

The Influence of Entrepreneurship and Career Planning in the Regeneration of Dentist Family Businesses in Indonesia

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ABSTRACT

Background: Many children of parents working in the healthcare industry tend to pursue the same profession as their parents or family members. Dentistry is one of the medical professions often passed down to the next generation, as children grow up observing their parents, close relatives, or role models. This study explores the role of Entrepreneurship and Self Efficacy in influencing career selection among second or later-generation dentists. Career selection motivation is shaped by both internal and external factors, including the entrepreneurial drive to manage and sustain a family-owned dental practice. **Objective:** This research aims to provide insights into the motivations underlying career choices in dentistry. **Materials and Methods:** A purposive snowball sampling technique was used to collect data from 50 dentists across various cities in Java, Indonesia, all of whom are at least second-generation dentists actively working in family-owned or independent practices. **Results:** The findings highlight that motivation and Career-Related Modeling play a significant role in shaping the career preferences of second-generation dentists, particularly in family-owned businesses. This study contributes to understanding how entrepreneurial influences and career role models impact career decisions in the field of dentistry. **Conclusion:** The results of this research highlighted the dominant influence of entrepreneurial drive in second and later generation dentist in choosing dentist as a profession.

Keywords: Entrepreneurship, Career Modelling, Dentistry, Family Business, Self-efficacy

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INTRODUCTION

Career choice is a big decision in the lives of young people. Becoming a dentist is a choice that will require time and large resources, so the supporting factors that shape motivation need to be understood so that career choices are correct.⁷ Many parents who work as dentists will pass on their interests and arouse the desire of their children, grandchildren, and future generations to choose the same profession and how to develop strategies and environments so that the younger generation is interested and interested in becoming dentists. For dentists who come from families of entrepreneurs or clinic owners, entrepreneurial drive can be the key to successfully opening and managing their clinics.²⁴ However, if they do not have enough interest in entrepreneurship, the potential for success as independent clinic owners will be reduced.

Although motivation is formed from the environment, sometimes a personal desire to become a dentist arises from an entrepreneurial spirit, not only continuing but developing oneself or a business that has been built by parents or future generations. Many clinics or small hospitals are owned and managed by families. If the younger generation in the family is not interested in continuing the family business, there is a risk that the business will not be sustainable. Family businesses that can survive across generations often require innovation by the next generation.⁸ If the interest of the younger generation in entrepreneurship is low, family businesses in the dental health sector may not thrive. This research is urgently needed to understand why the younger generation may be less interested in continuing the family business in the dental sector, and what can be done to strengthen their interest, especially in the aspect of entrepreneurship.

According to data from the Ministry of Health Annual Report, in 2023 the number of dentists in Indonesia with active registration papers by the 31st of December 2023 is 43,641

people.⁴ Of that number, 38,542 people are general dentists, while 5,099 of them are specialist dentists. Many second-generation dentists and beyond work in private practices, either private, clinics continuing the business or practice of the previous generation or private hospitals, which exceeds the number of dentists working for the government.⁵

The phenomenon of intergenerational career transmission by dentists is common in Indonesia. Families transmit or pass on knowledge, resources, positions, and even workplaces to the next generation so that there is intergenerational transmission and also encouragement that can be in the form of recommendations to continue or form internal motivation from the next generation to take up the profession of dentistry.⁶

Previous research states that as many as 30% of doctors are currently working as doctors or dentists because of encouragement from their families or will inherit the family business. Medical families are families that already have many multi-generational family members forming their successors to work in the same or similar fields.⁶ Although it is something that is considered common and considered inevitable, research has never been conducted that explores the encouragement, motivation, and career-related modelling of the figure who is the catalyst for the next generation to choose the profession of dentist and the figure used as a role model, especially when working to continue the family business or working independently.⁵

One of the problems often encountered in a family business is the failure of regeneration or succession, resulting in the family business not continuing due to various reasons, one of which is loss of motivation or disinterest in running the family business.³ One phenomenon that is seen in the health sector, especially second or generation dentists, chooses to become dentists because of role models or designs their careers based on parents or family members who work as dentists. Dentistry is one

of the professions that has succeeded in shaping the mindset of the next generation to take over this profession so that intergenerational transmission occurs.⁶

Entrepreneurship is the ability to recognize opportunities, opportunities, the desire to have abilities, gain knowledge and resources, carry out a plan, leadership skills, and readiness to accept risks and tolerance. The concept of entrepreneurship in dentistry includes starting, continuing, developing a dental practice, managing human and financial resources, and subsequent accepting the risks and rewards obtained in running the business.²⁴ Dentistry today is not only about the health and healing of patients but has developed into a business that takes into account profit and loss, efficiency, and sustainability.

