

## **THE EFFECT OF WORK DISCIPLINE, WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEES' PERFORMANCE AT THE PORT AUTHORITY AND HARBORMASTER OFFICE CLASS II TELUK PALU**

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### **ABSTRACT**

This study aims to analyze the effect of work discipline, work environment, and work motivation on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu. This study applied a survey type and causal descriptive using a research population of 80 civil servants at the Port Authority and Harbormaster Office Class II Teluk Palu where all employees are designated as research samples through the census method. The data analysis technique used multiple linear regression analysis. The result of this study indicates that work discipline, work environment, and work motivation variables simultaneously have a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu, with a Sig-F value of  $0.000 < \alpha 0.05$ . The work discipline variable partially has a significant effect on employees' performance at The Port Authority and Harbormaster Office Class II Teluk Palu with a Sig-t  $X_1$  value is  $0.000 < \alpha 0.05$ ; The work environment variable partially has a significant effect on employees' performance at The Port Authority and Harbormaster Office Class II PTeluk Palu with a Sig-t  $X_2$  value of  $0.018 < \alpha 0.05$ ; and the work motivation variable partially has a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu with a Sig-t  $X_3$  value is  $0.029 < 0 \alpha.05$ .

**Keywords:** Work Discipline, Work Environment, Work Motivation, Employees' Performance

### **INTRODUCTION**

Development in the field of government, especially in the context of improving public services, is getting more and more attention, this is because people's lives are increasingly modern so the quality of service to the community is getting bigger, especially in terms of administration which includes increasing ability, discipline, dedication, and role model.

The implementation of good governance is one of the intensive demands made by the community to the government, in line with the increasing level of public knowledge, technological developments, and socio-economic conditions, in addition to the effect of globalization. This demand needs to be responded to well by the government by making paradigm changes in realizing its responsibilities to the public. (Mardiasmo, 2002:11)

The organizational performance will be largely determined by the elements of its employees. Therefore, in measuring the performance of an organization, it should be measured in terms of the performance of its employees. Employee performance is effected by many factors, both internal and external. Factors in themselves are motivation, discipline, knowledge, skills, competencies possessed, personality, attitudes, and behavior that have an effect on performance. Factors from outside him include the leadership style of superiors, the relationship between employees, and the work environment. (Lestary, 2017:95)

The above fact requires government employees, especially the State Civil Apparatus (ASN) to be able to carry out their duties as well as possible in serving, nurturing, and cultivating the initiative and active role of the community in development. An agency often only demands high performance from employees, without having to look at the influencing

factors, even though the basic factors in supporting performance such as discipline, motivation, and work environment must also be considered in order to increase employee productivity.

ASN should uphold the values of discipline in an agency or government agency where he works. Work discipline in ASN is very much needed because what is the goal of an agency will be difficult to achieve if there is no work discipline. Discipline is the most important operative function of Human Resource Management because the better the ASN discipline, the higher the work performance that can be achieved. Without good work discipline, it is difficult for agencies to achieve optimal work results. (Narmono, 2012:12).

Preliminary observations made at the Port Authority and Harbormaster Office Class II in Teluk Palu through interviews with the Head of the Administration Sub-Section obtained information that the biggest obstacle at the Port Authority and Harbormaster Office Class II in Teluk Palu was the inadequacy of electronic attendance machines so that employees were still doing manual attendance, this situation has an effect on the lack of discipline of some employees, for example, the fulfillment of initials/signatures on the attendance book is sometimes only underestimated, some of the employees leave the office without permission and go home early.

Other problems that are often faced by employees are the lack of understanding of the tasks given, the lack of socialization carried out by the leadership in assigning tasks and responsibilities, and the lack of awareness of employees to follow morning roll calls. This will certainly have an unfavorable effect on the performance of the Port Authority and Harbormaster Office Class II in Teluk Palu.

