

## The Effect of Situational Leadership Style and Motivation on Organizational Performance with Internal Locus of Control as Moderation Variables (Studies at Lembaga Perkreditan Desa in Abiansemal District)

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**ABSTRACT :** Organizational performance is the result of a process that refers and is measured to adjust the rules, standards or agreements that have been previously established in the organization during a certain period of time. The decline in organizational performance will certainly have a negative impact on both internal and external organizations. The purpose of this study was to obtain empirical evidence regarding the influence of situational leadership style and motivation on organizational performance with internal locus of control as a moderating variable. This research was conducted at Lembaga Perkreditan Desa (LPD) in Abiansemal District because the classification of healthy LPDs has decreased significantly from 2016-2018. The sampling method in this study used a non-probability sampling method which included saturated sampling, and obtained 34 LPD data as samples. The data analysis technique used is multiple linear regression and moderated regression analysis. Based on the research results, it is stated that the situational leadership style has a positive effect on organizational performance, motivation has a positive effect on organizational performance, internal locus of control is able to strengthen the influence of situational leadership style on organizational performance, and *internal locus of control can strengthen the influence of motivation on organizational performance.*

**KEYWORDS :** *situational leadership style, motivation, internal locus of control, organizational performance*

### I. INTRODUCTION

The success of an economy begins with the quality of its human resources. The increasing quality of human resources in a country will certainly provide a good start for the country to move forward. Performance is the result of a process that refers and is measured over a certain period of time based on predetermined conditions, standards, or agreements (Lubis et al, 2019: 26). Performance itself can be influenced by several factors, including individual factors, psychological factors, and organizational factors (Gibson, 1987). The success of an organization stems from the success of its members or employees. Performance is a real behavior that is displayed by everyone as an achievement produced by employees in accordance with their role in the company (Karma et al., 2016).

Increasing organizational performance cannot be separated from the figure of a leader. The leader is a person who is responsible in an organization who is the main key that determines the direction of the course of an organization. The ability of a leader will affect the performance of the organization. The leader's role in influencing his subordinates can be seen in the leadership style he uses in leading the organization. Leadership style is a description of a person's behavior in influencing others so that the person's wishes are followed by others, without any implementation and pressure. One of the leadership models developed by Paul Hersey and Ken Blanchard is called Situational Leadership Theory.

Situational leadership is a theory that focuses on followers. This leadership style always tries to adapt to the situation and conditions of the organization, and is flexible in adapting to the maturity of subordinates and their work environment. This is in accordance with the current conditions of global competition which are always changing, so it is demanded to be more sensitive to the environment. Several previous studies including Napitupulu et al., (2019) proved the influence of leadership style on employee performance. Karma et al., (2016), Noviani & Widhiyani (2018) and Dermawan et al., (2018) also empirically prove that there is a positive influence of situational leadership style on employee performance. However, there is also previous research, namely by Hidayat et al., (2018) which proves empirically that there is a conflict where leadership style has no effect on employee performance. The difference in the results of this study encourages further researchers to further investigate the influence of leadership style on employee performance or organizational performance.

Efforts to improve organizational performance do not only lie in the leadership style, but there are several other factors, one of which is the motivation of employees. McClelland's Motivation Theory states three categories of human needs, including the need for achievement, the need for power, and the need for affiliation. Motivation is one of the factors that drives employees' desire to complete their work optimally. Several previous studies, namely Hasibuan & Silvy (2019), Al'asqolaini & Sukiman (2016) and Noviani & Widhiyani (2018) which analyzed the influence of motivation on performance empirically proved that motivation has a positive effect on employee performance. However, there are different empirical results by Sari (2014) which state that work motivation has no effect on employee performance. The difference in the results of this empirical study requires further testing regarding the effect of work motivation on organizational performance.