Therefore, creating and transferring knowledge in the succession process is critical to the family's success.¹² If not effectively managed through the succession process, this can lead to business failure immediately or over time. Therefore, the creation and transfer of knowledge used in the succession process have potentially important implications for effective business succession. Continuing their parents' practice usually offers financial stability and the establishment of an established professional network. However, some second-generation dentists may show a tendency towards Entrepreneurial Creativity, such as developing new business models or expanding their clinical practice with modern technology.

This study was conducted to see the influence of parents, immediate family, role models in influencing the next generation in choosing a profession as a dentist or doctor through interviews with second-generation dentists or beyond. It is hoped that this study can more accurately determine the triggers, origins of motivation, entrepreneurial drive, and also career planning used by second-generation dentists who currently work in family businesses or other health facilities.

MATERIALS AND METHODS

Methods

This study was an observational analytic study with a cross-sectional research design. Participants were 52 actively working dentist who are second generation or later in Indonesia. The study data was collected from an online questionnaire conducted from September 2024 to June January 2025. The online questionnaire consisted of a series of question based on Self Efficacy Theory and modified with Entrepreneurial Drive as dependent variable.

The online questionnaire has a brief cover letter in written form, describing the research purpose of the collected information and the confidential guarantee policy. Before starting the questionnaire, the ethics statement was disclosed to all respondents and verbal informed consents were obtained from all respondents. All responses were voluntary and anonymous.

Questionnaire

The questionnaire adopted an established scale to measure the key concepts of Self-Efficacy Theory: Career Modelling, Instrumental Assistance, Emotional Support, Verbal Encouragement, and Entrepreneurial Drive as the added dependent variable. Self-Efficacy is the mediator used for career selection.

Sampling

A Snowball sampling method was adopted. Two or three second or later generation dentists in major cities in Surabaya, Jakarta, Yogyakarta were first randomly sampled, then each of them gave multiple referrals to other second or later generation dentists in their cities. This pattern was repeated until a sufficient number of dentists became available for the sample. The sampling and survey process was performed during the ten months between September 2024 and January 2025. A total of 100 questionnaires were distributed in electronic

forms using google forms through Whatsapp (the dominant texting and social media App in Indonesia), depending on the respondents' preference and convenience. Eventually, 88 responses were received in the initial distribution and trimmed to 52 valid responses. All questionnaires were self-administrated. All data collected through the questionnaires were entered and coded.

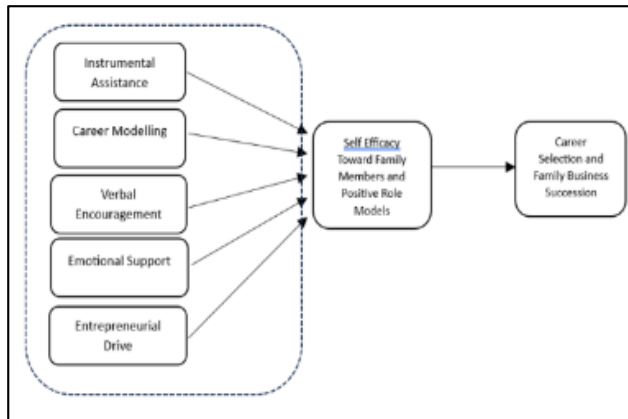


Figure 1. Working theory of self-efficacy theory modified from Albert Bandura added entrepreneurial drive as a dependent variable

Self-efficacy

Self-efficacy, as conceptualized by Albert Bandura¹, can be reframed through the lens of career modeling, emotional support, verbal encouragement, and instrumental assistance, which are crucial elements in fostering an individual's belief in their capabilities to achieve career-related goals. Career modeling involves the observation of role models who successfully navigate their professional paths, providing a template for individuals to emulate. This process enhances self-efficacy by demonstrating the attainability of success and helping individuals visualize their potential career trajectories.¹³ Emotional support encompasses the provision of empathy, understanding, and reassurance from peers, mentors, or family members, which can significantly bolster an individual's confidence during challenging times. Such support helps individuals manage stress and anxiety, thereby enhancing their belief in their ability to succeed in their chosen careers.¹⁴

