

## ORGANISATION CULTURE OF SAKA BAHARI SCOUT MOVEMENT

SYAHBUDI<sup>1</sup>, HAMIDAH<sup>2</sup>, YETTI SUPRIYATI<sup>3</sup>

Indonesian Naval Doctrine Development, Education and Training Command

State University of Jakarta

[syahas8896@gmail.com](mailto:syahhas8896@gmail.com)

[hamidahsam@gmail.com](mailto:hamidahsam@gmail.com)

[y\\_supriyati@yahoo.com](mailto:y_supriyati@yahoo.com)

### Abstract

This research aims to acknowledge and describe the research in order to obtain a depth understanding on the focus of research namely Organisation Culture of Saka Bahari Scout Movement and sub-focus of the research, namely: 1. norms, values, and beliefs of Saka Bahari Scout Movement; 2. application of norms, values, and beliefs of Saka Bahari Scout Movement; 3. traditions to be the main characteristic of Saka Bahari Scout Movement; 4. symbol of Saka Bahari Scout Movement; 5. implication of application of Organisation Culture of Saka Bahari Scout Movement. This research used qualitative approach, with phenomenology methodology research as the basis to describe the research result conducted by observation, interview, and documentation, to subsequently carry out triangulation test. The result of research was made a discussing theme from each subfocus namely: 1. Saka Bahari Scout Movement as a Forming Forum of Maritime Character Nation; 2. The method of Nation Character Forming of Saka Bahari Scout Movement; 3. Tradition of Saka Bahari Scout Movement in Forming Maritime National Character; 4. Symbol of Scout Movement and Saka Bahari as the forum to build the Identity of Maritime Nation Character; 5. Application on the Implication of Organisation Culture of Saka Bahari Scout Movement.

**Keywords:** *Organisation Culture, Nation Character Building and Human Resource Development.*

Indonesia is the largest archipelago country in the world with not less than 17,506 islands and the sea area reaches 5.8 millions Km<sup>2</sup> and coast line of 81,000 Km<sup>2</sup> length. If compared between the sea and ground area, 2/3 area of Indonesia is large ocean that has abundant biological and non-biological resources. By those condition above, It is very unfortunately if the condition is not maximally managed and empowered.

Even though Indonesia is a maritime country, but it cannot be denied that the mindset of the Indonesia nation is an agrarian society. Therefore to be able to manage and empower the maritime resources which is owned by Indonesia optimally, it needs to develop the society's mindset as agrarian and also maritime one. That is certainly not easy and requires hard efforts.

One effort to realise the maritime mindset of Indonesia is through the activities of Saka Bahari Scout Movement, pursuant to Law of the Republic of Indonesia Number 12 Year 2010, Scout Maritime aims to form each scout to have personality which is faithful, pious, noble, patriotic spirit, law-abiding, self-discipline, uphold the noble values of the nations, and have a life skill as nation cadre in maintaining and developing the Unitary State of the Republic of Indonesia, practicing Pancasila, to preserve environment as well. To achieve those purposes in the implementation of scouting activities, besides the education and technical scouting trainings, it is also to conduct skill education and practice which is adjusted with the talent and interest of scout members through the activities *Satuan Karya Pramuka (Saka)*, which is one of them is Saka Bahari. According to Metroprawiro, Saka Bahari is especially established and organised to instill maritime spirit and development in the field of maritime and sea farming.

However it is very unfortunately, to actualise the noble purpose above, Saka Bahari Scout Movement must work harder, due to the lack of facilities and infrastructures as well as inadequate budgets. With all of those limitation above, since the establishment of Saka Bahari Scout Movement until today, it continues to be existed even there is a fluctuation to grow the maritime mindset. All cannot be separated from the spirit embedded in every coach, tutor and the member of Saka Bahari Scout Movement. That spirit is based on norms, values, and beliefs as well as tradition that lead behavior strongly which is held by each Saka Bahari scout member namely *Satya Pramuka and Darma Pramuka* that become the organization culture of Saka Bahari.

