



Entrepreneurial Contributions to Social Development: Insights from Practitioners and Stakeholders in Phnom Penh, Cambodia

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ABSTRACT

Purpose of the study: The purpose of this study is to assess the contributions of entrepreneurs in Phnom Penh to social development, focusing on four key dimensions: social cohesion, social inclusion, social empowerment, and social security.

Methodology: This study employed a quantitative research design using a structured online survey distributed via Google Forms. The survey included Likert-scale items to measure entrepreneurs' contributions to social development. Data were analyzed using descriptive statistics with Statistical Package for the Social Sciences (SPSS) software.

Main Findings: The study found that entrepreneurs in Phnom Penh generally perceive themselves as contributing positively to social development, particularly in social cohesion (mean=3.68), social inclusion (mean=3.60), social empowerment (mean=3.71), and social security (mean=3.70). Entrepreneurs emphasized promoting peace, democracy, and inclusivity, with a notable focus on improving the lives of marginalized groups and fostering collaboration with various sectors to address social challenges.

Novelty/Originality of this study: This study provides a novel insight into the specific contributions of entrepreneurs in Phnom Penh to social development, with a focus on social cohesion, inclusion, empowerment, and security. It advances existing knowledge by highlighting how entrepreneurs integrate social values into business practices and collaborate with stakeholders to address Cambodia's social challenges, offering new perspectives on entrepreneurship's role in societal transformation.

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1. INTRODUCTION

This study analyzes the extent of entrepreneurs' contributions to social development in Phnom Penh, Cambodia, emphasizing their involvement and influence on enhancing community social outcomes. Entrepreneurs, tasked with initiating and overseeing firms, are crucial in promoting economic growth and social development [1], [2]. While their contributions are traditionally seen in terms of job creation, economic empowerment, and innovation [3]-[5], there is a growing interest in how their activities impact broader social dimensions such as education, health, equality, and environmental sustainability [6], [7]. However, the extent and nature of these contributions are not always clearly understood, particularly in the context of Phnom Penh, which is witnessing rapid urban growth and a burgeoning entrepreneurial ecosystem [8]-[10].

Small and medium-sized enterprises (SMEs) are integral to Cambodia's economy, contributing significantly to national employment and GDP [11], [12]. As of 2022, Cambodia boasts over 750,000 micro, small, and medium-sized enterprises (MSMEs) that employ millions, including many women [13]. Despite the significant growth in these enterprises, there is limited research on how these businesses influence social development within the local context. While global studies show that MSMEs play a critical role in fostering economic stability, their direct contributions to social development are underexplored, particularly in the Cambodian context.

Entrepreneurs in Phnom Penh operate within a complex socio-economic ecosystem influenced by diverse factors such as cultural norms, governmental policies, and market dynamics [14]. How entrepreneurs perceive their societal roles can significantly impact their engagement with social issues. These roles may range from economic drivers focused on financial outcomes to social change agents dedicated to improving societal well-being. Social engagement involves activities such as creating jobs, providing services to marginalized communities, and addressing environmental challenges through business operations [15]. However, measuring the extent of such contributions requires a structured approach to assess the various dimensions of social development, including social cohesion, social inclusion, empowerment, and security.

In Cambodia, while entrepreneurship is recognized as a key factor in the country's economic transformation, there is a scarcity of empirical studies on how entrepreneurs contribute to social development in quantitative terms. This study aims to fill this gap by assessing the level of entrepreneurs' contributions using a quantitative approach. Specifically, it employs five-point Likert-scale surveys to gauge the perceptions of entrepreneurs on their roles in enhancing social outcomes in Phnom Penh. These contributions are measured across four dimensions: social cohesion, social inclusion, social empowerment, and social security.