Verbal encouragement and instrumental assistance further contribute to the development of self-efficacy in career contexts. Verbal encouragement involves positive affirmations and constructive feedback that reinforce an individual's belief in their skills and potential. This encouragement can come from mentors, colleagues, or family members who recognize and validate an individual's efforts and achievements.¹⁵ Instrumental assistance refers to the tangible support provided to individuals, such as resources, training, or networking opportunities that facilitate career advancement. This type of support enhances an individual's capabilities and reinforces their belief in their ability to navigate career challenges effectively.¹⁶ Together, these elements create a supportive environment that fosters self-efficacy, ultimately leading to greater motivation, persistence, and success in professional endeavors.³⁶

Self-efficacy in this research is assessed by using 7 items of 35 questions that combines Bandura's self-efficacy theory with the theory of Entrepreneurship. Self-efficacy is an individual's belief in his abilities which influences the way an individual reacts to certain situations and conditions.

Higher scores are in line with the amount of individual confidence in his abilities. Career selection is the consequences or results obtained from the parameters of self-efficacy. In the career context, the outcome expectation is a belief in the consequences that will be obtained if someone does career related behavior. Respondents will respond to statements given such as "I am confident that I can deliver adequate dental treatment " on a scale of 1-5 (1 = strongly disagree and 5 = strongly agree). Higher scores relate to the amount of confidence they have towards their career selection.

Entrepreneurial Drive

This variable reflects personalities and skills associated with identifying and exploring business opportunities, taking risks and being

engaged in career selection as a dentist and working in various locations that they are currently are. Entrepreneurial drive and intent among dentists, particularly those in family-owned practices, are influenced by various factors, including family background, education, and the use of structured assessment tools like questionnaires. Family-owned practices often foster a unique entrepreneurial environment where dentists are motivated by the desire to continue family legacies and leverage familial support systems.

Research indicates that dentists with entrepreneurial family backgrounds exhibit higher entrepreneurial intentions, as these familial ties instill values and expectations that encourage self-employment and business ownership.^{17,18} Furthermore, the integration of entrepreneurship education into dental curriculum has been shown to enhance students' entrepreneurial aspirations, equipping them with essential skills and confidence necessary for navigating the complexities of running a dental practice.^{19,20} The application of structured questionnaires, particularly those utilizing Likert scales, can effectively measure entrepreneurial intent among dental students and practitioners, providing valuable insights into their motivations and aspirations.^{22,23}

The use of questionnaires with Likert scales allows for a nuanced understanding of the factors influencing entrepreneurial intent in the dental field. Studies have employed such instruments to assess various dimensions of entrepreneurial intention, including personal values, perceived feasibility, and the influence of subjective norms.^{21,22} For instance, a recent study utilized a questionnaire to analyse the entrepreneurial intentions of dentists in public hospitals, revealing that personal characteristics and prior entrepreneurial exposure significantly impacted their intent to transition to private practice.^{10,24} This method not only quantifies the level of entrepreneurial intent but also identifies specific areas for improvement in educational programs aimed at fostering entrepreneurship

among dental students.^{23,25} By systematically evaluating these factors, stakeholders in dental education can better tailor curricula and support systems to enhance the entrepreneurial capabilities of future dentists, ultimately contributing to a more dynamic and innovative dental practice landscape.^{17,20,22} All measurements are based on a 5-point Likert scale from 1 (disagree strongly) to 5 (agree strongly).

Statistical analysis

The baseline model was a multivariate logistic regression model analyzing the major factors associated with the dependent variable the dentist's Career Modelling, Instrumental Assistance, Emotional Support, Verbal Encouragement, and Entrepreneurial Drive. The study employed frequency distribution analysis to summarize the demographic and professional characteristics of second or later-generation dentists. This method allows researchers to present the data in an organized manner, showing how variables such as gender distribution, age range, educational background, years of practice, and family entrepreneurial background are distributed within the sample. The frequency distribution analysis helps identify patterns and dominant characteristics, such as the fact that a majority of respondents (67.31%) were male, and 59.62% fell within the 30-35 age range, as observed in the dataset. This step is crucial in research as it provides a clear overview of sample characteristics before performing more complex statistical tests.

