



The Role of Commitment to Mediate Effect of Motivation on The Performance of Waste Bank Managers in The City of Denpasar

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Abstract

The purpose of this study was to analyze the role of commitment to mediate the influence of motivation on the performance of waste bank managers in Denpasar City. The research is causal in nature to provide an explanation and understanding of the relationship between the motivation variable and the manager's commitment and performance variables. The research population is all managers of Denpasar City waste bank which are still active, totaling 94 managers. The sampling technique was carried out using the saturated sample technique. Questionnaires that have been tested for validity and reliability were given to 94 respondents. Methods of data collection through: observation, interviews, documentation, and literature, questionnaires. The method of analysis using descriptive analysis and inferential analysis with Partial Least Square (PLS) analysis. The results of the study show that direct motivation significant positive effect on the commitment and performance of managers, and commitment plays a partial role in mediating the influence of motivation on the performance of managers. The research implication is the need for motivation to produce work according to standards. The research suggestion is that motivation needs to be increased again by giving awards to managers to form awareness to be more enthusiastic and motivated and committed to work so that they can improve performance at the Denpasar City Waste Bank.

Keywords Commitment, Motivation, Performance

INTRODUCTION

Law of the Republic of Indonesia Number 18 of 2008 and Government Regulation of the Republic of Indonesia Number 81 of 2012 mandated the need for a fundamental paradigm shift in waste management based on waste reduction and handling. Waste reduction activities mean that all levels of society, both government the business world and the wider community carry out activities waste generation restrictions. The Central Statistics Agency, (2016) stated that waste production in Indonesia is around 65 million tons per day, about 15 million tons pollute ecosystems and the environment because not handled. High production waste is not matched with volume of waste transported. Of all provinces in Indonesia, the average achievement its transportability is only 71.20 percent of total waste production. The amount requires a lot of effort in handling. One of the efforts to control waste is the effective performance of Waste Bank managers (Suryani, 2014). Waste bank should be managed by creative and innovative people, and have entrepreneurial spirit, in order to improve community income. Bank work system Garbage is carried out on a household basis, with give *rewards* to those who succeed in sorting and deposit some garbage. Basically, the success of waste management by waste banks cannot be separated from the role of effective management and is supported by the existence of community groups who are aware of the benefits of waste banks as a benchmark for the performance of waste bank managers (Yuswi et al., 2019). Performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the



responsibilities given to him (Mangkunegara, 2017: 67). Some of the sectors that contribute to waste in Bali, one of which is from the tourism sector and religious activities such as leftover waste from *ritual offerings* that are not managed or sorted properly (Wardhana and Sudiarawan, 2021). Bali Province's efforts in waste management are also supported by the Denpasar City Government which also issued Mayor Regulation No. 36 of 2018 concerning Reduction of Plastic Bags in the context of realizing Denpasar City which is culturally insightful, especially a clean culture in a sustainable manner. Until now, several regulations governing waste management have not been able to fully resolve and overcome the waste problem. The Government's Role in this case the Environmental Service as a government agency tasked with campaigning and overseeing the waste bank. Based on interviews conducted with the manager of the Waste Bank in Denpasar City, the manager of the Bali Clean Garbage Bank, stated that in its activities to manage the Waste Bank, it requires motivation from various sectors such as community support in sorting waste and even support from the relevant agency, namely the Denpasar City Environmental Service. The lack of motivation from various sectors has caused the existence of several Waste Banks in Denpasar City to begin to dim and even some Waste Banks are closed. The closure of several waste banks caused the accumulation of various wastes in the household scope and in the end there was a re-accumulation in one location. Based on the results of observations, the problem of waste management is one of the sectors that is considered in an effort to adapt an area to achieve a resilient region. Based on the phenomena obtained and the results of previous studies showing inconsistent results, so there is a need for a re-examination to obtain results and even new theories related to the influence of motivation on commitment, either directly or indirectly, on the performance of managers. Commitment to Mediate the Effect of Motivation on the Performance of Waste Bank Managers in Denpasar City”.

