

Exploring the Role of Tourism Social Entrepreneurship (TSE) and Government Initiatives in the Development of Craftsmanship in Kashmir Valley, Jammu and Kashmir

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Abstract

The present study investigates the role of social entrepreneurship & government's support for building Craftsmanship via various schemes and incentives in Kashmir valley, Jammu and Kashmir, Union territory, India. The crafting culture is majorly passed down from generation to generation. Still, after analysing the data available on the subject, Craftsmen feel neglected due to urbanization and large-scale product and service development. They cannot sell their products at the prices they are expected to earn for the amount of effort put in to assure the quality and originality of the product (Kramrisch, 1958). In addition, Craftspeople have been further marginalized by the rapid expansion and multiplication of industries, resulting in a scenario of quality compromise and leaving them with few or no choices for finding clients for their well-crafted products. This study is based on secondary data and is exploratory cum descriptive. The data revealed that government operates various schemes for promoting craftsmanship in the Union territory of Jammu & Kashmir. Also, the data showed that multiple incentives are provided to artisans to uplift their crafting business.

Keywords: Social Entrepreneurship, Craftsmanship, Incentives, Schemes, Development

Introduction

There is a growing emphasis on social entrepreneurship and various parallel approaches in the literature to shed some light on SE (social entrepreneurship). Though there is no uniformity in the definition, it is an accepted notion that the positive influence of social entrepreneurs on society has helped it attract scholarly attention (Cho, 2006). According to Reis and Clohesy (1999), social entrepreneurship is about incorporating viable business practices in the functioning of not-for-profit organizations, and it is unfolding as an innovative approach to address various complicated societal problems. For the first time, William Drayton coined the term "Social entrepreneurship" (Dees, 2009). Due to SE's strategic context, it is gaining traction worldwide. The social half of society's activities are becoming entrepreneurial, competitive, productive, and powerful as a business concern (Sen, 2007). Social entrepreneurship is also linked to several characteristics, including creativity, proactiveness, risk-taking, innovation, inclusion, and leadership (Dees, 2009).

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Little information is available about the size of the global tourist social enterprises. This might result from these ventures' differing levels of legitimacy and acknowledgment in the context of their respective countries (Lange & Dodd's, 2017). Numerous scholarly case studies demonstrate the existence of tourist social enterprises in and for disadvantaged communities, frequently in developing nations (Biddulph, 2018). Additionally, according to Dredge (2017), tourist social enterprises are typically micro, small, or medium-sized businesses that aim to positively change the sector as a whole (Smith, 2017). TSE can be seen as a catalyst for the growth of host communities when considering the context of its operations, social missions, and geographic surroundings. According to the sparse scholarly literature, there have been no attempts to prioritise sustainable community development as the main objective of TSE.

In a socially peaceful environment, social entrepreneurs display their innovative approach clubbed with their risk-bearing capacity towards different challenges that come up in their way and, most notably, with their vigilant approach to acting as and when required. Social entrepreneurs aim to build and increase social value by contributing to the welfare of the community they operate in and beyond (Peredo & McLean, 2006). Due to extreme poverty and lack of decent opportunities, especially in developing and under-developed countries, social entrepreneurship is receiving increased attention from different sections of society. Social entrepreneurs are trying to help society positively as the social problems are varied (Mukkelli, 2015). The kind of impact business entrepreneurs have on the economy; their social counterpart has on society and its development; social entrepreneurs tend to challenge the generally accepted principles and try to come up with something more efficient and meaningful (Sofi et al., 2016). As a result, to create a sustainable world, businesses must be socially responsible and give back to the community. Also, in the art of craftsmanship, the craftsman is closely related to his people rather than by common motives or gains. Thus, the traditional and ancestral legacy of beliefs is transmitted to the next generation as an element of inherited culture (Kramrisch, 1958). According to the Vedic scriptures, craft-making is often considered a discipline. It can revive and uphold an ancient traditional culture influenced by a connection to a particular place. Schwarz (2020) argues

that craftsmanship is about a skillful workforce making something of use, and the skills involved in crafting result from continuous practice and training.