Moreover, frequency distribution was used to analyse the prevalence of entrepreneurial drive and self-efficacy among respondents. For example, the study found that 75% of the sample had family members involved in entrepreneurship, which might indicate an intergenerational influence on career choices. This statistical approach helps quantify how common certain traits are in the population, allowing researchers to draw preliminary conclusions about how entrepreneurial

exposure in families influences the self-efficacy and career decisions of second-generation dentists.

To ensure that the measurement instruments used in the study were consistent and dependable, a reliability analysis was conducted using Cronbach's Alpha. This statistical test measures the internal consistency of items within a construct—meaning that if multiple questions in the questionnaire were designed to assess the same concept (e.g., self-efficacy or entrepreneurial drive), their responses should be highly correlated. A Cronbach's Alpha value above 0.7 is considered acceptable, while values above 0.8 or 0.9 indicate excellent reliability. By achieving high internal consistency, the study ensured that its questionnaire items effectively measured the intended psychological and career-related variables.

Reliability was tested through Composite Reliability (CR), another measure in Structural Equation Modelling (SEM-PLS) that assesses whether all items in a construct collectively provide stable and consistent results. A CR value above 0.7 indicates that the construct is reliable and can be confidently used in statistical modelling. This process ensures that the responses are not arbitrary but instead reflect genuine patterns in self-efficacy, entrepreneurial motivation, and career selection behaviors among second-generation dentists.

This study also conducted validity testing to ensure that the constructs measured what they were supposed to measure. Two primary types of validity were assessed: (1) Convergent Validity: This measures how well multiple indicators of the same concept correlate with each other. In SEM-PLS analysis, convergent validity is assessed by examining factor loadings, which should ideally be above 0.5 to indicate a strong relationship between the questionnaire items and the construct being measured. For instance, all self-efficacy items (SE1-SE4) had factor loadings ranging from 0.838 to 0.905, suggesting that the survey items

were strongly correlated with the overall self-efficacy construct. (2) Discriminant Validity: This type of validity ensures that each construct in the study is distinct from others. If two constructs are too highly correlated, it suggests redundancy, meaning that the study might not be measuring separate concepts. The Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) ratio were used to confirm that the self-efficacy construct was statistically distinct from the entrepreneurial drive, instrumental assistance, career modelling, and emotional support. By confirming discriminant validity, the study ensured that self-efficacy was measured independently from other influencing factors in career selection.

This study utilized Structural Equation Modelling (SEM-PLS 4.0) to analyse the relationships between variables. SEM-PLS is particularly useful for studies involving multiple latent variables (such as self-efficacy, entrepreneurial drive, and career selection), as it allows researchers to assess the direct and indirect effects between constructs. This approach was necessary given that self-efficacy was treated as a mediator between various factors (entrepreneurial drive, career modelling, emotional support, etc.) and career selection. The analysis included path coefficients that measured the strength of relationships between constructs. The results showed that entrepreneurial drive had the strongest positive effect on self-efficacy (0.528), followed by instrumental assistance (0.411), while emotional support had a negligible impact (-0.015). This confirms that self-efficacy in career selection is more influenced by practical entrepreneurial exposure and financial mentorship rather than emotional encouragement alone.

By using frequency distribution, reliability, and validity testing, this study ensured that its findings were both statistically sound and meaningful. The frequency analysis provided insights into the demographic and professional characteristics of the sample, while reliability testing (Cronbach's Alpha, Composite

Reliability) ensured that the questionnaire items were consistent. Validity testing (Convergent and Discriminant Validity) further confirmed that the measured constructs were distinct and relevant. Lastly, SEM-PLS modelling allowed for an in-depth examination of how entrepreneurial drive and self-efficacy influence career selection among second-generation dentists. These rigorous analytical methods helped strengthen the study's conclusions regarding the intergenerational transmission of entrepreneurship in dentistry and its impact on career decisions.