Work discipline is very influential on employees' performance, discipline is implemented to encourage employees to follow various standards and rules so that irregularities can be prevented. The main objective is to encourage self-discipline among employees to arrive on time. By arriving on time and carrying out tasks in accordance with their duties, it is hoped that performance will increase, through discipline will reflect strength, because usually, someone who is successful in his work is those who have high discipline, so discipline is the key to the success of an agency in achieving goals.

The Port Authority and Harbormaster Office Class II Teluk Palu is one of the government agencies engaged in port services that aims to serve the community in terms of sea transportation. Facing the current era of globalization which demands high employee productivity, there are still many obstacles in the field that can hinder the goals of the organization/institution. Based on the results of observations that have been made, the state of the work environment at the Port Authority and Harbormaster Office Class II Teluk Palu has not supported employees to work comfortably, this can be seen from the small office building that is not proportional to the number of existing employees, limited workspace, regulators, inadequate room temperature, computer facilities, and internet services that are not maximally available. The work environment is an important factor in supporting the smooth running of official duties and influencing employee performance, especially at the Port Authority and Harbormaster Office Class II Teluk Palu.

Employee performance will be better if employee motivation is high. Motivation is the driving force from within the individual to do certain jobs in order to achieve the desired goals. Motivation theory proposed by McClelland that humans have a need for achievement, affiliation, and power (Robbins, 2006:173).

Motivation will have an impact on employee performance, both in a positive direction and in a negative direction so it can be concluded that, if the employee's work motivation is still lacking, the enthusiasm or perseverance of employees in working will also experience a decrease which can reduce performance, on the contrary, if work motivation is high, employees

tend to be more enthusiastic and diligent in doing their work so the employee's performance increases.

Based on the author's initial observations, it was found that the work motivation of the employees in the Port Authority and Harbormaster Office Class II in Teluk Palu is still low, this can be seen by the fact that there are still employees who come late, are passive towards work, and only attend to fill absences for later out of the office, as a result, the work done is not completed on time and often gets complaints from the public.

Based on the description above, the researchers are encouraged to find out how the effect of work discipline, work environment, and work motivation on employee performance at the Port Authority and Harbormaster Office Class II in Teluk Palu.

## METHOD

This research uses survey research type and causal description. Survey research is conducted on large or small populations, but the data studied are data from samples taken from the population, so that relative events, distributions, and relationships between sociological and psychological variables are found (Kerlinger in Sugiyono, 2009: 7).

The population in this study were civil servants at the Port Authority and Harbormaster Office Class II Teluk Palu totaling 80 people. The population in this study will be used as a sample, which wants to analyze work discipline, work environment, work motivation, and its effect on performance.

The author uses the census method, namely the entire population will be used as a sample whose large proportion will tend to give more accurate results, and the error will be smaller (deviation from the population value).

The data analysis technique used to analyze the effect of work discipline ( $X_1$ ), work environment ( $X_2$ ), work motivation ( $X_3$ ), and performance ( $Y$ ) is multiple linear regression. According to Sugiyono, (2009:251) the regression equation function used is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y	= Performance
$\beta_0$	= constant
$X_1$	= Work discipline
$X_2$	= Work environment
$X_3$	= Work motivation
$\beta_1 \dots \beta_3$	= Coefficient Regression
e	= Error

In testing the hypothesis, it is divided into two parts:

1. Testing the first hypothesis (Test f)

The first hypothesis test (f sig test) is intended to test whether the independent variables, namely work discipline, work environment, and work motivation which are entered into the model simultaneously have a positive and significant effect on the dependent variable, namely the performance of ASN at the Port Authority and Harbormaster Office Class II Teluk Palu, with the following hypothesis formulation:

$H_0$ : There is no positive and insignificant effect between the independent variables on the dependent variable.

$H_1$ : There is a positive and significant effect between the independent variables on the dependent variable.