Since Schumpeter first established the idea of entrepreneurship 70 years ago, it has increasingly been integrated with the practice of resolving social issues, giving rise to social entrepreneurship (SE) (Akella & Eid, 2018). Even though SE is thriving in practice, there is no agreement on how to define it (Dees, 1998; Sheldon, Pollock et al., 2017), which has left the subject of SE's borders constantly unclear and unclear (Abu-Saifan, 2012). Many scholars used earlier theories of entrepreneurship to define SE. Dees (1998) characterises social entrepreneurs as change agents by combining the concepts of value creation from Jean Baptiste Say, innovation and change agents from Joseph Schumpeter, the pursuit of opportunity from Peter Drucker, and resourcefulness from Howard Stevenson identifies social entrepreneurs as agents of change who "[adopt] a mission to create and sustain social value," "[recognise] and relentlessly [pursue] new opportunities to serve that mission," and "[engage] in the process of continuous innovation, adaptation, and learning," "[act] boldly without being limited by resources currently in hand," and "[exhibit] heightened accountability to the constituencies served and for the outcomes created."

Similarly, Peredo and McLean (2006) contend that SE is used by businesspeople who want to generate social value by combining opportunity exploitation, innovation use, risk acceptance, and resource scarcity resistance. SE, according to Zahra et al. (2009), "includes the activities and processes conducted to uncover, define, and exploit possibilities to create societal wealth by launching new businesses or innovatively managing existing organisations." The aforementioned scholars draw on ideas from entrepreneurial theorists, such as invention, opportunity, and resourcefulness, in addition to emphasising SE's primary characteristic of social value production.

Jammu and Kashmir, in general, and Kashmir valley, in particular, are beset by many problems. Over the last two decades, ordinary Kashmiris people have been subjected to unprecedented political and economic turmoil. The economic conditions of people in Kashmir have deteriorated over time (Kumar, 2016). Thousands

have been killed, often in bizarre situations, wreaking havoc on all parts of life and leaving Jammu & Kashmir in a perilous socio-political situation. Even in a relatively tranquil period, the threat of violence serves as a reminder of conflict, which has considerably impacted the labor market and resulted in socio-cultural attitudes toward various types of work (Sofi et al., 2016). This research would provide a conceptual understanding of how the government and allied departments are assisting the artisans in the Union territory of Jammu & Kashmir and enumerate the various schemes and incentives being offered to them for their upliftment and development in the business parlance.

Tourism Social Entrepreneurship (TSE)

Tourism social entrepreneurship (TSE) is proposed as a market-based approach for addressing social issues while maximizing the advantages and minimizing the negative impacts that tourism may have on host communities (Aquino et al., 2018). The terms “social entrepreneur” and “social entrepreneurship” were initially used in the 1960s and 1970s, but they became more popular in the 1980s and 1990s as a result of rising social disparity (Sheldon & Daniele, 2017). There are few well-defined studies on social entrepreneurship and social value in the tourism industry (Jorgensen et al., 2021), which helps us understand the phenomenon and the association. According to Sheldon and Daniele (2017), tourism social entrepreneurship is *“a process that uses tourism to create innovative solutions to immediate social, environmental, and economic problems in destinations by mobilising the ideas, capacities, resources, and social agreements required for the destination’s sustainable social transformation from within or outside the destination.”* Rather than focusing on “how social entrepreneurs and organizations act and create social value,” social entrepreneurs can be defined by their motivations, reasons, aims, drivers, and impacts (Sigala, 2016). According to Jorgensen et al. (2021) tourism sector requires a broader collaborative approach to social entrepreneurship. Even if the established goals of a tourism social entrepreneur are not achieved, it creates the possibility that things will improve, at least in some sectors of the community, and serves as a platform for involvement and outcomes that go beyond tourism growth.

The recognition, assessment, and utilisation of various opportunities to build a social value are referred to as a social enterprise (Austin et al., 2006). While effective implementation of a social business remains challenging, adopting tools to devise a mechanism to lessen this problem is vital in establishing the validity of social entrepreneurship as a field of study (Mair & Marti., 2006). Organizations can pursue commercial entrepreneurship, social entrepreneurship, or a combination of both. Some scholars refer to organisations seeking commercial and social objectives as hybrids (Davis, 1997). There is widespread agreement that social entrepreneurs and their endeavors are motivated by social aims or the desire to help society in some manner. This is another way of saying that a social entrepreneur strives to improve “social value or contribute to the welfare or well-being of a specific human group (Peredo & McLean., 2006). Social enterprises are primarily local businesses that provide goods and services that have a personal and collective impact on communities and society. At the same time, regional differences in service provision, access to services, and skill levels can contribute to the development of social capital and cohesiveness by assisting persons in acquiring the skills needed to return to their working activities (Haugh, 2005). Providing essential skills is fundamental as it contributes to modifying the economic arrangements. The development of society is regularly accompanied by considerable modifications in the composition of the economy (Kumar, 2011).