RESULTS

The survey included 52 respondents seen in table 1, with a higher representation of male participants (67.31%) compared to female participants (32.69%). The majority of the respondents fall within the 30-35 years age range (59.62%), followed by those above 35 years old (26.92%). A smaller percentage belongs to the 26-30 years category (11.54%), while only 1.92% of respondents are aged 20-25 years. The majority of respondents hold a Specialist Degree (69.23%), reflecting advanced education in their field. Bachelor's Degree holders account for 17.31%, while Doctoral Degree holders represent 7.69%. A smaller proportion of respondents hold a Master's Degree (5.77%). Regarding professional experience, the highest proportion of respondents have been practicing for 5-10 years (46.15%), followed by those with 10-15 years of experience (25%). A smaller percentage of respondents have more than 15 years (15.38%), while 13.46% have 0-5 years of experience. A significant 75% of respondents reported having family members involved in entrepreneurship, while 25% do not have any entrepreneurial family background. This suggests a potential influence of family business culture in shaping their career decisions.

Table 1. Reports the demographic and professional characteristics of the sample.

Variables	N	N(%)
Gender		
Male	35	67.31
Female	17	32.69
Age (Years)		
20-25	1	1.92
26-30	6	11.54
30-35	31	59.62
>35	14	26.92
Educational Level		
Bachelor's Degree	9	17.31
Master's Degree	3	5.77
Specialist Degree	36	69.23
Doctoral Degree	4	7.69
Years of Practice		
0-5	7	13.46
5-10	24	46.15
10-15	13	25.0
>15	8	15.38
Entrepreneurial Family Member		
Yes	39	75.0
No	13	25.0

Table 2 shows different self-efficacy (SE) parameters contributing to career selection (CS). Self-efficacy (SE) acts as the mediator between several independent variables and career selection. The independent variables include: Instrumental Assistance (IA), Career Modelling (CM), Emotional Support (ES), Entrepreneurial Drive (ED). The Entrepreneurial Drive (ED) parameter has the strongest positive relationship with SE (0.528). This suggests that individuals with strong entrepreneurial motivation tend to have higher self-efficacy in making career-related decisions.

Instrumental Assistance (IA) contributes positively to SE (0.411), indicating that practical help (such as financial or mentorship support)

significantly influences confidence in career choices. Career Modelling (CM) also contributes positively to SE (0.261), though weaker than IA and ED. This suggests that observing role models alone is not as strong as active entrepreneurial engagement in fostering self-efficacy. The Emotional Support (ES) variable has a weak negative relationship with SE (-0.015). This suggests that emotional encouragement alone does not significantly impact self-efficacy. While support from family and mentors can help reduce stress, it does not necessarily translate into higher career confidence unless accompanied by practical career exposure.

Self-Efficacy (SE) has a strong direct effect on Career Selection (CS) (0.666). This confirms that individuals with higher belief in their abilities are more likely to confidently pursue a career path in dentistry. The SE indicators (SE1, SE2, SE3, SE4) are all strongly linked to SE, with values ranging from 0.838 to 0.905. This suggests that the measured aspects of self-efficacy are reliable and significantly contribute to the final career decision. SE strongly predicts CS (0.666), and CS itself is further supported by high factor loadings from CS2 (0.843) and CS3 (0.925). This means that individuals with high self-efficacy are highly likely to make confident career choices in dentistry. Entrepreneurial Drive (ED) and Instrumental Assistance (IA) are the most crucial contributors to self-efficacy. Career Modelling (CM) is useful but less impactful on SE than active entrepreneurial experiences. Emotional Support (ES) does not significantly influence SE, suggesting that motivation alone is insufficient without practical skill development. Ultimately, higher self-efficacy (SE) leads to a stronger and more confident career selection (CS) process.

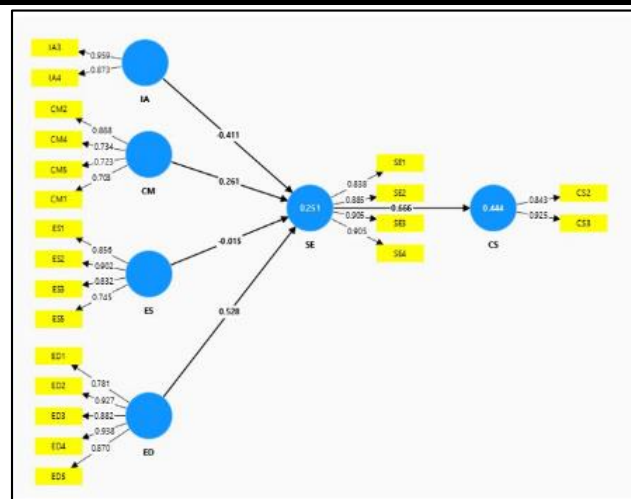


Figure 2. Diagram of degree of importance from the relevant parameters used in the correlation between elements of self-efficacy and Career Selection of 2nd and later generation dentists.