LITERATURE REVIEW

This *goal setting theory* was first put forward by Locke (1968). *Goal setting theory* assumes that there is a direct relationship between specific and measurable goals and performance. The main finding of *goal setting theory* is that individuals who are given specific and difficult but achievable goals perform better than those who accept easy goals and less specific or no goals at all. At the same time, one must also have sufficient ability to accept the goals set and receive feedback related to performance (Lunenburg, 2011). *Goal setting theory* is also part of motivation theory.

Performance means *job performance* or *actual performance* which means work performance or actually achieved by someone. Performance is organizational behavior that is directly related to the production of goods or the delivery of services. Information about organizational performance is a very important thing used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. According to Rivai (2005:14) suggests that performance is the result or level of success of a person as a whole during a certain period in carrying out the task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon.



Robbins (2015:93) states that the notion of performance leads to an effort to achieve better work performance. Success in doing a job is largely determined by performance. According to Mangkunegara (2017: 69) the notion of performance is the result of work both in quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given. Some of the definitions of performance above, it can be concluded that performance is the result or level of success of a person in carrying out the tasks that have been assigned to him according to the size applicable to the work in question.

Motivation is an important problem in every effort of a group of people who work together in order to achieve a certain goal (Tan Tani Handoko, 1994). In essence, the motivation of employees and employers is different because there are different interests, it is necessary to create a unidirectional motivation to achieve common goals in the context of business continuity and peace of mind so that what is desired and aspired to by both parties can be realized (Vest and Markham, 1994). . Fuad Mas'ud (2004: 39) defines motivation as the driving force within a person to act. To be able to carry out tasks and work well requires motivation from every employee. Employees who have high motivation will be able to carry out their work better, compared to employees who are not motivated. Everyone has something that can trigger (move) whether it is in the form of material, emotional, spiritual needs, or certain values or beliefs. Anoraga (2014) work motivation is something that creates enthusiasm or work motivation. According to Hasibuan (2015), motivation comes from the Latin word *movere* which means encouragement or giving driving force that creates one's work enthusiasm so that someone wants to work together, work effectively, and be integrated with all his efforts to achieve satisfaction. Furthermore, Hasibuan (2015) states that work motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance.

According to Ria and Darman (2017: 27) Commitment is a person's attitude of loyalty to the organization, by staying in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason. According to Armstrong (2006) in Ria and Darman (2017: 27) Commitment is a condition by which an individual becomes bound by it through actions with confidence so that he persists in activities and is involved in it. According to Robbins (2015:73) in Ria and Darman (2017: 25) Organizational commitment is defined as a situation where an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Greenberg and Baron (2003) in Ria and Darman (2017: 25) Organizational Commitment is the extent to which an individual identifies and engages with his or her organization or is unwilling to leave it. Meanwhile, according to John A Wagner and Hollenbeck (2010) in Ria and Darman (2017: 26) said that organizational commitment is the extent to which people identify themselves with the organizations that employ them. this implies a willingness on the part of the employee to put forth substantial effort on behalf of the organization and/or his intention to stay with the organization for a long time.



RESEARCH METHODS

This study is a study that examines the correlational relationship of motivational variables, commitment and performance of managers with data collected from the research location environment, namely the Denpasar City waste bank which consists of 4 sub-districts namely North Denpasar, West Denpasar, East Denpasar and South Denpasar . This research plan is quantitative, because it uses numerical data or numbers as research data that is analyzed to reach conclusions. The nature of this research is *explanatory research*, which aims to explain the causal relationship between the variables observed in the study. This research was carried out in a waste bank company in Denpasar City, Bali Province, which consists of 4 sub-districts, namely North Denpasar, West Denpasar, East Denpasar and South Denpasar with a scope including: motivation, commitment and performance of managers. The data used consists of two kinds, namely primary data generated through the distribution of questionnaires and secondary data obtained from all Waste Banks in Denpasar City and the Denpasar City Environmental Service. The method used to determine the respondents is a saturated sample. The expected result of this research is that there is a positive and significant influence between the variables. The population in this study were all managers The Denpasar City Waste Banks which are still active are 94 managers spread over 4 sub-districts, namely North Denpasar, West Denpasar, East Denpasar and South Denpasar sub-districts. The sample in a research activity is the subject to be studied and used as research respondents. The sample in this study were all active waste bank managers in Denpasar City, totaling 94 respondents. The analysis technique uses the *Partial Least Square (PLS)* statistical method .