Despite the differences between social and commercial entrepreneurship, some scholars claim that a continuum exists for which commercial and social entrepreneurship serve as anchors (Austin et al., 2006; Peredo & McLean, 2006). Social entrepreneurs must be vigilant and updated with the technology and latest trends to benefit from the available resources (Manhas et al., 2021). The assessment and evaluation of varied opportunities and the selection of the most appropriate options highlight a social entrepreneur’s potential to stand out from the crowd and help society face different challenges (Austin et al., 2006). Researchers and practitioners must spell out the crucial questions and significant or distinguishing characteristics of social entrepreneurship in entrepreneurship and public policy (Certo & Miller., 2008). Social entrepreneurs exploring game-changing ideas that can lead to a cascade of innovations, adaptations, and local implementations

have the potential to have a significant social impact. Many entrepreneurs are becoming well-known for their creative approaches to complex social problems (Sherman, 2003).

Santos (2012) states that social entrepreneurship pursues sustainable solutions to neglected problems with positive externalities. As presented here, social entrepreneurship is still not a clear notion. Even though social entrepreneurship has gained traction in academic and corporate realms, there is still debate in the academic literature over its precise definition (Peredo & McLean, 2006). There is also a growing interest in non-profit organisations crafting a strategy to keep the associated populace out of welfare dependency. Due to these shifts, marketing researchers are becoming more interested in the function of social entrepreneurship in non-profits (Hartigan, 2002). For the future growth of social entrepreneurship research, reaching consensus across many fields on the definition and significant components of the concept and explaining some of the underlying arguments is a critical agenda to be considered (Certo & Miller, 2008). There is a need for theoretical and empirical research in social entrepreneurship/enterprise and related activities because of agreed-upon no widely agreed-upon definitions. A more systematic review of prescriptions developed by practitioners based on anecdotal evidence can benefit (Sherman, 2003).

Research Methodology

This study is based on secondary data and is exploratory cum descriptive. The government's various schemes and incentives for developing craftsmanship in the Union territory of Jammu & Kashmir have been extracted from the official website of the Department of handicrafts, which is an apex institution for setting the framework and implementing the various regulations in the crafting context. International Journal of Management & Commerce Innovations and the Journal of Advances in Research also provided a framework to enumerate and build on the government's list of incentives and schemes. In addition, this study also incorporates qualitative research methods to yield a higher degree of relevance and allied results. Nine semi structured and indepth interviews were conducted to collect data from the Kashmir valley's social entrepreneurs.

Furthermore, the main advantage of the qualitative research method is that it gives you a lot of flexibility to gather data without having to construct or hypothesis (Haven & Grootel, 2019). The qualitative technique is also supported by a review of previous comparative research that adopted a similar methodology. If a study is intended to test hypotheses, the quantitative and mixed-method research approaches are the most accurate (Jeevan et al., 2019). When researchers prefer to represent acquired data using numerical methodologies, quantitative research is best appropriate for the topic (Anyan, 2013). Therefore, quantitative procedures are suitable for research that involves investigation, running trials and experiments, or developing statistical measures (Golicic & Davis, 2012). Additionally, collecting and interpreting data is where qualitative and quantitative research methodologies divide (Anyan, 2013).

Since there is a shortage of social entrepreneurs in J&K, this study comprised six tourism social entrepreneurs from Jammu and Kashmir who participated in this study. Semi-structured and in-depth interviews were done in person and over the phone as part of the data collection process. The transcripts covered the various aspects of incentivization, rebuilding the destination, and personal attributes in the tourism business industry at large and how it can prove to be a catalyst in the development of Jammu & Kashmir. Call recorders were utilised to record the data if an interview was done over the phone. The recorded information was afterward transformed into MP3 format for playback and stored separately on an external disk to keep the original copy stored in more than one place to mitigate the risk of data loss—the transcription and organisation of the recorded material allowed for more straightforward retrieval, coding, and analysis. The data transcription procedure became more consistent due to the recording. The interview transcript was also typed down to reduce the danger of digital data loss. The information in the two formats was then compared, and the information deemed useless was destroyed.

In-depth interview themes and other available scales from earlier work were explored in the development of questionnaires. The respondents graded the open-ended questions to have an in-depth understanding of the subject. The questionnaires were further subdivided into sub-questions to help the respondent stay on track and

mitigate the loss of any digression from the core topic in question.