Organisation culture of Saka Bahari Scout Movement is the nation culture of Indonesia which is applied to Pancasila philosophy, since the Pancasila philosophy contains religious noble values of Indonesian nation and has the attitude of solidarity, kinship and brotherhood as well as uphold humanity and justice that can be the foundation for the nation development particularly development of maritime spirited youth character.

The concept and theory were used as the foundation in this research focuses on the aspects of organisation culture and sub-focus namely: norms, values, and traditions as well as symbol. The background of the research was Saka Bahari Scout Movement. From the aspect of focus, quite many theories concerning organisation culture, among other things, according to Wibowo, Asri Laksmi Riani, Brent D. Ruben and Lea P. Stewart, as well as Robbins and Judge, Hodgetts, etc. Moorhead and Griffin, Edgar H. Schein, as well as Fred Luthans, which basically state that organisation culture is the philosophy of organisation basis contains norms, values, beliefs, traditions and symbol, that become the core characteristic on how to be conducted in organisation, norms, values, beliefs, tradition and symbol the guidance for all human resources and organisation in carrying out the work. From the theory, it can be concluded that organisation culture is norms, values, tradition and beliefs as well as symbols to be a collective guidance of all organisation members in managing and running an organisation. In the research context of Organisation Culture of Saka Bahari Scout Movement, the definition of Organization Culture is norms, values, beliefs and traditions as well as symbols that become the guidance of all organization members of Saka Bahari Scout Movement in managing and running the organization of Saka Bahari Scout Movement.

From the aspect of sub-focus; 1. Norms, from several opinions and theories, it can be concluded that the definition of norm is the guidance of behavior in group applicable for each individual in the group to have social interaction. In Saka Bahari Scout Movement, this norm is available in *Satya Pramuka and Darma Pramuka*, which is the explanation of Pancasila that becomes the foundation of each activity and behavior in Saka Bahari Scout Movement; 2. Value, there are several definitions concerning value that can be concluded that value is basic belief, principals and measure that is deemed appropriate, correct and valuable to be achieved by group or organisation members. In the organization of Saka Bahari Scout Movement, the organisation values are scouting value; 3. Belief, quite many opinions and definitions of belief, from several definitions of belief, averagely contain elements, attitude, opinion, expectation, belief, something right and real, From those several elements, it can be concluded that the definition of belief is attitude, opinion, belief to accept something given or taught to him is something right and real. If youth has belief to be the member of Saka Bahari Scout Movement is to become youths which have nationality characteristic with patriotism spirit and high martial spirit, and have a high maritime spirit, it means that they have patriotic attitude which is ready to fight in defending NKRI and have attitude to improve skills and knowledges to be able to exploitate and explore maritime potentials for the sake of society and the nations's welfare in maritime sector; 4. Tradition, there are many definitions and opinions on tradition, several definitions of tradition are activities which are believed good and have to be customs as well as carried out repeatedly and hereditary. The context in Saka Bahari Scout Movement, that becomes tradition is to negotiate every time taking decision and camping activities; 5. Symbol,

several definitions on symbol are generally an image or form or item used to represent an idea or particular character. Example in Saka Bahari Scout Movement, the symbol is anchor image that means maritime; 6. Scout Movement, pursuant to Law of the Republic of Indonesia Number 12 Year 2010 regarding Scout Movement, pursuant to Article 1 paragraph (1), paragraph (2) and paragraph (3) as well as paragraph (4) may be concluded that Scout Movement pursuant to the Law, is organization that become forum for Scout to organize scouting education to form personality, life skill, and noble mental of scout through appreciation and practice of scouting values as well as practice Satya Pramuka and Darma Pramuka; 7. Saka Bahari, pursuant to the Resolution of the National Quarter of Scout Movement Number : 158 Year 2011 regarding Instruction of Organization of Bahari Scout Creation Unit, definition of Scout Creation Unit or abbreviated as Saka is scouting education organiser unit for learners as young member to increase knowledge, skill and coaching in particular field. Definition of maritime is sea, but in the relation with the activity of scout creation unit, maritime means all activities related to sea and waters ecosystem. The definition of Nautica Scout Creation Unit or abbreviated as Saka Bahari or development forum for *Penegak* Scout and *Pandega* Scout to improve knowledge and practical skills in the field of maritime that is useful for personal, family, and environment as well as can be provision in developing work field.