RESEARCH RESULTS AND DISCUSSION

Hypothesis test

In connection with the indicators that make up the latent variables in this study are reflexive, then the evaluation of the measurement model (*measurement model/outer model*), to measure the validity and reliability of these indicators are a) *convergent validity* , b) *discriminant validity*, and c) *composite reliability* and *cronbac 's alpha* . The measurement model is used because the indicators that make up the latent variables in this study are reflexive. *Convergent validity* is a criterion in measuring the validity of reflexive indicators. This evaluation is carried out by examining the *outer loading coefficient* of each indicator on its latent variables. An indicator is said to be valid, if the coefficient of *outer loading* is between 0.60 – 0.70 but for an analysis whose theory is not clear then an *outer loading* of 0.50 is recommended (Lathan and Ghozali, 2012: 78), and is significant at the *alpha level* of 0.05 or *t- statistics* 1.96. The results of the calculation regarding the *outer loading value* show that all indicators meet valid requirements based on *discriminant validity criteria* , namely the *outer loading value* > 0.50 and statistically significant.

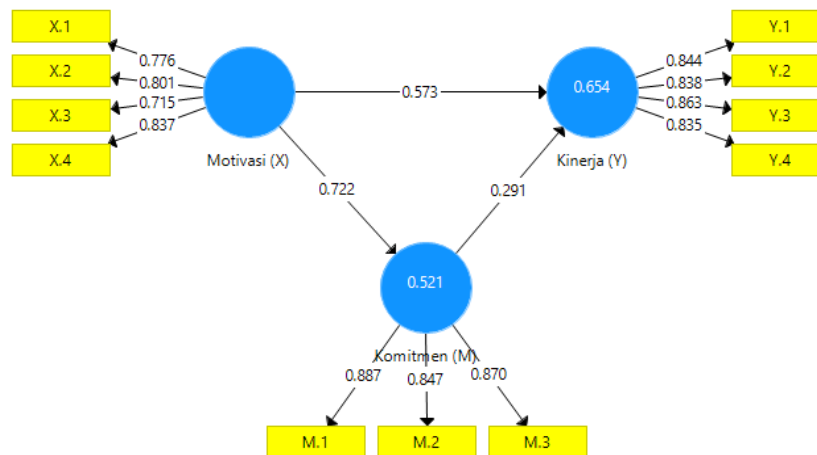


Image 1

Outer Loading and Path Analysis

While the results of calculations regarding the significance test (*bootstrapping*) can be seen in Figure 2 as follows.

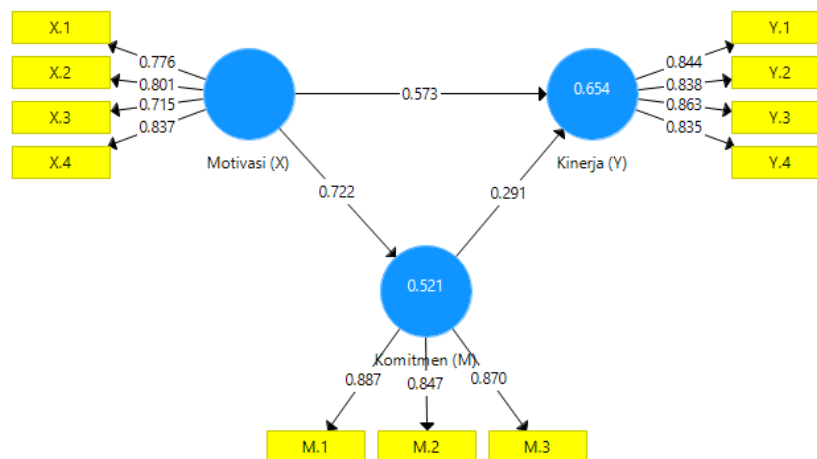


Figure 2

Bootstrapping

Measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity by looking at the cross loading. Discriminant validity can be done by comparing the index coefficients between blocks, construct indicators are declared valid if the index values of certain construct indicators are greater than the values of other construct indicators in the same block (Lathan and Ghozali, 2012:78). The results of the analysis show that the *cross loading index value* of all indicators in each construct is greater than the index value of other indicators on other constructs in one block, so it is declared valid based on *discriminant validity criteria*. A measurement can be said to be reliable, if *composite reliability* and *Cronbach's alpha* have an index value greater than 0.70. *Composite reliability* and *Cronbach's alpha* are a measurement of reliability between indicator blocks in the research model. The results of the analysis show that the value of the



composite reliability criteria for all constructs has shown an index value greater than 0.70 , from *Cronbach 's alpha criteria* all construct index values have more big of 0.70 means that overall it has met the reliable requirements based on the *composite reliability criteria* .