Data Analysis

To ascertain the answer to the study's research question, the data was duly evaluated. Exploring the strategies employed by social entrepreneurs was of paramount importance. The researchers used qualitative analysis to investigate these tactics, and the triangulation method has been applied in this study to confirm the findings. There are four methods of triangulation, as suggested by Yin (2013): (a) analyst, (b) data source, (c) theory/perspective, and (d) technique; nevertheless, the "method triangulation," also known as methodological triangulation, is the most reliable method in case study research.

Furthermore, "data source" has also been utilised for triangulation in the case of study methodologies because data is frequently acquired from numerous sources. The current study also utilised other data sources and methodological triangulation to confirm the findings. Denzin (2012) recommended cross-checking and ensuring the data because the case studies used a variety of data sources. Data coding, a crucial component of data analysis, was done to find the common themes in the study. By organising, expressing, connecting, and making sense of the facts, the coding assisted in developing a theory based on the raw data. The coding was done using Microsoft Excel to understand the acquired unstructured qualitative data. The software also made it possible to conserve resources and time. The data was then sorted to identify relationships between the data sources and obtain the results of this research study.

Results and Discussion

Most tourism social entrepreneurs we interviewed for this research study believe that crafters and artisans are underpaid. They don't have the money to create their masterpieces. As a result, this is a significant obstacle that must be considered while devising methods for their improvement. These crafts products are displayed in high-end showrooms, but the true artisans who put in the time and effort to create them are paid a pittance. The conversations with social entrepreneurs in the Kashmir

valley yielded a slew of insights into various issues that are sometimes overlooked. This research study seeks to briefly emphasise the primary distinguishing problem statements and propose a feasible remedy for improvement in the following conclusion.

To elicit their responses on the subject of tourism, social entrepreneurship, and government initiatives in the Development of craftsmanship in Kashmir valley, the respondents were asked the following questions:

- Why did you choose to be a social entrepreneur rather than a business entrepreneur?
- What is the impact of your business on society?
- What are the main challenges/problems you faced or continue to face while working in a conflict tourist destination like Kashmir?
- Does the income from tourism contribute significantly to the total income of your enterprise?
- What are the schemes/incentives provided by the government to support and promote the crafting culture?
- Recommendations/Suggestions for developing crafts as tourist products in Jammu and Kashmir?

Qualitative analysis of the responses reveals that Kashmir has been a hotbed of political upheaval, and people who live in war zones suffer several issues. In this context, a social entrepreneur responsibly helps the community overcome any obstacles that may arise while maximising the positives and minimizing the negative externalities. Several people living together generate a sense of community-based on "a spirit of cooperation and sometimes struggle" (Kumar, 2013). Semi-structured interviews were conducted over the phone and in person. The respondents were interviewed about their perceptions of Kashmir as a tourism destination and about the various available avenues for craftsmen. Also, the respondents opined that when craftsmanship and TSE are combined with workable plans and incentives such as cash rebates, accounting benefits, and the like, social entrepreneurs' efforts can help craftsmen and allied workers and have a consistent positive influence. After analysing the raw data using MS Excel, the following themes emerged that were more prevalent in all the corresponding interviews being conducted with the respondents of this research study:

- Infrastructural Deficiency
- Marketing Obstacle
- Financial Problems
- Unsound Planning

Infrastructural Deficiency

A more durable infrastructure is needed to meet the needs of the local population and the tourism business (Kilipiris, 2005). An appealing chance to affect the success of persons employed in India's non-farm rural economy is now provided by investing in the crafts sector (Turker et al., 2016). Millions of people depend on the craft industry for a living, and the artisans who work there would gain a lot from strengthening the craft infrastructure. It is imperative to include the infrastructural potential and how it may help create stable employment and income, with the possibility to capture a larger share of a sizable global market and preserve distinctive cultural assets.

Respondents also supported *“the infrastructural development and stressed upon the visibility of the craftsman that they deserve, the artisans need to be boosted through “infrastructural development” as it aids in building confidence and assists in identifying authentic produce amid alternatives. Tourism is a luxury industry that occurs only when conditions are ideal. Therefore, the emphasis should be on providing the best infrastructure to portray the real person behind the genius of the work of art”*.

R1, R3 & R9

Marketing Obstacle

Marketing researchers are growing more interested in the role of social entrepreneurship in non-profits (Hartigan, 2002). Ministry of Tourism can actively participate in the promotion of handicrafts that are portrayed as unique tourism products. Product competitiveness also requires the development of marketing strategies and labor skills to raise customer value (Sen, 2007). Conventional economic data underestimate the ability of the crafting industry to thrive in the local community. Therefore, if we cannot entirely erase these issues related to the marketing of the crafting produce, we must collaborate and coordinate with relevant stakeholders for the necessary planning and implementation of a proposed strategy.