Personality differences certainly encourage individual characteristics in carrying out their duties as leaders. A characteristic that arises from the belief that individuals have in carrying out their duties is often called a locus of control. Locus of control is a personality trait that measures the degree to which they are confident that they are able to control their own destiny. Locus of control is the belief that an individual can or cannot control events that affect them. The characteristics of this locus of control consist of: internal, where people think they control their own destiny, and external, where people believe that their lives are controlled by outside forces. Internal locus of control has a higher level than external locus of control in an organizational environment in providing more satisfactory performance. In the internal locus of control, individuals believe that they are in control of events or everything that happens to them. Someone who has an internal locus of control has a stronger level of confidence. A person with internal locus of control will be more active and able to select the information he needs. With his own ability he can make decisions and take responsibility for them, whether good or bad. A leader in an organization is expected to have an internal locus of control in himself so that later he will be able to carry out responsibility as a leader. The most classic responsibility as a leader is how a leader is able to unite the differences that exist in an organization, be it differences of opinion, customs.

The application of leadership styles and motivating employees must be carried out in every organization, one of which is the organization in Bali Province, namely the *Lembaga Perkreditan Desa* (LPD), which is a homogeneous organization between one village and another and almost in every village has this organization. The *Lembaga Perkreditan Desa* (LPD) is a non-bank financial institution established by Pekraman Village and has a function in empowering the Pekraman Village boarding economy. Krama village, namely those who live in Pekraman Village and become residents of the village and have custom and cultural ties. The purpose of establishing this institution is to help the Pekraman Village boarding house in building the economy through targeted savings and providing effective capital.

The development of the LPD has certainly had a positive impact on the people of Pekraman Village, it was recorded that until October 2018 the number of LPDs in Bali was 1,433 LPDs with more than 7,900 employees and total assets reaching IDR 21.5 trillion. This number identifies that the distribution of LPDs in Bali is very wide, it can be seen by comparing the number of LPDs with the number of existing Traditional Villages as many as 1,943 Traditional Villages. Bali has a Regency / City to support its progress, one of which is of concern to the public at this time, namely Badung Regency, which has a higher Regional Original Income than other districts / cities in Bali Province. Badung Regency has six sub-districts, of the six sub-districts, one of which is in the spotlight, namely Abiansemal District because it is one of the areas that is the center of development of North Badung. The development of North Badung is in the spotlight because it is an area that still has plantation and agricultural products that require empowerment in the form of LPD financial institutions in its business. Abiansemal Subdistrict is the area with the second highest number of LPDs in Badung Regency, which is 34 out of 34 traditional villages, so the LPD distribution ratio in Abiansemal District is 100%.

Based on data from the *Lembaga Perkreditan Desa* (LPLPD) of Badung Regency as of December 2017, the amount of public funds collected in the LPD in Abiansemal District was IDR 956,835,186 with 16,979 customers. These funds qualify into two types, namely savings and time deposits. This indicates that the level of public trust in LPDs is quite high. But despite this progress, in fact from December 2016 to 2018 the number of LPDs classified as healthy had decreased and as of December 2018 there were still LPDs classified as health, 8 LPD quite healthy, 3 LPD unhealthy and 2 LPDs unhealthy as shown in Table 1 below this.

**Table 1 Health Classification of LPD in Abiansemal District from 2016-2018**

Description	Period		
	December 2016	December 2017	December 2018
Health Classification:			
- Healthy	30	25	21
- Pretty Healthy	1	6	8
- Unwell	2	1	3
- Not Healthy	1	2	2

Source: LPLPD Bali Province, 2019

LPD health classification is assessed based on capital adequacy, quality of productive assets, management, profit, and liquidity. In the data above, from December 2016 to December 2017 there was a decrease of 17% and from December 2017 to December 2018 there was a decrease of 16%. This is a serious concern considering that there are public interests in it. The role of LPD managers really needs to be considered in overcoming the above problems. The LPD leadership plays an important role in creating the right leadership style for the organization and how to manage the work motivation behavior of their subordinates in achieving the missions of the organization. Leaders are expected to be able to adapt to using approaches related to paying attention to the personalities of their subordinates. The leadership style and methods of motivation that will be carried out by the leadership of the LPD organization are very important to overcome the problem of deteriorating LPD health, so that later LPD health can be improved and village manners who are members of the LPD can safely carry out their economic activities.