Evaluation of the Structural Model (*Inner Model*)

Evaluation of the structural model (*Inner Model*) is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables and their indicators. The evaluation of this structural model will be carried out through several approaches including: a) *R-Square* (R^2), b) *Q-Square Predictive Relevance* (Q^2), and c) *Goodness of Fit* (*GoF*). Evaluation of Structural Models Through *R-Square* (R^2). *R-Square* (R^2) can show the strength and weakness of the influence caused by the dependent variable on the independent variable. *R - Square* (R^2) can also indicate the strength of a research model. According to Chin (Lathan and Ghozali, 2012:85), the *R-Square* (R^2) value of 0.67 is classified as a strong model, *R-Square* (R^2) is 0.33 moderate model, and *R-Square* (R^2) of 0.19 is classified as a weak model.

Table 1 Evaluation of the Inner Structural Model

R Square

	R Square	Adjusted R Square
Performance (Y)	0.654	0.646
Commitment (M)	0.521	0.516

Source: Data processed, 2022

Table 1 shows that the value of *R-square* Commitment of 0.521; based on Chin's criteria (Lathan and Ghozali, 2012:85) , then the model includes moderate model criteria , which means that motivational variation is able to explain variations in commitment by 52.10 percent, the remaining 47.90 percent is explained by variations of other variables outside the model being analyzed. Meanwhile, Manager Performance has an *R-square* value of 0.654 or including strong, meaning that the variation of motivation and Commitment is able to explain variations in performance that is equal to 65.40 percent, the remaining 34.60 percent is explained by variations outside the model.

Structural Model Evaluation through *Q-Square Predictive Relevance* (Q^2)

Q-Square Predictive Relevance (Q^2) is a measure of how well the observations made give results to the research model. The value of *Q-Square Predictive Relevance* (Q^2) ranges from 0 (zero) to 1 (one). The closer to 0 the value of *Q-Square Predictive Relevance* (Q^2), it gives an indication that the research model is getting worse, while on the contrary it is getting further away from 0 (zero) and getting closer to the value of 1 (one), this means the research model is getting better. The criteria for the strength of the model measured based on the *Q-Square Predictive Relevance* (Q^2) according to Lathan and Ghozali (2012:85) are



as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (moderate model). weak). The formula for Q-Square is: $Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$.

The magnitude of the *Q-Square value* is $= 1 - (1 - R^2_1)(1 - R^2_2)$ then $1 - (1 - 0.654)(1 - 0.521) = 1 - 0.166 = 0.834$, based on this result, the estimation model results is included in the strong criteria, meaning that 83.40% of the variation of endogenous constructs can be predicted by variations of exogenous constructs.

Structural Model Evaluation through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the overall model accuracy (global), because it is considered a single measurement of the *outer model* measurement and the *inner model measurement*. The measurement value based on *Goodness of Fit (GoF)* has a range of values between 0 (zero) to 1 (one). The *Goodness of Fit (GoF) value*, which is getting closer to 0 (zero), indicates the model is getting less good, on the contrary the farther away from 0 (zero) and closer to 1 (one), the better the model. The criteria for the strength of the model based on the measurement of *Goodness of Fit (GoF)* according to Lathan and Ghozali (2012:88), are as follows: 0.36 (*GoF large*), 0.25 (*GoF medium*), and 0.10 (*GoF small*). Calculation with *GoF* shows the average value of R^2 is 0.586 while the average AVE is 0.694, so the *GoF* value is $\sqrt{A.R^2 * A.AVE} = \sqrt{0,694 * 0,586} = \sqrt{0,407} = 0,638$ This means that the global model is a *large predictive* model, meaning that the model used in the estimation shows a good model (fit model).