Social development is a multifaceted concept that encompasses improvements in well-being, poverty reduction, social justice, and environmental sustainability [16]. The role of entrepreneurs in this process is critical, as they not only drive economic growth but also have the potential to create social value through their businesses and engagements. However, the precise level at which entrepreneurs in Phnom Penh contribute to these goals remains unclear. This research seeks to quantitatively assess how entrepreneurs perceive their contributions and the extent of their impact on social development. By using survey data, this study provides concrete evidence of the level of social contributions made by entrepreneurs, which can inform policies aimed at fostering a more inclusive, sustainable, and socially responsible entrepreneurial ecosystem in Cambodia.

This study will also contribute to the limited literature on entrepreneurship and social development in Cambodia by providing a detailed, quantitative assessment of the level of contribution that Phnom Penh's entrepreneurs make towards social development. It will then offer practical insights for policymakers, educators, and entrepreneurs themselves to help leverage the potential of entrepreneurship to drive positive social change in Cambodia.

This study aims to address the lack of empirical research on the contributions of entrepreneurs in Phnom Penh to social development. Despite the growing entrepreneurial ecosystem, limited understanding exists regarding how entrepreneurs perceive their roles in community engagement and social value creation. This gap impedes the development of effective policies and programs to support entrepreneurship and enhance its social impact in Phnom Penh and Cambodia at large. By examining these contributions, this research seeks to provide insights into the relationship between entrepreneurship and social development in the region.

Entrepreneurs play a crucial role in social development, with various studies highlighting their impact [17], [18]. Urbano et al. [19] found that supportive institutional contexts foster entrepreneurship, which drives economic and social growth, while barriers hinder its potential. Mair et al. [20] proposed a typology of social entrepreneurship, showing different models address societal challenges through distinct organizational approaches. Zainol et al. [21] emphasized the importance of human capital in fostering entrepreneurs' community contributions. Studies by Shepherd and Williams [22] and Stephan et al. [23] further illustrated how local entrepreneurs contribute to resilience, crisis recovery, and social development through innovation and leadership. Additionally, the Cambodian SME sector, though facing challenges, presents a dynamic entrepreneurial culture, essential for driving social progress [24]. In line with this, research highlights that tailored education and institutional support can significantly enhance entrepreneurs' ability to drive sustainable social development [23], [25]. Overall, these studies underscore the complex relationship between entrepreneurship and social development, emphasizing the need for an enabling environment to maximize entrepreneurs' social impact.

To explore the contribution of entrepreneurs in Phnom Penh, Cambodia to social development, this study will adopt a quantitative approach, using survey data from entrepreneurs in the city. The survey will focus on assessing entrepreneurs' self-perceived contribution to social development and their impact on local development, considering factors such as social cohesion, social inclusion, and empowerment. By gathering data from a diverse range of entrepreneurs, this study aims to identify the key drivers and barriers that influence their contributions to social development. Additionally, this research will examine how the institutional and socio-cultural context affects entrepreneurs' social impact, to inform policies that support and enhance entrepreneurship for social change in Phnom Penh.

The innovation of this research lies in its unique exploration of the contribution of entrepreneurs in Phnom Penh to social development, particularly through a quantitative approach that integrates dimensions such as social cohesion, social inclusion, and empowerment. By adopting a localized perspective and examining how entrepreneurs engage with the socio-cultural and institutional context, this study adds new value by assessing entrepreneurs' self-perceived impact on local development. It not only provides insight into the drivers and barriers influencing social engagement but also offers a new approach by connecting entrepreneurial activities to broader social change in Cambodia. This research contributes an innovative framework that links entrepreneurship with social development in a culturally relevant way, offering valuable implications for policy and practice.

2. RESEARCH METHOD

2.1. Research Design

This study employs a quantitative descriptive survey design, chosen for its ability to systematically analyze large datasets and identify patterns. By focusing on dimensions such as social cohesion, social inclusion, social empowerment, and social security, the design enables objective measurement of entrepreneurs' perceived contributions to social development in Phnom Penh. This approach provides empirical evidence that can inform policymaking and strategic interventions [26] while ensuring robust and replicable results [27], [28].