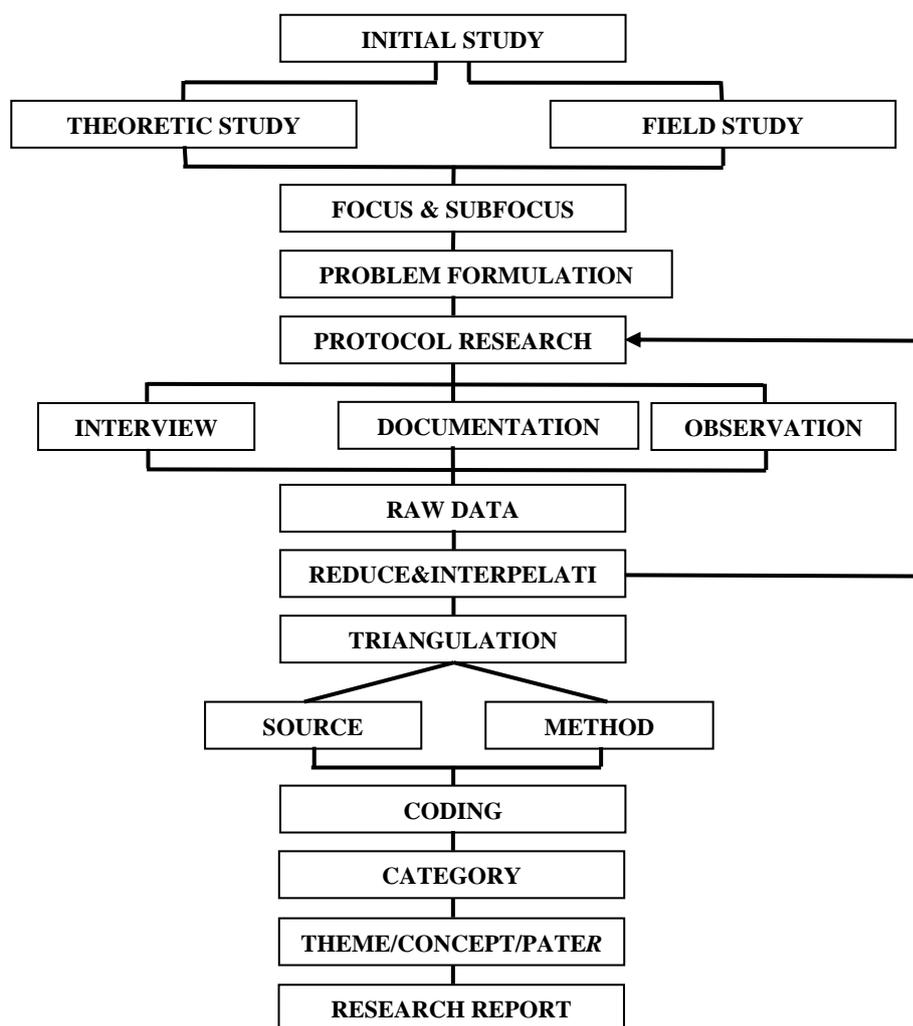
The research aims to describe a deep understanding regarding the research focus and sub-focus of Organisation Culture of Saka Bahari Scout Movement. Depth knowledge of norms, values, beliefs and traditions as well as symbol that constitute organisation culture of Saka Bahari Scout Movement, is expected to be disseminated to youth and society. Therefore, youth and society can understand the benefits and the importance of Saka Bahari Scout Movement for nation and country as youth development forum to realise Indonesian human who have high spirit of faith and piety to the God Almighty, has high patriotism spirit and nationalism as well as willing to maintain the integrity of NKRI, and has love to homeland and maritime.

