

ABSTRACT

This study aims to investigate the effect of Perceived Generational Diversity on job satisfaction, mediated by perceived inclusion. It addresses a population gap stemming from the limited number of multigenerational studies within the Indonesian family business sector and fills an empirical gap regarding the inconsistent relationship between Perceived Generational Diversity and job satisfaction, which requires inclusion mechanisms as a mediating variable. Focus is placed on how these dynamics influence employee outcomes within a long-standing family-owned enterprise.

A quantitative approach with an explanatory design was employed. The population comprises all employees of PT Bandeng Juwana Elrina, with a sample of 106 respondents obtained through structured questionnaires. Respondent profiles indicate a female dominance (56%) and a significant concentration of the "digital generation," with nearly 80% belonging to Generations Y and Z. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test direct relationships and mediation effects through bootstrapping procedures.

The results demonstrate that Perceived Generational Diversity has a positive and significant impact on both job satisfaction and perceived inclusion. All 16 indicators of Perceived Generational Diversity reached high index scores, reflecting strong acceptance of intergenerational differences. The primary finding confirms that perceived inclusion serves as a significant mediating variable. With an average job satisfaction index of 81.27, this study recommends that an inclusive management strategy is essential to optimizing the potential of multigenerational human capital in family businesses.

Keywords: Perceived Generational Diversity, Perceived Inclusion, Job Satisfaction, Family Business, PLS-SEM.