2.2. Data Types and Data Sources

The data for this study were sourced from both primary and secondary data, aligning with the researcher's objective to capture comprehensive insights into entrepreneurs' contributions to social development in Phnom Penh. Primary data were collected through an online survey, directly gathering responses from entrepreneurs regarding their perceived roles in social development, focusing on social cohesion, inclusion, empowerment, and security. Secondary data, including relevant academic literature, reports, and governmental publications, provided contextual background and supporting evidence for understanding the broader landscape of social development in Cambodia. These data sources complement each other, offering both individual-level and macro-level perspectives on entrepreneurs' contributions to social change [26], [28].

2.3. Research Procedures

The research procedures in this study followed a structured sequence to ensure the accuracy and reliability of the data collection and analysis processes. The following steps were undertaken. See Figure 1 and the explanation.

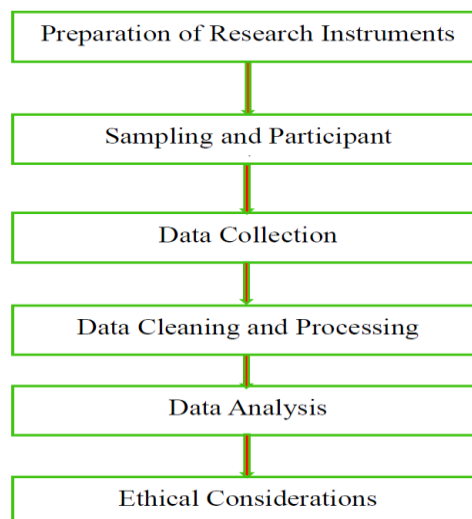


Figure 1. Research Procedures

- a) Preparation of Research Instruments: A structured questionnaire was developed to assess entrepreneurs' perceived contributions to social development. The questionnaire was pre-tested with 20 entrepreneurs to ensure clarity and reliability, with necessary revisions made based on feedback. Cronbach's Alpha was calculated to verify internal consistency.

- b) **Sampling and Participant Recruitment:** The study targeted 226 entrepreneurs in Phnom Penh, selected using a purposive sampling technique. Entrepreneurs from diverse industries were invited to participate to ensure a comprehensive perspective.
- c) **Data Collection:** The survey was administered online to enhance accessibility and participation. Participants were provided with clear instructions and ensured confidentiality in their responses.
- d) **Data Cleaning and Processing:** After data collection, responses were checked for completeness and consistency. Incomplete or inconsistent responses were excluded from the final dataset. Data were then coded and categorized for statistical analysis.
- e) **Data Analysis:** Descriptive statistics, including mean, standard deviation, and frequency distributions, were calculated using Statistical Package for the Social Sciences (SPSS 23). Patterns and variations in responses were identified to provide a comprehensive view of entrepreneurs' perceptions of their roles in social development.
- f) **Ethical Considerations:** The study adhered to ethical research standards, ensuring informed consent, confidentiality, and voluntary participation. Approval was obtained from relevant institutional review boards before data collection.

2.4. Data Collection and Processing Techniques

The data collection and processing techniques employed in this study followed a structured approach to gather quantitative data on entrepreneurs' contributions to social development. Primary data were collected through an online survey distributed to 226 entrepreneurs in Phnom Penh, with structured questions designed to capture detailed insights into their perceived levels of contribution to social development. To ensure clarity and reliability, the questionnaire was pre-tested with 20 entrepreneurs, and Cronbach's Alpha was calculated to verify internal consistency [28]. Following data collection, responses were checked for completeness and consistency, with incomplete or inconsistent responses excluded. The remaining data were cleaned, coded, and categorized for statistical analysis. Descriptive statistics were then used to summarize respondents' perceptions of contribution to social development, expressed in terms of the mean and standard deviation.