The way to find out is by comparing the value of  $F_{\text{counted}}$  with the value of  $F_{\text{table}}$  at  $\alpha \leq 0.05$ , if the calculation shows:

- 1)  $F_{\text{counted}} \text{ value} \geq F_{\text{table}} \text{ value}$ , or probability less than 5%, then  $H_0$  is rejected and  $H_1$  is accepted meaning that all independent variables jointly have a positive or significant effect on the dependent variable.
- 2) The value of  $F_{\text{counted}} \leq \text{nilai } F_{\text{table}}$ , or probability of more than 5%,  $H_0$  is accepted and  $H_1$  is rejected, meaning that all independent variables together have no positive or significant effect on the dependent variable.

## 2. Second to third hypothesis testing (t test)

The second to third hypothesis testing (t sig test) basically shows how far the effect of one independent variable, namely work discipline, work environment and work motivation individually in explaining the variation of the dependent variable, namely performance. This t statistic test is used to obtain confidence about the goodness of the regression model in predicting, with the hypothesis formula.

$H_0$  : There is no positive and insignificant effect between the independent variables on the dependent variable.

$H_1$  : There is a positive and significant effect between the independent variables on the dependent variable.

The way to find out is by comparing the value of  $t_{\text{counted}}$  and the value of  $t_{\text{table}}$  at  $\alpha \leq 0,05$ , if the result shows:

- 1)  $t_{\text{counted}} \text{ value} \geq t_{\text{table}} \text{ value}$ , or probability less than 5%, then  $H_0$  is rejected and  $H_1$  is accepted meaning that all independent variables jointly have a positive or significant effect on the dependent variable.
- 2) The value of  $t_{\text{counted}} \leq t_{\text{table}} \text{ value}$ , or probability of more than 5%,  $H_0$  is accepted and  $H_1$  is rejected, meaning that the independent variables individually have no positive or significant effect on the dependent variable.

## RESULT AND DISCUSSION

### Multiple Linear Regression Analysis

According to the results of Multiple Linear Regression analysis using the computer-assisted statistical program SPSS For Windows Release 25.0, the essence of the results of the study was obtained from the responses of 80 respondents regarding the alleged effect of the three independent variables (work discipline, work environment and work motivation) on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu, with detailed results formulated in Table 1 below:

**Table 1.**  
**Result of Multiple Linear Regression Calculation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,412	0,391		1,053	0,296
	Work Discipline	0,712	0,079	0,653	9,044	0,000
	Work Environment	0,267	0,110	0,181	2,423	0,018
	Work Motivation	0,175	0,079	0,163	2,222	0,029
<i>Multiple R</i>		= 0,832		<i>F-counted</i>		= 57,081
<i>R-Squared (R<sup>2</sup>)</i>		= 0,693		<i>Sig-F</i>		= 0,000
<i>Adj.R-Squared (R<sup>2</sup>)</i>		= 0,680				

Data Source: processed data, 2022

Based on the results of multiple linear regression analysis in the extract of Table 1 above, when converted, the following equation can be formed:

$$Y = 0,412 + 0,712 X_1 + 0,267 X_2 + 0,175 X_3$$

The regression equation above shows the independent variables (work discipline, work environment and work motivation) which are analyzed have a positive and significant impact on employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu, with the following description:

1. The constant value in the multiple linear regression equation above is 0.412, meaning that the performance of employees at the Port Authority and Harbormaster Office Class II Teluk Palu before this research was carried out was 0.412.
2. The regression coefficient value of the work discipline variable ( $X_1$ ) is 0.712, meaning that if work discipline changes for the better, it will have a positive effect on improving employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu with a value of 0.712.
3. The regression coefficient value of the work environment variable ( $X_2$ ) is 0.267, meaning that if the work environment changes for the better, it will have a positive effect on increasing employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu with a value of 0.267.
4. The regression coefficient value of the work motivation variable ( $X_3$ ) is 0.175, meaning that if work motivation changes for the better, it will have a positive effect on increasing employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu with a value of 0.175.
  - 1) Correlation coefficient analysis is the analysis used to determine the simultaneous relationship (simultaneously) between the independent variable and the dependent variable. In this study the correlation coefficient is used to determine the degree of closeness of the relationship or correlation between work discipline ( $X_1$ ), work environment ( $X_2$ ), and work motivation ( $X_3$ ) with employee performance ( $Y$ ) at the Port Authority and Harbormaster Office Class II Teluk Palu.
  - 2) Based on Table 1 above, it can be seen that the correlation coefficient ( $R$ ) obtained is 0.832. This value shows that the close relationship (correlation) of work discipline variables ( $X_1$ ), work environment ( $X_2$ ), and work motivation ( $X_3$ ) with employee performance variables ( $Y$ ) at the Port Authority and Port Authority Class II Palu Bay is 83.2 %. If referring to the guidelines for interpreting the correlation coefficient according to Sugiyono (2012:214), it can be concluded that there is a close relationship between work discipline  $X_1$ ), work environment ( $X_2$ ), and work motivation ( $X_3$ ) with employee performance ( $Y$ ) at The Port Authority and Harbormaster Office Class II Teluk Palu is in the category of interpretation has a strong relationship.
  - 3) The coefficient of determination is a quantity that shows the effect of work discipline variables ( $X_1$ ), work environment ( $X_2$ ), and work motivation ( $X_3$ ) on employee performance ( $Y$ ) in the form of percentage units. The results of the analysis of research data indicate the magnitude of the effect of the independent variables simultaneously indicated by the value of the coefficient of multiple determinants (Adjusted R-Square) of 0.680 or 68.0%. This value indicates that the overall effect of work discipline variables ( $X_1$ ), work environment ( $X_2$ ), and work motivation ( $X_3$ ) on employee performance variables ( $Y$ ) at The Port Authority and Harbormaster Office Class II Teluk Palu is 68.0% . .

## Hypothesis Testing Results

### F-test

The F-test is used to determine whether the independent variables have a significant effect on the dependent variable (Priyatno, 2012). In this case, to find out whether the variables of work discipline (X1), work environment (X2), and work motivation (X3) simultaneously have a significant effect on employees' performance (Y) at The Port Authority and Harbormaster Office Class II Teluk Palu. The test uses a significance level of 0.05.

Based on Table 1, the calculation results obtained the value of  $\text{Sig-F} = 0.000 < \alpha 0.05$ . Thus, it can be stated simultaneously that the independent variables have a positive effect on the dependent variable. Thus, the first hypothesis which states that work discipline, work environment and work motivation simultaneously (simultaneously) have a significant effect on employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu is proven, if employee work discipline is improved along with the state of the work environment and Employee work motivation develops in a better direction, the performance of employees at The Port Authority and Harbormaster Office Class II teluk Palu will also increase. In accordance with the results of the study, it can be seen that work discipline, work environment and work motivation are functions of employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu because their presence is considered to determine employee performance.

### t-test

The t-test was used to find out partially the independent variables had a significant or no effect on the dependent variable (Priyatno, 2012). To partially determine the effect of work discipline variables (X1), work environment (X2) and work motivation (X3) on employee performance variables (Y) at The Port Authority and Harbormaster Office Class II Palu Bay, the test was carried out using the 2-sided method or significance level  $\alpha/2 = 0.05$ , because the t-test is a partial test (individual), therefore it will be carried out separately, where each independent variable will formulate its own hypothesis, but there are the same testing criteria of the withdrawal of the hypothesis.

The results of the t-test (partial test) in this study will be described in each independent variable as follows:

#### a. Work Discipline Variables (X<sub>1</sub>)

Through the test results using the t-test value, it can be seen that the Sig-t value of the work discipline variable (X<sub>1</sub>) =  $0.000 < \alpha 0.05$ . This means that a positive effect is found between the work discipline variable (X<sub>1</sub>) partially on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu. Thus, the second hypothesis which states that work discipline partially has a significant effect on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu is proven, if the application of work discipline is improved, the performance of employees at The Port Authority and Harbormaster Office Class II in Palu Bay will also tend to increase. In accordance with the results of research, work discipline is partially a function of employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu because its existence determines employee performance.