## II. CONCEPTUAL MODEL AND HYPOTHESIS

Situational leadership style is the ability of a manager to identify cues in his environment, diagnose them, then adapt his leadership style according to these conditions. It is expected that the level of readiness of the followers can be a measure of employee maturity in carrying out tasks. The situational leadership style in the company is very effective because it sees the initial process of its implementation where the leader must pay attention to the readiness situation of his employees (Karma et al., 2016). Organizational behavior theory reflects how the relationship between leaders and subordinates. A good leader must, of course, be motivated and sensitive to his subordinates (Purnamasari, 2016). Leaders like this are seen in those who apply a situational leadership style. Situational leadership style that emphasizes the ability of leaders to read the situation is certainly expected to help bring organizational performance to a better direction. Napitupulu et al., (2019) empirically proved the influence of leadership style on employee performance. Karma et al., (2016), Noviani & Widhiyani (2018) and Dermawan et al., (2018) also empirically prove that there is a positive influence of situational leadership style on employee performance. The more effective the situational leadership style is applied by the leader, it is expected that it will be followed by the increased performance that can be shown by employees which has an effect on organizational performance.

### **H<sub>1</sub>: Situational leadership style has a positive effect on organizational performance**

Motivation is used to encourage employees or someone to do their best in carrying out their duties and they will believe that with the success of the organization in achieving goals. In a formal organization, motivation is the duty of a leader to make subordinates do what must be done. Motivation aims to provide enthusiasm or breakthrough to individuals to be more confident, optimistic and better at achieving goals (Jaya, 2015). The right motivation will encourage employees to do their best in carrying out their duties. Low employee motivation can be detrimental to the achievement of business goals and company profitability, therefore motivation is important because it is needed by the leadership to mobilize their subordinates in achieving organizational goals.

McClelland's theory of motivation explains that there are three human needs, including the need for achievement, the need for power, and the need for affiliation. These three needs will be obtained by someone through an organization with good leadership. Leaders are expected to motivate their subordinates, one of which is by meeting these three needs. Employees who feel motivated will certainly provide feedback in the form of good performance, so that organizational performance can go in a better direction as well. Research conducted by Hasibuan & Silvy (2019), Al'asqolaini & Sukiman (2016) and Noviani & Widhiyani (2018) which analyzed the influence of motivation on performance empirically proved that motivation has a positive effect on employee performance. The higher the motivation, the higher the employee's performance which affects organizational performance. Motivation is needed to support employee improvement, someone who is motivated will always strive to show maximum quality and quantity of work.

### **H<sub>2</sub>: Motivation has a positive effect on organizational performance**

Leadership is a process for influencing others, for understanding and agreeing on what needs to be done and how the task is performed effectively, as well as a process for facilitating individual and collective efforts to achieve common goals. Leadership is an activity to influence other people so that they want to be directed to achieve certain goals. Leadership is the process of inspiring all employees to do their best. A good leadership style is leadership that pays attention to organizational factors, leaders, subordinates, and assignment situations. Situational leadership style is the ability of a manager to identify cues in his environment, diagnose them, then adapt his leadership style according to these conditions. Every leader basically has a different behavior in leading or often referred to as a leadership style. The leadership style carried out by a leader in influencing the behavior of others according to his wishes is influenced by the nature of the leader himself.

Internal locus of control is the ability of individuals to believe that they are in control of events or everything that happens to them. Someone who has an internal locus of control has a stronger level of confidence. A person with internal locus of control will be more active and able to select the information he needs. With his own ability he can make decisions and take responsibility for them, whether good or bad. Individuals with high internal locus of control, have better self-control, tend to show more political behavior and are more likely to try to influence others.

Attribution theory explains how the attitudes and characteristics of individuals to the situations they face. The leadership style applied by the leader in carrying out his leadership is certainly carried out differently by each leader. One of them, leaders who have characteristics in the form of internal locus of control, where they have confidence and are able to be responsible for their decisions are expected to lead to better organizational performance. Research conducted by Andriansyah (2012) explains that personality type affects leadership style. The personality needed by a leader is to have an internal locus of control in order to be able to influence his subordinates or make the right decisions for the organization.