2.5. Data Analysis Techniques

Data analysis in this study was conducted using a systematic approach tailored to the quantitative nature of the research [31], [32]. Descriptive statistics were the primary analytical tool, providing a summary of the entrepreneurs' perceived contributions to social development. Measures such as the mean, standard deviation, and frequency distributions were calculated to assess the levels of contribution across various dimensions [33], [34]. Data were processed using Statistical Package for the Social Sciences (SPSS 23), ensuring the reliability and validity of the results [35]. The analysis aimed to identify patterns and variations in the responses, providing a comprehensive view of how entrepreneurs in Phnom Penh perceive their roles in social development.

3. RESULTS AND DISCUSSION

This section presents the findings derived from the survey data and provides an analysis of entrepreneurs' contributions to social development in Phnom Penh. The discussion focuses on key dimensions, including social cohesion, social inclusion, social empowerment, and social security, as perceived by the entrepreneurs themselves. The results are analyzed in light of existing literature to explore the extent of these contributions and their implications for social change in the local context.

3.1. Respondents' Demographic Profile

The participants in this study include a varied cross-section of entrepreneurs in Phnom Penh, Cambodia. The majority of responders are male; however, a considerable percentage identify as female. The age distribution indicates significant concentrations in the 35-44 age range, closely followed by the 25-34 age group, with a substantial presence of younger entrepreneurs in the 18-24 age category. A significant number of responders indicated the implementation of new management approaches, implying a forward-thinking mentality within the group. The majority of entrepreneurs manage small enterprises, exhibiting a range of experience from novice to seasoned professionals. The sectors represented by respondents encompass business services and technology, with numerous participants indicating profitability, signifying a robust business environment. Different types of demographic information, business strategies, industry involvement, and levels of success can be seen in the responses, which shows how diverse Phnom Penh's entrepreneurial ecosystem is.

3.2. Entrepreneurs' Contribution to Social Development (Social Cohesion)

Findings on social cohesion from the responses of entrepreneurs show that entrepreneurs in Phnom Penh have a moderate to strong sense of community and share common values. The initial statement, "I feel a sense of belonging and solidarity with other entrepreneurs and stakeholders in Cambodia," received a mean score of 3.54,

indicating a consensus among responders. The entrepreneurs recognized their sense of solidarity; however, the modest score and standard deviation ($SD = 0.81$) indicate variability in the intensity of this sense of belonging within the group. This may suggest that, despite a certain level of cohesion, some entrepreneurs can perceive a diminished connection to the wider entrepreneurial community or stakeholders.

As for how people felt about diversity, most agreed with the statement "I respect and appreciate the diversity and differences among the Cambodian people," which got a mean score of 3.74 ($SD = 0.92$). This indicates that entrepreneurs are often open-minded and appreciative of the varied backgrounds and viewpoints within their community. The statement "I promote and practice the values of peace, democracy, and human rights in my entrepreneurship" yielded the highest mean score (mean = 3.92, $SD = 0.87$), suggesting that entrepreneurs perceive themselves as active advocates of these principles. The data underscores a robust dedication to social cohesion, with businesspeople in Phnom Penh recognizing their responsibilities in cultivating a pleasant atmosphere, honoring diversity, and advocating fundamental principles such as peace and human rights. Nonetheless, there is variety in the intensity of these sentiments, suggesting opportunities for the enhancement of relationships and shared habits.