Direct Analysis Hypothesis Testing

Hypothesis testing is done through *t-statistical test* with an *alpha level* of 0.05 (5%) or *t* - table 1.96. If the value of *t-statistic* > *t*-table (1.96), then this means that the test results are significant, whereas if *t-statistic* < *t*-table, it means that the test is not significant. The statistical test results can be shown in Table 5.13 as follows.

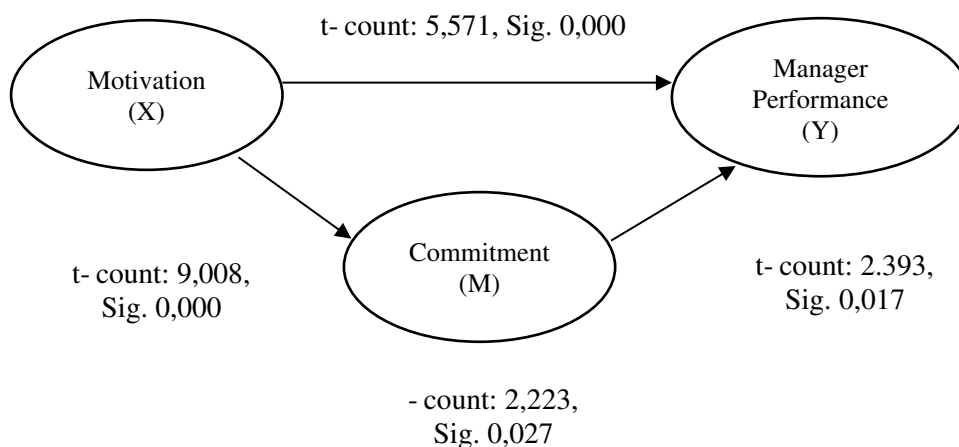
Table 2 Path Analysis Statistical Test

<i>Path Coefficient Between Variables</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>STADEV. Standard Deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<i>Criteria</i>
Motivation→Management Performance	0.573	0.577	0.103	5.571	0.000	Significant
Motivation →Commitment	0.722	0.713	0.080	9.008	0.000	Significant
Commitment→Management Performance	0.291	0.279	0.122	2,393	0.017	Significant
Motivation→Commitment →Performance Manager	0.210	0.200	0.094	2,223	0.027	Significant

Source: Data processed, 2022



More clearly, the results of the analysis of the analysis between variables in the form of a research model are as follows.



Source: Data processed, 2022

Figure 3 Statistical Test Results to Mediate the Effect of Motivation on the Performance of Waste Bank Managers in Denpasar City

Table 2 shows that, 1) Motivation has a positive effect of 0.573 on the performance of managers and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 5.571. Based on this description, hypothesis 1 in the study, namely motivation has a positive and significant effect on the performance of Waste Bank managers in Denpasar City. 2) Motivation has a positive effect of 0.722 on commitment and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 9.008. Based on this description, hypothesis 2 in the study, namely motivation has a positive and significant effect on the commitment of waste bank managers in Denpasar City is accepted. 3) Commitment has a positive effect of 0.291 on the performance of managers and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 2.393. Based on this description, hypothesis 3 in this study, namely commitment has a positive and significant effect on the performance of waste bank managers in Denpasar City.

Mediation effect analysis

The analysis in this study uses a comparison between the indirect effects obtained based on statistical testing, namely with an *alpha level* of 0.05 (5%) or t - table 1.96. If the value of *t-statistic* > t-table (1.96), then this means that the test results are significant, whereas if *t-statistic* < t-table, it means that the test is not significant. Based on Table 2 and Figure 3, it can be explained that commitment has a partial mediating role of 0.210 in the influence of motivation on manager performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 2.223. Based on this description, hypothesis 4 in the study, namely a significant commitment partially mediates



the influence of motivation on the performance of Waste Bank managers in Denpasar City is accepted.