**H<sub>3</sub>: Internal locus of control is able to strengthen the effect of situational leadership style on organizational performance**

Motivation is a process that describes the intensity, direction, and persistence of an individual to achieve his goals (Mitchell, 1997). Motivation is an attitude or drive that comes from within a person to carry out a certain activity. Motivation is anything that arises or occurs due to factors, both internal and external factors that cause a person to immediately act in a positive way. Work motivation can be a reflection of how employees are able to work optimally for their company in order to achieve the vision, mission and goals desired by the company. This work motivation will support the employee's performance improvement. Employees will feel motivated and will try harder to complete their work. This causes the performance of employees to increase.

Internal locus of control, namely a person's belief in himself. Internal locus of control is the ability of individuals to believe that they are in control of events or everything that happens to them. Someone who has an internal locus of control has a stronger level of confidence. A person with internal locus of control will be more active and able to select the information he needs. With his own ability he can make decisions and take responsibility for them, whether good or bad. Leaders who have internal locus of control will certainly have a positive impact by motivating employees to work.

Attribution theory explains how the attitudes and characteristics of individuals to the situations they face. Related to motivation with internal locus of control, where a leader who has characteristics in the form of an internal locus of control is expected to be able to motivate his subordinates well, because with confidence in the leader's own ability, the leader will feel confident. The emergence of a leader's confidence will certainly make it easier for him to motivate his subordinates so that organizational performance will lead to a better direction. Research conducted by Saputro & Utomo (2018) explains that there is a positive relationship between motivation and internal locus of control on managerial performance. This is because managers who have an internal locus of control will be more motivated and try to complete their work as well as possible so that indirectly their performance will increase.

**H<sub>4</sub>: Internal locus of control is able to strengthen the effect of motivation on organizational performance**