Table 1. Respondents' Contribution to Social Development- Social Cohesion

Social Development	Mean	Description	SD
Dimension: Social Cohesion			
1. I feel a sense of belonging and solidarity with other entrepreneurs and stakeholders in Cambodia.	3.54	Agree	0.81
2. I respect and appreciate the diversity and differences among the Cambodian people.	3.74	Agree	0.92
3. I promote & practice the values of peace, democracy, and human rights in my entrepreneurship.	3.92	Agree	0.87
General Weighted Average	3.73	Agree	0.87

3.3. Entrepreneurs' Contribution to Social Development (Social Inclusion)

The results related to social inclusion reveal a generally positive attitude among entrepreneurs in Phnom Penh toward making their businesses accessible and beneficial to all segments of Cambodian society. The statement, "I ensure that my entrepreneurship is accessible and beneficial to all segments of the Cambodian society, especially the poor and marginalized," received a mean score of 3.72 ($SD = 0.86$), indicating a strong commitment to inclusivity. Entrepreneurs seem to recognize their role in reaching out to underserved populations, though the standard deviation suggests some diversity in the extent to which they actively engage in these practices. Although many entrepreneurs align themselves to benefit marginalized groups, the variability may suggest variations in their ability or willingness to carry out these initiatives.

In terms of involving and consulting the Cambodian people, especially the beneficiaries, in the design and implementation of their entrepreneurship, the statement "I involve and consult the Cambodian people, especially the beneficiaries, in the design and implementation of my entrepreneurship" had a mean score of 3.55 ($SD = 0.83$). This suggests that while entrepreneurs generally agree on the importance of involving local communities in decision-making, this practice may not be uniformly applied across all businesses. The lowest score within the social inclusion dimension was for collaboration and partnership, with a mean of 3.53 ($SD = 0.91$) for the statement, "I collaborate and partner with other actors, such as the government, civil society, and private sector, to address the social needs and challenges in Cambodia." This result indicates that while entrepreneurs acknowledge the importance of collaboration, the extent to which they actively partner with other sectors to address broader social challenges appears to be less pronounced. Overall, these results show a strong but not always consistent dedication to social inclusion. This suggests that entrepreneurs in Phnom Penh are generally aware of how important it is to be inclusive, but they may need to put in more work and form stronger partnerships to fully incorporate these practices into their businesses.

Table 2. Respondents' Contribution to Social Development- Social Inclusion

Social Development	Mean	Description	SD
Dimension: <i>Social Inclusion</i>			
4. I ensure that my entrepreneurship is accessible and beneficial to all segments of Cambodian society, especially the poor and marginalized.	3.72	Agree	0.86
5. I involve and consult the Cambodian people, especially the beneficiaries, in the design and implementation of my entrepreneurship.	3.55	Agree	0.83

6. I collaborate and partner with other actors, such as the government, civil society, and private sector, to address the social needs and challenges in Cambodia.	3.53	Agree	0.91
General Weighted Average	3.60	Agree	0.87

3.4. Entrepreneurs' Contribution to Social Development (Social Empowerment)

The social empowerment dimension reveals positive contributions by entrepreneurs in Phnom Penh towards enhancing the capabilities and opportunities of the Cambodian people, particularly women and youth. The statement, "I enhance the capabilities and opportunities of the Cambodian people, especially the women, and youth, to participate & contribute to social development in Cambodia," received a mean score of 3.72 (SD = 0.89), indicating a general agreement among entrepreneurs that their businesses have a role in empowering these groups. This suggests that entrepreneurs in Phnom Penh recognize their potential to create opportunities for marginalized populations, especially in fostering involvement in social development initiatives. However, the relatively high standard deviation indicates variability in how entrepreneurs perceive their influence, suggesting that some may feel more strongly about their impact than others.

On the other hand, the statement, "I support and encourage the Cambodian people, especially the beneficiaries, to voice their opinions and demands and to hold the authorities accountable," received a lower score of 3.76 (SD = 0.86) and is marked as "Neutral." This suggests that while some entrepreneurs support empowerment through civic engagement, there may be hesitations or barriers to encouraging public discourse and accountability in the community. Similarly, the statement, "I inspire and influence the Cambodian people, especially potential entrepreneurs, to take action and create positive social change in Cambodia," had a mean score of 3.65 (SD = 0.87), indicating that while entrepreneurs believe they play a role in inspiring future entrepreneurs and driving social change, this influence may not be uniformly strong across all businesses. The mixed responses across these three items suggest that while there is a general sense of empowerment among entrepreneurs, there is variability in the extent to which they actively support or encourage participation in social change, particularly in promoting civic engagement and accountability.