DISCUSSIONS

The influence of entrepreneurship mindset or entrepreneurial drive on the careers of second or later generation dentists is underscored by the significant correlation between an entrepreneurial family background and enhanced self-efficacy. Previous research indicates that individuals with such backgrounds report increased confidence in their professional capabilities, primarily due to early exposure to business ownership and management practices.²⁷ This exposure equips them with essential skills in patient management and operational strategies, facilitating a smoother transition into their professional roles compared to their peers who do not have similar familial experiences.³⁴

Moreover, the study suggests that entrepreneurial drive is a more potent factor in fostering career confidence than traditional parameters such as career modeling, instrumental assistance, or verbal encouragement.²⁹ Dentists raised in entrepreneurial environments are more adept at

identifying opportunities and making informed, risk-based decisions, which are critical skills for navigating the complexities of private practice.³³ In contrast, those lacking this entrepreneurial motivation may find themselves ill-prepared for the challenges of independent practice management, ultimately limiting their career autonomy and growth potential.³⁰

While career modeling can provide a foundational understanding of practice management, it often falls short in instilling the proactive mindset necessary for entrepreneurial success.³² Many second-generation dentists may observe their parents' practices but may not fully embrace the entrepreneurial mindset required to take ownership of their career trajectories.²⁸ This highlights the importance of integrating entrepreneurial education into dental training programs, as traditional curricula often emphasize clinical skills at the expense of business acumen.³⁴

Instrumental assistance, such as financial support from family, can facilitate entry into the profession but does not inherently build self-efficacy.³⁵ Over-reliance on such support can hinder the development of critical decision-making skills necessary for independent practice.²⁷ The study emphasizes that dentists who cultivate an entrepreneurial mindset are more likely to make strategic business choices, even when initial support is available.²⁷

Verbal encouragement, while beneficial for psychological support, does not equate to professional competence.²⁶ The findings suggest that self-efficacy is more robustly developed through active participation in decision-making processes and risk management rather than through passive affirmations.³³ Emotional support from family can alleviate stress but does not substitute for the practical skills needed for business success.³¹

The study also notes that academic excellence alone does not guarantee high self-efficacy among dentists. Many dental schools prioritize clinical training over business management education, creating a gap that can

hinder long-term career success.²⁷ Years of practice do not necessarily correlate with self-efficacy; dentists may possess extensive experience yet lack confidence in managing the financial and operational aspects of their practices if they have not been exposed to these elements.³⁴

In conclusion, the research underscores the critical role of entrepreneurial drive in shaping the self-efficacy of second-generation dentists. This drive not only fosters self-reliance and innovation but also encourages adaptability in exploring new treatment technologies and business models.³⁰ While the study provides valuable insights, it acknowledges limitations, including its cross-sectional design and potential response bias, suggesting the need for further research to explore the long-term effects of entrepreneurial exposure on self-efficacy.³⁴

CONCLUSIONS

Analysing the survey results of 52 second generation or later dentists, this study showed that many factors influence the career choice of second or later generation dentists. Accumulation of practical skills and knowledge during their career, as implied by age, professional qualifications help to promote Entrepreneurial Drive. This research showed that entrepreneurial drive is the most dominant aspect of the choice of becoming a dentist coming from a family that has a previous generation who practiced dentistry. Based on the results and discussion of this study, it was concluded that entrepreneurial drive influenced self-efficacy and mediated career selection of second or later generation dentists significantly both directly and indirectly.

The research findings indicate that while career modelling, verbal encouragement, instrumental assistance, and emotional support contribute to career selection, they do not necessarily build self-efficacy in the same way that entrepreneurial drive does. A strong entrepreneurial mindset equips second-

generation dentists with the confidence to navigate business challenges, make independent decisions, and expand their professional reach. To enhance self-efficacy in future generations of dentists, families, educators, and institutions should prioritize entrepreneurial education and exposure alongside clinical training. The finding that dentists in Indonesia are more likely to report Entrepreneurial Drive is dominant even though the previous generation encouraged their choices but in the end the drive to become purely internal.

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