## **METHOD**

It is flown from the theory of Goman and Clayton that qualitative research is to process data search overview of direct event contexts, as the efforts to describe an event as exactly as the facts are, which means to make various events such as involving participative perspective (researcher) in various events, as well as uses induction in explaining the phenomenon description observed. The selection of this method was based on the consideration that the research to be done is to seek for explaining deeply regarding Organisation Culture of Saka Bahari Scout Movement. The research procedure is as described below; The research implementation is initiated by the initial study to determine the focus, by carrying out theoretic study and field study, as well as make analysis over the result of theoretic study in the form of theories regarding organization culture and field study, in the form of implementation of organization culture. The analysis result becomes the theme or focus of research, which is described to be several sub-focuses and problem formulation which are made to each sub-focus in the form of principal questions and they will be explored in depth, subsequently research instruments are made such as: interview guide, observation guide, recording tool, document, etc. The instrument of research by searching of Informant to result raw data. Raw data were interpreted then the result were coded, code is data / interpretation over the information received is the same, and the code is made in sub-category; From the same sub-categories are made into one category, and from the same category is made theme to be discussed on the research result.

The data source in the research which include primary data are respondents of official and or former officials, administrators and or former administrators of Saka Bahari Scout Movement, observers of Saka Bahari Scout Movement and member of Saka Bahari Scout Movement, as well as other personnels who have capability and understanding regarding the Organisation Culture of Saka Bahari Scout Movement , while the secondary data sources are report, manual books, journals,

magazines or books, information or news from media, either printings or electronic media, including internet. Even though the secondary data have the shortage due to the level of obsolence is quite high compared to the primary data, but to save time and cost, secondary data remains needed in this research.