Table 3. Respondents' Contribution to Social Development- Social Empowerment

Social Development	Mean	Description	SD
<i>Dimension: Social Empowerment</i>			
7. I enhance the capabilities and opportunities of the Cambodian people, especially the women and youth, to participate & contribute to social development in Cambodia.	3.72	Agree	0.89
8. I support and encourage the Cambodian people, especially the beneficiaries, to voice their opinions and demands and to hold the authorities accountable.	3.76	Neutral	0.86
9. I inspire and influence the Cambodian people, especially the potential entrepreneurs, to take action and create positive social change in Cambodia.	3.65	Agree	0.87
General Weighted Average	3.71	Agree	0.87

3.5. Entrepreneurs' Contribution to Social Development (Social Security)

The social security dimension reveals a strong sense of contribution by entrepreneurs in Phnom Penh towards reducing vulnerabilities and improving the living conditions of the Cambodian people, particularly marginalized groups. The statement, "I reduce the vulnerability and risks of the Cambodian people, especially the poor and marginalized, to shocks & stresses, such as natural disasters, conflicts, and diseases," received a mean score of 3.67 (SD = 0.90), indicating general agreement among respondents that their businesses play a role in mitigating the risks faced by vulnerable populations. This suggests that entrepreneurs are aware of their social responsibility in addressing broader issues such as environmental or economic shocks, which could affect the communities they serve. The relatively high standard deviation suggests, however, that not all entrepreneurs perceive their contributions equally, with some seeing a more direct impact than others.

Similarly, the statement, "I improve the living standards and quality of life of the Cambodian people, especially the poor and marginalized, by providing them with basic services and resources, such as health, education, and income," received a slightly higher mean score of 3.73 (SD = 0.85), showing that entrepreneurs feel they contribute positively to improving the basic living conditions of underserved populations. This result indicates that entrepreneurs, particularly those in social enterprises or those with a community-oriented focus, recognize their role in providing critical services or resources that improve the quality of life, especially for marginalized groups. Both statements reflect a collective acknowledgment of the importance of social security in fostering stable and resilient communities, with entrepreneurs in Phnom Penh demonstrating an understanding of

their contributions to both reducing vulnerabilities and enhancing living standards, even though the impact may vary across different sectors and types of businesses.

Table 4. Respondents' Contribution to Social Development- Social Security

Social Development	Mean	Description	SD
Dimension: <i>Social Security</i>			
10. I reduce the vulnerability and risks of the Cambodian people, especially the poor and marginalized, to shocks & stresses, such as natural disasters, conflicts, and diseases.	3.67	Agree	0.90
11. I improve the living standards and quality of life of the Cambodian people, especially the poor and marginalized, by providing them with basic services and resources, such as health, education, and income.	3.73	Agree	0.85
General Weighted Average	3.70	Agree	0.87

Overall, the respondents' perceived level of contribution to social development in Phnom Penh, as reflected in the general weighted average of 3.68 (SD = 0.66), suggests that entrepreneurs generally agree they are making positive contributions across various dimensions of social development. When comparing the four dimensions, social cohesion had the highest mean score (3.82), indicating strong alignment with values of solidarity and inclusivity. Social security also showed a relatively high mean (3.70), highlighting efforts to reduce vulnerability and improve living standards. Social inclusion (3.60) and social empowerment (3.71) both garnered slightly lower scores but still reflect a substantial commitment to ensuring accessibility and empowering marginalized groups. The consistent agreement across dimensions, coupled with relatively low standard deviations, indicates a consensus among entrepreneurs on their role in fostering social development, though individual perceptions may vary.