The Effect of Motivation on the Performance of Waste Bank Managers in Denpasar City

Based on the results of the study, it shows that motivation has a positive and significant effect on the performance of managers. Thus H1 in this study is accepted. This can be seen from the test results which show that motivation has a positive effect of 0.573 on Manager Performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 5.571. Thus, in this study, Waste Bank Managers in Denpasar City generally have high motivation criteria. In line with the description of respondents' answers which show that the work motivation variable has a high average value, especially in the statement that waste bank managers contribute to social activities carried out by the community and managers have a role in reducing the amount of waste in Denpasar City. This indicates that the waste bank manager in improving performance requires motivation as an effort to preserve the environment such as being involved in providing guidance to the community on a regular basis in order to achieve a clean, healthy and comfortable environment. If it is associated with the characteristics of respondents who state that they are more dominant in the male gender and have a long service period, it shows that waste bank managers are able to manage their activities independently and manage their activities in sorting and transporting classified waste in the community. The need for men in this case is more directed at technical activities in supporting operational activities such as sorting and transporting waste before it is processed and distributed to waste collectors.

The results of this analysis are in accordance with the research Alsaba S. Igobula, et al (2020) in their research showed a positive and significant influence of motivation on the performance of the board. Lily Setyawati Kristianti, et al (2020) showed that motivation had a positive and significant effect on employee performance.

The Effect of Motivation on the Commitment of Waste Bank Management in Denpasar City

Based on the results of the study indicate that motivation has a positive and significant effect on commitment. Thus H2 in this study is accepted. This can be seen from the test results which show that motivation has a positive effect of 0.722 on commitment and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 9.008. Thus, in this study, the Waste Bank Managers in Denpasar City generally have a commitment with high criteria. It can be seen from the respondents' answers that the manager is involved in carrying out waste management activities without coercion and the work carried out has a high social value. Managers feel that high motivation in doing a job can lead to a high sense of commitment to work, especially in the management of waste banks. If it is associated with the characteristics of the respondents, namely age, tenure and education, it indicates that managers have a mature way of thinking in dealing with the problems found so that they tend to show a professional attitude in working and helping each other between managers. In addition, it can be explained that the manager's commitment can



be formed when the manager has the maturity of age in sorting or determining an activity that can lead to positive results and even negative impacts for themselves and the environment. Research conducted by Suarjana, et al (2016) shows that work motivation has a positive and significant effect on organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on performance. Work motivation mediating organizational commitment has a positive and significant effect on performance. Purnama, et al (2016) revealed that work motivation through the variable between organizational commitment has a significant influence on the performance dependent variable. By building a sense of organizational commitment can increase work motivation.

The Effect of Commitment on the Performance of Waste Bank Managers in Denpasar City

Based on the results of the study indicate that commitment has a positive and significant effect on the performance of managers. Thus H3 in this study is accepted. This can be seen from the test results which show that commitment has a positive effect of 0.291 on manager performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 2.393. Thus the results of this analysis provide information that the manager's performance can be improved if the commitment to the organization also increases strongly. So that this organizational commitment variable is a good variable in influencing the performance of managers. Good commitment will form a place where waste bank managers can show the results of their work through actions with confidence so that they will survive to be active and involved. in all its activities . When it is associated with the working period of the commitment that has been formed in the waste bank environment, it always strives to exist in the community and is able to trigger the community to maintain a clean environment. The results of this analysis are in accordance with the results of research proposed by Herwan Abdul Muhyi, (2021) which shows that affective commitment has a significant effect on performance, continuance commitment has a significant effect on performance, and normative commitment has a significant effect on performance. Furthermore, these three variables have a significant and simultaneous effect on the performance of cooperative management in Sukabumi City.

The Role of Commitment in Mediating the Effect of Motivation on the Performance of Waste Bank Managers in Denpasar City

Commitment has a significant mediating role of 0.210 in the influence of Motivation on Manager Performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 , which is 2.223. Based on this description, hypothesis 4 in the study, namely commitment positively and significantly mediates the influence of motivation on the performance of Waste Bank Managers in Denpasar City is accepted. Based on the test results, it can be said that commitment plays a partial mediating role in the influence of motivation on the performance of waste bank managers in Denpasar City.



This means that the Manager will show performance if there is good motivation by all levels of the organization and there is a high commitment in carrying out this. Managers who are committed, have high loyalty, then managers will work as optimally as possible to achieve good performance. The results of this analysis are in accordance with the results of research proposed by Suarjana, et al (2016) which shows that work motivation has a positive and significant effect on manager commitment. Job satisfaction has a positive and significant effect on management commitment. Management commitment has a positive and significant effect on employee performance. Work motivation mediating management commitment has a positive and significant effect on employee performance. Suputra and Ayu (2018) in their research show that work motivation has a positive and significant effect on commitment, job satisfaction has a positive and significant effect on commitment.