“The respondents highlighted the theme and proposed that social entrepreneurship is beyond the only aim of business motive and continuously strives for developing better solutions. Kashmir valley is largely afflicted by a vicious cycle of conflict, although some good effects on the local economy, such as supporting women entrepreneurs from the valley and other similar programmes, can help people get out of their homes and find work. To get a beneficial outcome, appropriate synchronization in planning and implementation of what was planned is required. Properly coordinating and planning the marketing strategies, as well as other similar schemes to the craftsmen, can go a long way in the progress of the community as a whole”.

R1, R2 & R6

It is pertinent to mention that in contrast to the responses, the department concerned with handicrafts showcases an array of schemes being provided to the artisans, including interest-free loans and startup seed money, to draw more people to this unique line of work.

Financial Problems

People living in miserable conditions require financial assistance or enhancement of any social value of prominent significance to society (Dees, 1998). Social entrepreneurs can actively pursue financial objectives while targeting the social goal (Sen, 2007). Also, the government has a critical role in fostering a policy and economic climate that encourages the development of crafts as an industry.

“Furthermore, the respondents also mentioned that there are many parallels between social work and NGO culture; the actions of social entrepreneurs can assist craftsmen and allied workers and have a steady good impact clubbed with viable schemes and incentives by way of the financial rebate, accounting benefits and alike. Interest-free loans, start-up seed funds, and tax exemptions can boost craftsmanship and attract many to this distinct profession”.

R2, R8 & R3

Unsound Planning

Planning out a strategy is considered the basic and imperative prerequisite of a proper action plan (Coombes,

2001); it cannot act in isolation, and proper planning must coordinate with the other factors for better and more refined outcomes (Van, 2014). Long-term crafting and tourism development should be planned and implemented with inputs from various stakeholders for better results (Turker et al., 2016). The sizeable number of artisans of Kashmir in particular and the country at large helps to enhance the high volumes of product requirements for sustainability in the business concern.

“According to the respondents, in a place like Kashmir, social entrepreneurship provides much-needed motivation to your desire of making a positive social impact and allows social entrepreneurs to serve the people in a variety, as well as being an embodiment of women empowerment. Proper planning can help improve the quality of life and the household income of the population. As a result of the efforts of a social entrepreneur, artisans and social entrepreneurs can work together to build a long-lasting

crafting infrastructure in partnership with government and private institutions. Proper planning by the Government/administration in the shape of customized schemes and incentives can help the craftsmen rebuild their business concern, which has had a great downfall due to the never-ending cycle of conflict in this part of the world”.

R4, R5 & R9

All the respondents have a standard line i.e., the artisans’ well-deserved visibility should be increased, and craftsmanship can draw tourists if it is portrayed as a distinctive feature in their itinerary. In addition, analysis of the data from secondary sources revealed that the government is providing various schemes and incentives for promoting and uplifting the crafting industry in the Union territory of Jammu & Kashmir. The multiple plans/incentives offered by the government are enumerated in the following Fig. 1.

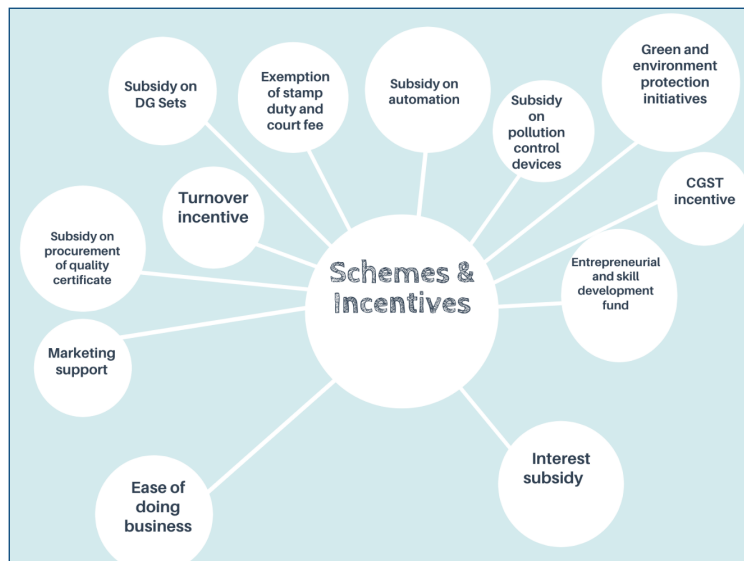


Fig. 1: Schemes/Incentives Offered to a Craftsman for Promotion of Craftsmanship the Government of J&K