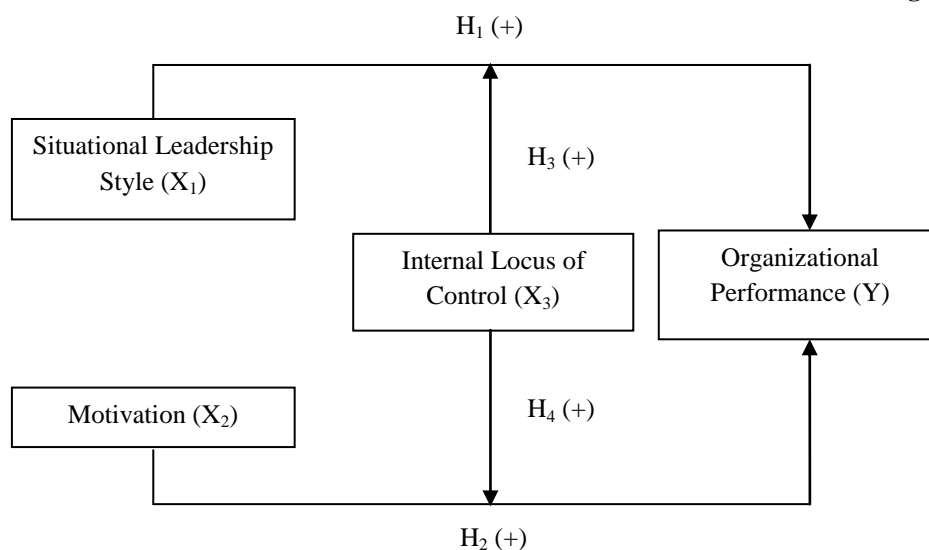


Figure 1. Conceptual Framework

### III. RESEARCH METHODS

The approach used in this research is quantitative with an associative form. This research was conducted at all *Lembaga Perkreditan Desa* (LPD) in Abiansemal District, Badung Regency. Abiansemal District was chosen because it had a decline in LPD health from 2016 to 2018. The subject of this study was the Head of the LPD in the LPD in Abiansemal District. The population in this study were all *Lembaga Perkreditan Desa* (LPD) in the Abiansemal District, Badung Regency. This area was chosen because of the 34 Traditional Villages in Abiansemal District, all of them already have LPDs and are the areas with the second highest number of LPDs in Badung Regency. The sampling method in this study uses a non-probability sampling technique which includes saturated sampling, where in this technique all members of the population are used as samples. So that the number of samples in this study were 34 samples with the Head of each LPD as research respondents. The head of the LPD is the respondent because the head of the LPD is the leader of the LPD who determines how the direction of the organization's policies with the leadership style he uses and the head of the LPD also needs to motivate his subordinates to fulfill organizational goals. The data collection method used in this study is a survey method with questionnaire and documentation techniques. The data analysis technique used in this study is multiple linear regression analysis.

### IV. RESULTS AND DISCUSSION

There are 34 questionnaires distributed or sent with a 100% return rate. The data that were tested were 33 questionnaires because there was one LPD, namely from the Ambengan Traditional Village which was incomplete in presenting data related to capital and operating profits in 2019, which was used as a measure of organizational performance. The characteristics of the respondents in this study were the profiles of 33 respondents who participated in filling out the questionnaire. The characteristics of the research respondents include gender, age, education level, and length of work.

**Table 2 Characteristics of Respondents by Gender**

Gender	Total (person)	Percentage (%)
Male	29	87,88
Female	4	12,12
<b>Total</b>	<b>33</b>	<b>100</b>

Source: *data processed, 2020*

Table 2 shows the proportion of LPD heads by gender. It can be seen that the number of male LPD heads was 29 respondents (87.88 percent) and 4 female LPD heads (12.12 percent).

**Table 3 Characteristics of Respondents by Age**

Age	Total (person)	Percentage (%)
27-36 years old	1	3,03
37-46 years old	6	18,18
≥ 47 years old	26	78,79
<b>Total</b>	<b>33</b>	<b>100</b>

Source: *data processed, 2020*

Table 3 describes the characteristics of LPD heads based on age, there are 1 (3.03 percent) people with an age range of 27-36 years, 6 people (18.18 percent) with an age range of 37-46 years, 26 people (78.79 percent) with an age range of ≥ 47 years.

**Table 4 Characteristics of Respondents based on Education Level**

Education Level	Total (person)	Percentage (%)
Senior High School	19	57,58
D3	2	6,06
S1	12	36,36
<b>Total</b>	<b>33</b>	<b>100</b>

Source: *data processed, 2020*

Table 4 serves to determine what level of education the LPD Head has as a respondent. In Table 4, respondents who have high school education level are 19 people (57.58 percent), D3 as many as 2 people (6.06 percent), and S1 as many as 12 people (36.36 percent).

**Table 5 Characteristics of Respondents Based on Length of Work**

Length of Work	Total (person)	Percentage (%)
< 5 years	2	6,06
5-10 years	3	9,09
≥ 11 years	28	84,85
<b>Total</b>	<b>33</b>	<b>100</b>

Source: *data processed, 2020*

Table 5 describes the length of employment of the Head of LPD as a respondent, including 2 people (6.06 percent) who worked less than five years, 3 people (9.09 percent) who worked for 5-10 years, and 28 people (84, 85 percent) who worked for more than 11 years.

**Table 6 Results of Multiple Linear Regression Analysis**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
Constant	5,091	2,301		2,212	0,035
Situational Leadership Style (X <sub>1</sub> )	1,088	0,954	0,266	2,140	0,003
Motivation (X <sub>2</sub> )	0,310	0,866	0,083	1,957	0,025
R Square	0,271				
Adjusted R Square	0,214				
F count	5.774				
Significance F	0,007				

Source: *Data processed, 2020*

Based on the results of multiple regression analysis in Table 6, the regression equation used in this study can be written as follows.