#### b. Work Environment Variable (X<sub>2</sub>)

The results of the t-test showed the Sig-t value of the work environment variable (X<sub>2</sub>) =  $0.018 < \alpha 0.05$ . This means that there is a positive effect between the work environment variables (X<sub>2</sub>) partially on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu. Thus, the third hypothesis which states that the work environment

partially has a significant effect on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu is proven, if the work environment develops in a better direction, this condition can cause the performance of employees at The Port Authority and Harbormaster Office Class II Teluk Palu to also tend to increase. In accordance with the results of the study, the work environment partially is a function of employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu because its existence determines employees' performance.

### **c. Work Motivation Variable (X<sub>3</sub>)**

The results of the t-test showed the Sig-t value of the work motivation variable (X<sub>3</sub>) =  $0.029 < \alpha 0.05$ . This means that there is a positive effect between the work motivation variable (X<sub>3</sub>) partially on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu. Thus, the fourth hypothesis which states that work motivation partially has a significant effect on employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu is proven, if work motivation develops in a better direction then this condition can cause the performance of employees at The Port Authority and Harbormaster Office Class II Teluk Palu to tend to increase. In accordance with the results of the study, work motivation partially is a function of employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu because its existence determines employees' performance.

Moreover, between work discipline, work environment and work motivation, the results of the study show that the dominant work discipline contributes to employee performance at The Port Authority and Harbormaster Office Class II Palu Bay. This is in accordance with the results of research in the field, where work discipline has the greatest effect on employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu.

## **Discussion**

Work discipline (X<sub>1</sub>) in the context of this study means the awareness and willingness of employees at The Port Authority and Harbormaster Office Class II Teluk Palu to obey all agency regulations and applicable social norms. Employees' work discipline is reflected in the attitude of employees to obey the time rules, obey the agency regulations, and obey the rules of behavior, where the results of the study show that employee obedience to the time rules has the most important role in the work discipline variable. Meanwhile, on the other hand, employees' obedience to the rules of behavior has the lowest role in the work discipline variable.

Several dimensions of work discipline (X<sub>2</sub>) used in this study refer to the opinion of Sinungan (2011). This is reflected in the results of this study where employees obey the rules of time, agency rules, and rules of behavior in work that have been applied to The Port Authority and Harbormaster Office Class II Teluk Palu.

Empirically found a positive effect between work discipline on employees' performance at The Port Authority and Harbormaster Office Class II Teluk Palu, giving the meaning of employee obedience to time rules, agency regulations, and rules of behavior at work is part of the existing work discipline and was developed in The Port Authority and Harbormaster Office Class II Teluk Palu and able to make an important contribution in supporting employee performance, where the dimension of obeying the rules of time has the most important role in the work discipline variable (X<sub>1</sub>) that shapes employees performance at The Port Authority and Harbormaster Office Class II Teluk Palu. In the assessment of research respondents, so far, employees' adherence to time rules can be seen from working hours, going home, and resting hours that are on time in accordance with applicable regulations in the agency.

The results of the research empirically prove that the dimension of obeying the rules of behavior is a priority scale to be addressed in work discipline at The Port Authority and Harbormaster Office Class II Teluk, because there are still employees who work not always based on existing work procedures so that employee actions deemed to have violated the existing work SOPs (standard operational procedures).

The results of this study are empirically in line with the research of Rosmaeni (2011), which shows that there is a positive and significant effect of work discipline on the performance of the Palu City Environmental Agency employees. It is also in line with Cahyani's research (2012), which shows that work discipline has a positive and significant effect on the performance of the Palu Samsat Office employees.

The work environment (X2) in the context of this study is defined as everything that is around the employees at the Port Authority and Harbormaster Office Class II Teluk Palu and which can affect them in carrying out the tasks assigned by the agency. The work environment is reflected in working conditions, work facilities, and work regulations that exist in the agency, where the results of the study show that working conditions have the most important role in the work environment variable. Meanwhile, on the other hand, work regulations have the lowest role in the work environment variable.