Apart from the benefits enumerated in the graph mentioned above. The various other incentives and schemes provided by the government in promoting the crafts sector of Jammu and Kashmir include; Replacement/Renovation of machinery, Self-Employment for Individual Artisans, State Award for Master artisans, Organization of Special campaigns, Marketing support (Publicity & Exhibitions), Training Programmes as well as modernization of design according to the contemporary world by the School

of Designs instituted in 2009-10 by the directorate of handicrafts. Majorly the Subsidy on DG Sets, Exemption of stamp duty, and court fees have been the craftsman’s most availed facility. Also, according to the data analysis from the Department’s website, green and environmental protection initiatives are desired for an efficient and effective line of business while contributing towards sustainable development and simultaneously making a viable business concern.

Conclusion and Suggestions

The main objective of this research study was to analyze the government's various incentives and schemes. Along with that financial assistance, it is suggested that the government supply instruction to artisans to facilitate them in starting and speeding up their crafting activities and instruct artisans to facilitate them in creating and speeding up their crafting activities to the new developments. As per the official data available on the departmental website, the directorate already has an established network of more than 553 training centers across Jammu and Kashmir, and there needs to be proper coordination among the administrative setup at the planning level I, and these centers should be the changing agents by enabling industry experts as well as academicians to help the craftsman and update their knowledge based on the contemporary world.

The various incentives and schemes being provided by the government in promoting the crafts sector of Jammu and Kashmir include; Replacement/Renovation of machinery, Self-Employment for Individual Artisans, State Award for Master artisans, Organization of Special campaigns, Marketing support (Publicity & Exhibitions), Training Programmes as well as modernization of design according to the contemporary world by the School of Designs instituted in 2009-10 by the directorate of handicrafts. The government can also provide marketing infrastructure and help bring some marketing experts to systematically channel the artisans' products. Trade-fare, craft melas at Kashmir Haat, and participation in Indian business fairs and exhibitions can help immensely. Also, various government incentives and programmes are required to encourage the crafts sector in Jammu and Kashmir. As per the interaction with the social entrepreneurs and craftsmen, there is little or no *subsidy on DG Sets, interest subsidy, or any constructive incentive for business development*. The schemes listed in the directorate of handicrafts need a timely updating mechanism, and so do the incentives in the form of stipends being paid at the end of the month for training and development by the training institute of the directorate.

The government can provide marketing infrastructure and help bring some marketing experts to channel artisans' products systematically. Trade fair, craft Melas at Kashmir Haat, and participation in Indian business

fairs and exhibitions can help significantly. Also, various government incentives and programmes are required to encourage the crafts sector in Jammu and Kashmir, the perception of artisans towards the government schemes were damaging, and according to the data collected, there is little or no *subsidy on DG Sets, interest subsidy, or any constructive incentive for the development of business*. The schemes listed in the directorate of handicrafts need a timely updating mechanism, and so do the incentives in the form of stipends being paid at the end of the month for training and development by the training institute of the directorate. The perception of craft entrepreneurs about the schemes seems unsatisfactory. They yearn for proper government incentives and policies that go a long way toward closing the existing gaps. Therefore, to raise the standard of living and bring financial stability to the studied stakeholders and marginalized populations in the conflict tourism area, it is imperative to develop artisan-centric schemes and incentives to help them overcome the challenges and problems. According to the study, government majorly assists artisans with low-interest financial aid, but that is not enough to overcome all the barriers.

Limitations

Although the study meets its objective, there is still room to look into and widen the research field. Even though the study offers specific critical themes which emerged from the interviews. The accessibility of the existing literature is very limited in the context of tourism social entrepreneurship. Due to time restrictions, the researcher could not conduct in-depth interviews with most potential stakeholders to better understand their circumstances. The role of TSE and incentives to promote craftsmanship can further be examined by incorporating quantitative techniques in future research.

Future Research

The study has certain limitations that should be considered for future research. The present study aimed to investigate and list the various schemes and incentives provided by the governments of Jammu and Kashmir for promoting and uplifting the crafting sector. Thus, future studies shall be carried out using an instrument to measure and quantify the impact of these schemes and incentives

provided to the artisans and the level of benefit the artisan avail by utilizing these perks and assistance in the form of financial assistance and technical know-how.

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