayurbhanj District, Odisha. *SDMIMD Journal of Management*, 14(2), 151–164. <https://doi.org/10.18311/sdmimd/2023/32485>
- Datta, P. B., and Gailey, R. (2012). Empowering Women Through Social Entrepreneurship: Case Study of a Women's Cooperative in India. *Entrepreneurship Theory and Practice*, 36(3), 569–587. <https://doi.org/10.1111/j.1540-6520.2012.00505.x>
- Khanum, R., Mahadi, M. S. A., and Islam, M. S. (2019). Livelihood Status of Tribal Women through Entrepreneurship Development: Evidence from Sylhet Region of Bangladesh. *Society and Change*, 13(4), 107–122.
- Kumar, J. S., and Shobana, D. (2023). Evolution and Significance of Women Entrepreneurs in India. *World Journal of Advanced Research and Reviews*, 19(2), 1445–1458. <https://doi.org/10.30574/wjarr.2023.19.2.1554>
- Majeed, M., Rather, Z. G., and Mushtaq, S. O. (2024). Informal Enterprise as Harbinger of Women Empowerment in India. *Journal of Social and Economic Development*, 26, 435–456. <https://doi.org/10.1007/s40847-023-00282-9>
- Naveen, S., Parida, J. K., and Panda, I. (2023). Tribal Women Empowerment through Entrepreneurship: Evidence from Mayurbhanj District, Odisha. *Frontiers in Sociology*, 8, Article 1158770. <https://doi.org/10.3389/fsoc.2023.1158770>
- Pedrosa, C. D., Maldonado, C. J., Cueto, D. R., and Sanchez, P. P. (2024). Trends of Research on Women's Entrepreneurship on the Management of Happiness

- and Well-Being in Organisations. *Journal of Management Development*, 43(2), 150–169. <https://doi.org/10.1108/JMD-04-2023-0127>
- Sharma, V., and Sharma, P. (2014). Impact of Self-Help Groups on Women Empowerment. *International Journal of Social Science and Humanities Research*, 2(3), 193–198.
- Shetty, S. S., and Hans, V. B. (2019). Women Entrepreneurship in India: Issues and Challenges. *Research Journal of Humanities and Social Sciences*, 10(4), 1264–1268. <https://doi.org/10.5958/2321-5828.2019.00162.1>
- Sukhija, K., and Mishra, P. (2024). Barriers to Education and Skill Acquisition Among Tribal Women of Jharkhand. *International Journal of Reviews and Research in Social Science*, 12(4), 244–252. <https://doi.org/10.52711/2454-2687.2024.00041>
- Supkar, S., and Nayak, D. (2022). Women Entrepreneurship in India: Major Issues and Challenges. *International Journal of Creative Research Thoughts*, 10(7), D414–D419.
- Thakur, S., and Patel, B. S. (2014). Self-Help Groups (SHG): A Tool for Empowerment of Women. *International Journal of Reviews and Research in Social Science*, 2(3), 166–172. <https://www.ijrrsonline.in/AbstractView.aspx?PID=2014-2-3-4>
- Vanitha, P., and Sriram, G. D. (2024). Tribal Women Empowerment Through Entrepreneurship. In *Achieving Sustainable Women Empowerment* (368–380).