Implications of Research Results

Based on the results of data analysis and discussion of research results, several implications of this research are obtained, namely as follows:

Theoretical Implications

Based on the results of the analysis shows that the Manager's Performance is determined by factors, namely Motivation and Commitment. Manager's performance is most dominantly reflected by indicators of work quality and quantity. Completion of work in accordance with the standards set by the organization and completion of work properly must be improved, the manager's performance is a determinant of future success. The most dominant motivation is reflected by indicators of social relations and success at work. Motivation provides enthusiasm that can improve a manager's performance, so that in the future he can have a high level of performance and produce quality work. This can be seen from the respondents' answers that managers contribute to social activities carried out by the community and managers have a role in reducing the amount of waste in Denpasar City. However, of all the statement indicators in the form of manager's income in meeting the necessities of life, the lowest score is due to the absence of an official regional regulation (Perda) that regulates the appropriate income given to waste bank managers and the level of remuneration for waste services that have been sorted out by the community.

Based on the results of interviews with Waste Bank managers in Denpasar City, it is stated that there is hope for relevant agencies to pay attention to the welfare of managers such as providing opportunities to participate in training, providing networks or environmentalist communities and even waste collectors who are integrated with the Environmental Service so that waste bank managers will be motivated to improve the performance. The most dominant commitment is reflected by the *Affective commitment indicator* with the statement that managers are involved in carrying out waste management activities without any coercion. Managers will feel that all their needs and desires have been fulfilled by the organization, so with full awareness they will increase the level of commitment that exists within them. And if the manager's commitment to the organization is high, it will affect the improvement of the manager's performance.



Practical Implications

The motivation of the Waste Bank managers in Denpasar City is included in the high category, but it cannot be denied that the motivational variable in the detailed living needs indicators has the smallest value in the statement, namely income as a waste bank manager is able to meet the needs of life, which is meaningful even though it gets overall satisfaction. Inwardly, the waste bank manager also needs financial compensation to support his survival. This is also in line with the lowest result on the award indicator with an average value of 3.86 where managers need attention from related parties as an effort to support to always act as an ambassador for environmental conservation. In general, the descriptions of respondents' answers provide information that the Waste Bank Managers in Denpasar City are well motivated.

The results of this study still have limitations, namely the method in filling out the questionnaire in the form of *self-administered* a survey that gives respondents to fill out the questionnaire themselves, it allows respondents experience errors in perceiving the statements in the questionnaire, so that it can cause the respondent's answers to be less as expected.

CONCLUSIONS AND SUGGESTIONS

Based on the description and research results, several conclusions can be drawn, namely, motivation has a significant positive effect on the performance of managers. This means that the higher the motivation, the higher the performance of the Waste Bank Manager in Denpasar City. Motivation has a significant positive effect on commitment. This means that if the manager's motivation is higher, it can lead to a high level of commitment in his work at the Waste Bank in Denpasar City. Commitment has a significant positive effect on the performance of managers. This means that the higher the management commitment, the higher the performance of the Waste Bank managers in Denpasar City. Commitment plays a significant role in partially mediating the effect of motivation on manager performance. This means that commitment is able to explain the relationship between motivation and management performance, meaning that the influence of motivation on the performance of Waste Bank managers in Denpasar City can be mediated well by commitment. Furthermore, based on this research, it can be suggested that overall motivation is in the high category, but it needs to be further improved by collaborating with various cross-sectors such as the City Environment Service (DLHK) in proposing incentives for all managers and providing job training in an effort to increase skills to fulfill necessities of life to managers to form awareness to be more enthusiastic and motivated at work so that they can improve performance at the Denpasar City Waste Bank. The overall commitment is in the high category, but to further increase the commitment to the Waste Bank by fostering a sense of responsibility and providing work in accordance with applicable norms and rules, so that managers are more committed in doing their work to improve performance at the Denpasar City Waste Bank. Based on the limitations of the research results, further research is recommended to examine other variables/constructs that can affect the performance of Waste Bank Managers in Denpasar City. And it needs to be researched qualitatively or using



mixed methods to answer the phenomena that occur at the research site and as a reference to expand, deepen and prove the results of the research. quantitative research .

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