

ABSTRACT

This study aims to build a theoretical model, an empirical research model and offer alternative solutions to overcome the inconsistent relationship between leadership styles in path-goal theory on employee productivity by developing the concept of Javanese optimism that can build employee productivity. Javanese optimism was developed from the grand theory of motivation which was later derived from the theory of self concordance as an individual's belief that is more motivated by intrinsic motivation so that it can be managed to increase productivity. Javanese optimism as a new concept in this study is reflected as a belief in achieving goals as defined by the character as a general belief in achieving expectations accompanied by caution and accuracy, diligence as sincerity and perseverance in the form of holding on to knowledge and norms. This research model was tested in the context of small and medium enterprises or UKM Batik in Kebumen and Banyumas. Data collection was carried out by distributing questionnaires to 200 respondents, namely batik employees at small and medium enterprises in Kebumen and Banyumas Regencies who had worked for at least 1 year. The sampling model was carried out by using non probability sampling. Structural equation modeling with Amos 22 software was used to test the research model. The results of the study found that directive leadership styles and supportive leadership styles partially affect employee productivity, while participatory leadership styles and achievement-oriented leadership styles have no effect on employee productivity. This research found that the directive leadership style, participatory leadership style, and supportive leadership style influenced Javanese optimism, while achievement-oriented leadership style did not affect Javanese optimism. This study also found javanese optimism has an effect on employee productivity. The results of the sobel test found javanese optimism mediated the effect of directive leadership style, supportive leadership style and participatory leadership style on employee productivity, but javanese optimism did not mediate the effect of achievement-oriented leadership style on employee productivity.

Keywords: directive leadership style, supportive leadership style, participative leadership style, achievement oriented leadership style, javanese optimism, employee productivity