Several dimensions of the work environment (X2) used in this study include where working conditions, work facilities, and work regulations are part of the work environment in The Port Authority and Harbormaster Office Class II Teluk Palu.

Empirically by finding a positive effect between the work environment on employee performance at the Port Authority and Harbormaster Office Class II Teluk Palu, it means that working conditions, work facilities, and work regulations are part of the work environment in the Port Authority and Harbormaster Office Class II Teluk Palu and able to make an important contribution in supporting employee performance, where the dimensions of working conditions have the most important role in the work environment variable (X2) that shapes employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu. In the assessment of research respondents, working conditions appear in physical facilities and infrastructure such as office buildings, data processing tools and so on where this is an important factor in supporting all activities of an agency or organization.

The results of the research empirically also prove that the dimensions of work regulations are a priority scale to be immediately addressed in the work environment of The Port Authority and Harbormaster Office Class II Palu Bay, because there are still employees who are not obedient to the implementation of the rules that have been set at The Port Authority and Harbormaster Office Class II teluk so that it affects the success of the agency in realizing its future vision and mission.

The results of this study are empirically in line with the research of Cahyani (2012), which shows a positive and significant effect of work environment variables on the performance of the Samsat Office employees in Palu City.

Work motivation (X3) in the context of this research is defined as providing a driving force that creates enthusiasm for the work of employees at The Port Authority and Harbormaster Office Class II Teluk Palu so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Work motivation is reflected in motivation for achievement, motivation for power, and motivation for affiliation with institutions, where the results of the study indicate that motivation for power has the most important role in the variable of work motivation. Meanwhile, on the other hand, the motivation for affiliation has the lowest role in the work motivation variable.



Several dimensions of work motivation (X3) used in this study refer to the opinion of David McClelland (Robbins, 2006). This is reflected in the results of this study where the desire for achievement, for power and for affiliation is a source of motivation for employees at the Port Authority and Harbormaster Office Class II Teluk Palu in carrying out their duties.

Empirically by finding a positive effect between work motivation on employee performance at The Port Authority and Harbormaster Office Class II Palu Bay, it means that motivation for achievement, motivation for power, and motivation for affiliation are part of work motivation at The Port Authority and Harbormaster Office Class II Palu Bay and able to make an important contribution in supporting employee performance, where the dimension of motivation to power has the most important role in the work motivation variable (X3) that shapes employee performance at The Port Authority and Harbormaster Office Class II Teluk Palu. In the assessment of research respondents, motivation for power is the need shown by employees who have certain positions in the agency to make other people behave in a way where those people without being forced will not behave that way or a form of expression of individual employees who have position, certain positions in the agency to be able to control and effect other people.

Empirical research results also prove that the dimension of motivation for affiliation becomes a priority scale to be immediately addressed in employee motivation at The Port Authority and Harbormaster Office Class II Teluk Palu, because there are still employees who are not cooperating with colleagues in carrying out their duties, office tasks whose completion requires a work team so that it can affect team solidity at work.

The results of this study are empirically in line with the research of Rosmaeni (2011), which shows a positive and significant effect on work motivation on employee performance at the Environmental Agency of Palu City. It is also in line with Subekti's (2008) research, which shows that there is a linear relationship between motivational variables significantly and positively which affects employee performance at pawnshop branch offices in Central Sulawesi Province. It is also in line with the research of Mahaardiana L. and Thahir H. (2019), which shows that there is an indirect effect of employee motivation on performance at supermarkets in Palu City.

## CONCLUSION

1. Work discipline, work environment and work motivation simultaneously have a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu.
2. Work discipline partially has a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu.
3. The work environment partially has a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu.
4. Work motivation partially has a significant effect on employees' performance at the Port Authority and Harbormaster Office Class II Teluk Palu.

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