This study's findings indicate that entrepreneurs in Phnom Penh substantially contribute to social development in four primary dimensions: social cohesiveness, inclusion, empowerment, and security. Entrepreneurs strongly supported peace, democracy, and human rights. This was shown by the fact that they had the highest mean score in the social cohesiveness component (mean = 3.92, SD = 0.87), which shows how they help create peaceful environments and shared values. These findings correspond with [6], which emphasizes the capacity of entrepreneurs to serve as catalysts for social innovation and transformation. The moderate variety in responses indicates that not all entrepreneurs experience equal connectivity to broader groups or consistently engage in inclusive practices. For example, respondents acknowledged that they were working to make entrepreneurship easier for people who weren't able to do it before (mean = 3.72, SD = 0.86), but their engagement with other sectors, like government and civil society, got a lower mean score (3.53, SD = 0.91), which suggests that their relationships were limited. These results are in line with those of other studies that have shown how important strong networks and collaborations are for increasing the impact of entrepreneurs [29]. The results show that entrepreneurs know they need to keep vulnerable groups safe and raise the living standards of those who are on the outside (mean = 3.73, SD = 0.85). This is in line with Acs et al. [30], which says that entrepreneurship is an important part of society's well-being. Even though the results were good, the differences in the answers show that more work needs to be done to make things even better. This is especially true when it comes to fostering deeper collaboration and increasing civic participation to completely improve social development outcomes [17], [18].

This research's findings possess both immediate and enduring significance for social development in Phnom Penh. The study emphasizes the direct impact of entrepreneurs on social cohesion, inclusion, empowerment, and security [36], [37]. It offers policymakers and stakeholders data-driven insights on how entrepreneurship might promote peace, democracy, and human rights [38]. In the end, these results can help make policies and plans that will strengthen ecosystems for entrepreneurs, encourage economic growth that benefits everyone, and make it easier for entrepreneurs, the government, and civil society to work together. By resolving the deficiencies revealed in this study, stakeholders can strive for a more cohesive and sustainable social development model that optimizes the beneficial effects of entrepreneurship [39].

Notwithstanding its significant contributions, this study possesses specific limitations. The data were gathered in Phnom Penh, potentially failing to encompass the experiences and obstacles encountered by entrepreneurs in rural or economically disadvantaged regions of Cambodia. Also, the study shows some important patterns and trends, but it relies on self-reported data, which could be affected by social desirability bias or differences in how different people see things [40], [41]. A further disadvantage is the study's cross-sectional design, which offers a singular picture of entrepreneurial contributions rather than reflecting long-term developments. To get a better sense of how entrepreneurship affects the growth of society, future research should include longitudinal studies and comparative assessments from different areas.

4. CONCLUSION

Based on the results of this study, which assessed the contributions of entrepreneurs in Phnom Penh to social development, it can be concluded that entrepreneurs play a significant role in various dimensions of social development, including social cohesion, social inclusion, social empowerment, and social security. The findings support the expectations outlined in the "Introduction" chapter, where it was anticipated that entrepreneurs would perceive themselves as actively contributing to the betterment of Cambodian society. The overall agreement across the four dimensions reflects the entrepreneurs' commitment to fostering a socially responsible and inclusive business environment. This research not only highlights the current contributions of entrepreneurs but also opens avenues for further research on how their roles can be enhanced, particularly in underserved sectors. Future studies could explore the long-term impact of entrepreneurial activities on social development and investigate strategies for improving collaboration between entrepreneurs, the government, and civil society to strengthen social security and empowerment. Additionally, the application of these findings could inform policy decisions aimed at creating a supportive ecosystem for entrepreneurs, enabling them to continue driving positive social change.

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RESEARCH APPROVAL

This article is part of a bigger project—a DBA dissertation—required for a Doctor in Business Administration at The University of Cambodia, Phnom Penh, Cambodia, and the university formally approved it before it took place.

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