$$Y = 5,091 + 1,088X_1 + 0,310X_2 + e$$

**Table 7 Results of Moderated Regression Analysis**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
Constant	5,482	7,008		0,782	0,441
Situational Leadership Style (X <sub>1</sub> )	0,426	0,410	2,009	2,039	0,000
Motivation (X <sub>2</sub> )	0,574	0,440	3,046	2,306	0,000
Internal Locus of control (X <sub>3</sub> )	0,109	0,388	0,527	1,982	0,028
X <sub>1</sub> *X <sub>3</sub>	0,027	0,022	4,664	2,003	0,011
X <sub>2</sub> *X <sub>3</sub>	0,033	0,024	5,531	2,018	0,009
R Square	0,548				
Adjusted R Square	0,529				
F count	9.704				
Significance F	0,000				

Source: *Data processed, 2020*

Based on the results in Table 7, the regression equation used in this study can be written as follows.

$$Y = 5,482 + 0,426X_1 + 0,574X_2 + 0,109 X_3 + 0,027X_1X_3 + 0,033X_2X_3 + e$$

### The Effect of Situational Leadership Style on Organizational Performance

The first hypothesis (H<sub>1</sub>) states that the situational leadership style has a positive effect on organizational performance. The results of the analysis show that the t-test significance value for the leadership style variable is 0.000, which is smaller than the 0.05 level. This shows that the leadership style affects organizational performance. The regression coefficient is positive at 0.426. This means that the leadership style shows a positive direction with organizational performance. The first hypothesis (H<sub>1</sub>) which states that leadership style has a positive effect on organizational performance is accepted.

The results of this study are in line with organizational behavior theory which reflects the relationship between leaders and subordinates. A good leader must, of course, be motivated and sensitive to his subordinates (Purnamasari, 2016). Leaders like this are seen in those who apply a situational leadership style. Situational leadership style that emphasizes the ability of leaders to read the situation is certainly expected to help bring organizational performance to a better direction.

The results of this study are in accordance with the results of previous studies including by Napitupulu et al., (2019) empirically proving the effect of leadership style on employee performance. Karma et al., (2016), Noviani & Widhiyani (2018) and Dermawan et al., (2018) also empirically prove that there is a positive

influence of situational leadership style on employee performance. According to Noviani & Widhiyani (2018), it shows that increasing situational leadership style will improve employee performance which can be seen from relationship behavior, task behavior, and maturity of subordinates. Of course, increasing employee performance will also have a good influence on organizational performance.

#### **The Effect of Motivation on Organizational Performance**

The second hypothesis ( $H_2$ ) states that motivation has a positive effect on organizational performance. The results of the analysis show that the t-test significance value for the motivation variable is 0,000, which is smaller than the 0.05 level. This shows that the motivation variable has an effect on organizational performance. The regression coefficient is positive at 0.574. This means that the motivation variable shows a positive direction with organizational performance. This is also supported by the average respondent & answer to the motivation variable which tends to be high (agree). The second hypothesis ( $H_2$ ) which states that motivation has a positive effect on organizational performance is accepted.

This is in accordance with McClelland theory which states that human needs can be categorized into three, namely the need for achievement, the need for power, and the need for affiliation. These three needs will be obtained by someone through an organization with good leadership. Leaders are expected to motivate their subordinates, one of which is by meeting these three needs. Employees who feel motivated will certainly provide feedback in the form of good performance, so that organizational performance can go in a better direction as well. This is also supported by several previous studies including by Hasibuan & Silvy (2019), Al & Sukiman (2016) and Noviani & Widhiyani (2018) which analyzed the influence of motivation on performance empirically proving that motivation has a positive effect on employee performance. Noviani & Widhiyani (2018) show that high motivation will have an impact on higher employee performance. Good employee performance will also have an effect on good organizational performance.

#### **The Effect of Situational Leadership Style on Organizational Performance is Moderated by Internal Locus of Control**

The third hypothesis ( $H_3$ ) states that internal locus of control can strengthen the influence of situational leadership style on organizational performance. The results of the analysis show that the t-test significance value for the situational leadership style variable as moderated by internal locus of control is 0.011, which is smaller than the 0.05 significance level. This shows that internal locus of control is able to strengthen the influence of situational leadership style on organizational performance. The regression coefficient is positive at 0.027. This means that the situational leadership style variable moderated by internal locus of control shows a positive direction with organizational performance. In this case, the internal locus of control variable is a quasi moderator type, where the coefficients  $\beta_3$  and  $\beta_4$  have a significant effect on organizational performance. The third hypothesis ( $H_3$ ) which states that internal locus of control is able to strengthen the influence of situational leadership style on organizational performance is accepted.