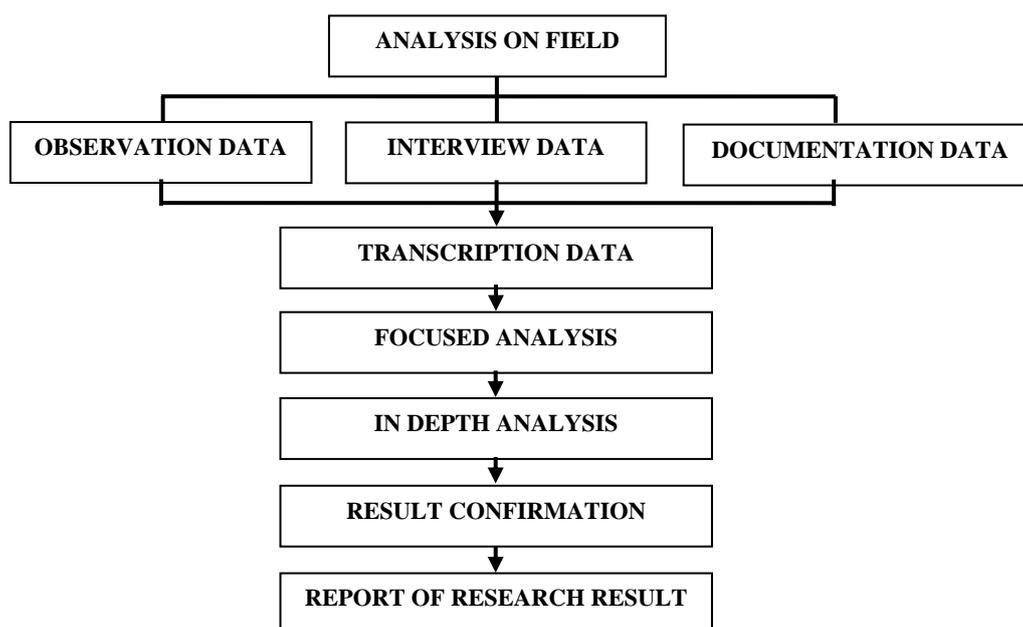


**Figure 1 Research Procedure**

Data collecting technique in the research is adjusted to the focus and the research purpose, namely; 1) Documentation study; 2) Interview is carried out to several interviewees on the research location; 3) Observation is carried out to object insentively to obtain accurate information and data in connection with OrganiSation Culture of Scout Movement.

The data analysis procedure by using the qualitative analysis. According to Bungin, qualitative analysis tends to use inductive logical approach, where silogism is built based on the particular matters or data on the field and boils down to the general conclusions. This approach uses similiar logical thinking to sit pyramid. The procedure flow of qualitative data analysis used in this research is in accordance with the figure 2. The explanation is as follows: First step, carries out analysis since on the field, when conducting data collection by observation, documentation and interview, and seeks to observe and record various research objects as well as analysis; second step, carries out identification to the data have been collected on the field, then they are transcribed in code category and theme; third step, carries out data classification into code, category and theme in accordance with the research focus; fourth step the data has been classified into category and theme

are being analyzed in depth; fifth step, the data analysis result in depth is tested by re-confirm to interviewees and research supervisor; sixth step, report of research result is made after testing.



**Figure 2 Flow of Analysis Procedure**

To check the data validity, it needs testing and reliability of qualitative research, including credibility, transferability, dependability and confirmability tests.

**Credibility test**, is carried out by conducting the triangulation test on data source by checking the data have been obtained through several sources and triangulation tests of data collection technique are carried out by checking the data to the same source in different technique.

**Transferability test**, Transferability in qualitative research is usability level of the research result to be applied in new situation (other places) with new people. In order the degree of usability of this research result can be reached that possibly this research result be applied, the researcher will make the report of research result by giving details, clear, systematic and trustable description, so readers or users can decide whether or not able to apply the result of this research in other places.

**Dependability Test**, is carried out by auditing the overall research processes through co-promotor and promotor at coaching process and consultation, by carrying out the audit to all activities and research results ranging from determination of theme and title, research focus and problem formulation, activities on the field, determine data source, carry out data analysis, checking on data validity up to make report of research result, discussion of research result and conclusion.

**Confirmability Test**, also called as the objectivity test of research. In order that this research is classified into objective, confirmability test is jointly done with dependability test.

## **RESULT AND DISCUSSION**

The research result of each sub-focus is being tested its credibility through triangulation test, namely to triangulation test to the data source and the triangulation test of the technique and method of the data collection. From the result of triangulation test to each sub-focus, can be made conclusion, and from the conclusion it can determine theme to be discussed on the chapter of discussion of research result.

The conclusion of research results of each sub-focus are: the research result of norms, values and beliefs of Saka Bahari Scout Movement are norms and values of Saka Bahari Scout Movement

is a unity, just as two sides of coin, where the norms of Saka Bahari Scout Movement consisting of *Pancasila*, *Satya Pramuka* and *Darma Pramuka* are the foundation of thinking, acting and behaving for all members of Saka Bahari Scout Movement, while the values of Scout Movement is the implementation of norms of the Scout Movement, which are taught in the scouting education curriculum. Scouting education activity is an effort to establish character and development of nationality values with maritime insight. By the scouting education, it is believed will bring benefits for life both personal and family, community, nation and state. With the result, the discussion theme is “Saka Bahari Scout Movement as the establishment forum of national character and maritime spirit”.