This is in accordance with attribution theory explaining how the attitudes and characteristics of the individual to the situation they face. The leadership style applied by the leader in carrying out his leadership is certainly carried out differently by each leader. One of them, leaders who have characteristics in the form of internal locus of control, where they have confidence and are able to be responsible for their decisions are expected to lead to better organizational performance. This is also supported by previous research by Andriansyah (2012) which explains that personality type affects leadership style. The personality needed by a leader is to have an internal locus of control in order to be able to influence his subordinates or make the right decisions for the organization. Previous research also states that there is a positive influence both internal locus of control and situational leadership style on performance, namely by Sanjiwani & Wisadha (2016).

#### **The Effect of Motivation on Organizational Performance is Moderated by Internal Locus of Control**

The fourth hypothesis ( $H_4$ ) states that internal locus of control can strengthen the influence of motivation on organizational performance. The results of the analysis show that the t test significance value for the motivation variable as moderated by the internal locus of control variable is 0.009, which is smaller than the 0.05 significance level. This shows that internal locus of control can strengthen the influence of motivation on organizational performance. The regression coefficient is positive at 0.033. This means that the motivation variable moderated by the internal locus of control variable shows a positive direction with organizational performance. In this case, the internal locus of control variable is included in the quasi moderator type, where the coefficients  $\beta_3$  and  $\beta_5$  have a significant effect on organizational performance. The fourth hypothesis ( $H_4$ ) which states that internal locus of control can strengthen the influence of motivation on organizational performance is accepted. This is in accordance with attribution theory explaining how the attitudes and characteristics of the individual to the situation they face. Related to motivation with internal locus of control, where a leader who has characteristics in the form of an internal locus of control is expected to be able to motivate his subordinates well, because with confidence in the leader own ability, the leader will feel confident.

The emergence of a leader confidence will certainly make it easier for him to motivate his subordinates so that organizational performance will lead to a better direction.

This is also supported by previous research by Alfitami & Rustiana (2017) which states that there is a positive relationship between internal locus of control and motivation. Research by Saputro & Utomo (2018) explains that there is a positive relationship between motivation and internal locus of control on managerial performance. This is because managers who have an internal locus of control will be more motivated and try to complete their work as well as possible so that indirectly their performance will increase. Having an internal locus of control is more confident in the success of the work done is based on the efforts that have been done, so that if the manager feels confident that the work he is doing is correct and sincere, it will have an impact on the managerial performance of the manager and affect the organizational performance.

## V. CONCLUSION

Based on the results and discussion that have been described, it can be concluded that the situational leadership style has a positive effect on organizational performance. This shows that the increasing of the situational leadership style, the organizational performance tends to increase. Motivation has a positive effect on organizational performance. This shows that the increasing motivation, the organizational performance tends to increase. Internal locus of control can strengthen the influence of situational leadership styles on organizational performance. This shows the increasing influence of internal locus of control on situational leadership style, so that organizational performance tends to increase. Internal locus of control can strengthen the influence of motivation on organizational performance. This shows that the increasing influence of internal locus of control on motivation, the organizational performance tends to increase.

Based on the results of the research and conclusions, the suggestions that can be given to the LPD are the results of research that show situational leadership style, motivation, and internal locus of control as moderation have a positive effect on organizational performance and seen from the average answers of respondents (LPD head). namely the variable of leadership style and internal locus of control shows that the average respondents' answers are in the low category, while for the motivation variable the average respondents' answers are in the high category. Therefore, the Head of the LPD is advised to increase the application of situational leadership style and internal locus of control, as well as to maintain the application of motivation in order to increase the performance of the LPD organization.

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