The research result of application of norms, values and beliefs of Saka Bahari Scout Movement are: The research result of application sub-focus of norms, values, and belief of Saka Bahari Scout Movement are; 1) Application of norms, valued and beliefs of Saka Bahari Scout Movement by education and training, and are not taught; 2) The application method is by interactive and progressive learning; 3) The method is coaching system, namely: To be role model, to motivate, and to support; 4) The technique used are: Learning while Playing, Learning while Doing, Learning while Teaching, Learning to Have Income, Income for Living, and Learning to Live in Society, as well as Live to Filial and Learning to be Characterised; 5) The application strategy is by improving scout image through: development of scouting activity according to interest and talent, development and improve the program, quality, curriculum and facility and infrastructure, as well as organization consolidation, management system, and resources. From those results, the theme taken for discussion is: “Method and strategy of national character building with the spirit of maritime nation to Saka Bahari Scout Movement”.

The research result of Saka Bahari Scout Movement tradition is tradition is a part to practice *Darma Pramuka*, namely; negotiation and camping. Negotiation is used as tradition in a forum of decision making process either at national or branch level. Tradition is based on the existence of Saka Bahari Scout Movement which is joint organization of Saka Bahari Scout, so all decisions must be taken jointly by the scout members. In that negotiation, Saka Bahari is always looking for organization solution not for the interest of individual, or group. Camping is used as tradition, because, scouting education activity is carried out by interactive and progressive learning methods, through conducting activities outdoor, grouping and learning by doing. By camping those elements are easily fulfilled. Sor it will not be completed and not attractive if scout activity is done without camping. From the research result, the discussion theme taken is: “Tradition of Saka Bahari Scout Movement in developing the spirit of maritime character”.

The research result of symbol of Saka Bahari Scout Movement is that the symbol of Scout Movement namely coconut shoot which copyright has been registered and the symbol of Saka Bahari is pentagon which there are two coconut shoots flanking the anchor image and below there is Saka Bahari writing. From the research result, the theme of discussion regarding symbol of Saka Bahari Scout Movement is: “Symbol of Scout Movement and Saka Bahari as the identity of establishment forum of maritime nation character spirit”.

The research result of implication of organization culture application of Saka Bahari Scout Movement is, that the application of organization culture of Saka Bahari Scout Movement implies to the establishment of Saka Bahari Scout Movement member as successor of a characteristic nation based on *Pancasila*, maritime insightful, love maritime, has Indonesia personality, virtuous, independent. From the research result, the discussion theme to sub-focus of application implication of organization culture of Scout Movement is “the implication of organisation culture implementation of Saka Bahari Scout Movement”.

## **DISCUSSION**

1. Organisation culture of Saka Bahari Scout Movement establishes maritime spirited nation character:

About organizational culture, According to Hodgetts (2006:154), organizational culture as the shared values and beliefs that enable members to understand their roles and the norms of the organization, Schein (2010:18) while argue a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Character is an inner nature that affects all thoughts, attitudes, manners, and character possessed by humans or other living beings (KBBI), Chotib, dkk.,(2016:5-6) while the nation is a group of people who have the same character because of the similarities of fate and experience of cultural history that grows along with the growth of the nation

The Indonesian nation has the same fate and historical experience, an important factor of the formation of the Indonesian nation is; equations of ethnic origin; equality of cultural patterns; residential equations called typical homeland; historical equations; and equality of ideals. While the unifying factor of the Indonesian nation is; Pancasila; The 1945 Constitution; red and white national flag; Indonesian national anthem; Indonesian; one territory of Indonesia; a state government

Organizational Culture The Saka Bahari Scout Movement is the norm, values, beliefs and traditions and symbols adopted from the values of Pancasila, while the Pancasila values are the crystallization of the noble values of the Indonesian nation. Scouting activity based on Satya and Darma Pramuka is The Scout Code of Honor taken from the values of Pancasila that must be practiced by all members of the Scout Movement. The Scout Code of Honor is the core value of the Scout Movement.

Through scouting education every member of the Saka Bahari Scout Movement was formed to have the character of the nation and the maritime character. The character of the nation formed in the form of piety to God Almighty, has noble character, possesses nationalism, and patriotism based on Pancasila, has a spirit of unity and unity and determination to maintain the unity of the Unitary State of the Republic of Indonesia, while the maritime character is the nature or soul someone who is impartial, visionary, and innovative in managing, utilizing, making the sea as a means to lift the dignity and dignity of the nation's life.

Organisation culture of Saka Bahari Scout Movement establishes maritime spirited nation character some reviewed;

**First.** If reviewed from the development history aspect of Saka Bahari Scout Movement, the Scout Movement organization was established by youth leaders and scout in that period to rise the spirit of unity as well as patriotism spirit to seize and defend the independence based on beliefs and resignations to the God Almighty, spirit of patriotism, unity and love maritime. The spirit continues to be waged by scout coaches of Saka Bahari until now.

Viewed from the aspect of the theory of establishment process of organisation culture, the organisation culture of Saka Bahari Scout Movement is established by the organisation founders which is embedded to the organization members pertaining the way they think and give example of how personality and organization culture will be applied by the founders as well as encourage and internalize their belief, value, and assumption. At the time the organization is established, the personality of the founders becomes embedded in the organisation culture. The organization culture of Scout Movement, by the founder of Scout Movement in Indonesia such as Mangkunegara VII, Kiai Haji Agus Salim, Kiai Haji Ahmad Dahlan and others, are the idea to grow patriotism spirit to realise independence, and the independence struggle would not be reached if there was no unity. Therefore, organization vision and mission is built to the effort to realize and grow patriotism spirit, unity based on the belief to the one and the only God.

This vision and mission are developed, socialised and embedded to each member of Saka Bahari Scout Movement by uproaring patriotism spirit, developing unit by not discriminating tribes, religions, races and ethnics, because unity will grow strength and instilling maritime spirit.

Considering the religious Indonesian people, all efforts and struggles are always based on the God's will and power, therefore it requires strong belief and resolute submission to the God Almighty. The vision and mission brought by the founders of scouting organization in the period before independence continued to be inherited by the next generation, that become organization culture of Saka Bahari Scout Movement.

The core of Indonesian culture which are cristalised in Pancasila philosophy, by scout figures in that era is described into the Honor Code of Scout that becomes the core value of organization culture of Scout Movement which there are *Satya Pramuka* and *Darma Pramuka* inside, as the foundation and guidance for every scout member to think, show attitude, act, and behave.

Viewed from the aspect theory of the function of organisation culture, the Organisation Culture of Saka Bahari Scout Movement with its core value not only as not only as the identity and differentiator with other organisations, and also not only just to facilitate collective commitment of organisation members, and also not only to increase the social system stability and behavior formation of organization member as a forum to build and develop the youth character of Pancasila which has spirit to defend country, and love the homeland.

**Second.** The purpose to build youth nation character which is carried out by Saka Bahari Scout Movement is to establish personality and life skills. Personality formed is religious values, noble moral as well as has spirit to love homeland, love maritime, and spirit of Bhinneka Tunggal Ika as well as spirit to defend the country and defend the Republic of Indonesia and life skill formed in Saka Bahari is skill in accordance the activities available in Saka Bahari in accordance with interest and talent of each member of Saka Bahari.

**Third.** The nation character building in scouting education refers to the Honor Code of Scout which is the core value of organisation culture of Saka Bahari Scout Movement. The nation character through education and practice of *Darma Pramuka* forms each member of Saka Bahari scout to be Indonesia human with Pancasila view of life, as *Darma Pramuka* is one form of explanation and practice of Pancasila. Scouting education in Saka Bahari Scout Movement is the effort to form nation character based on the effort to realize Pancasila values in the life of each scout member.

## 2. Method and Strategy to form maritime spirited character in Saka Bahari Scout Movement:

The discussion result of Saka Bahari Scout Movement method in the nation character formation is carried out through scouting education, to form each Saka Bahari scout to be a person with maritime and nation character. Implementation of scouting education is carried out through learning activity with interaction between learners and coach, which is realized in 8 (eight) interaction methods. Those eight methods are one complementary unity, as one and another methods are related to each other and interconnected as well as support each other. Therefore, in the implementation of character formation in Saka Bahari Scout Movement can use several methods simultaneously, which leads to filial life pursuant to the motto of Saka Bahari Scout Movement, **Satyaku Kudarmakan, Darmaku Kubaktikan.**

Grand Strategy of Saka Bahari in scouting education is human resource empowerment program for young members and adult members of Saka Bahari Scout Movement, planned and programmed by utilizing facility and infrastructure in economical and appropriately as optimum as possible. The program is implemented at least in two main program, namely: 1) Education and training program; 2) Camping programmes consisting of, Coast Camp, Sailing Camp and Archipelago Circumference Camping and Sailing (Pelantara). One and another education and training by camping programme, are synergic to each other, but they also can run individually, in accordance with situation and condition.

The skill taught and trained in Saka Bahari Scout Movement are in accordance with four activities of Saka Bahari. Meanwhile, the attitude, personality and behavior formed are nation's character pursuant to Pancasila, so as to have the attitude that beliefs in the only and the one God, unity, love homeland with the spirit to defend NKRI, and maritime character by inculcating the spirit to love maritime.

The education and training directed to the purpose of Saka Bahari Scout Movement organization to Capacity Building and Nation Character Building both individual and group is life skill so it can be the bridge in working (to find job) and in living in a better life later. So the life is useful for family, society, nation and state.

### 3. The tradition of Saka Bahari Scout Movement in building maritime spirited nation character:

According to Funk and Wagnalls in Muhaimin (2011:11), traditions in meaning as knowledge, doctrine, customs, practices and others are understood as knowledge which has been handed down from generation to generation including the method of transmitting such doctrine and practice, according to the Big Indonesian Dictionary (KBBI) there are two meanings, first sense, tradition is a downward habit (of ancestors) that is still practiced in society; second sense, tradition is the assessment or assumption that the ways that have been there is the best and the right, according to Chaplin (2011:331), Tradition (tradition); practices or customs inherited from previous generations.

It can be concluded that tradition is something that is believed to be good activity and has become a habit and has been done repeatedly for generations. The context in the Saka Bahari Scout Movement, which became a tradition among them was deliberation in every decision and camp activities.

By having the tradition to negotiate, it makes a Saka Bahari scout has good nation character, and forms a faithful and pious personality to the God Almighty, noble moral, patriotic spirit that has love to maritime and homeland, unity spirit, spirit to defend the country of the Republik of Indonesia, which in daily life, both in family and community, country and state, is always reflected in the practice of Honor Code of Scout and essential the values of Pancasila.

The camping tradition will be useful to obtain benefits: 1) To increase faithful and pious to the God Almighty; 2) To grow love to nature and brotherhood; 3) To train tenacity and creativity; 4) To grow attitude of togetherness, brotherhood, and unity; 5) To instill love to homeland; 6) To train simplicity and independence; 7) To train skill and dexterity; 8) To improve self confidence.

That are parts of scouting education that build nation character of each Saka Bahari scout. So, it can be said that camping tradition of Saka Bahari Scout Movement is one facility to build nation character of each Saka Bahari scout.

### 4. Symbol of Scout Movement and Saka Bahari as the identity of forum of maritime spirited character building:

Some notions of symbols are, as follows; a. according to Ruben and Stewart (2013:347), symbols are one of the most important elements of organizational culture. Trademarks, buildings, office furniture, and uniforms are examples of symbols that are often seen as facts of organizational culture, according to Chaplin, Symbol (symbol); 1) any object representing other objects; 2) in writing, print, or musical notation, is any sign, character, or diagram that replaces words or is used to denote a single operation. It can be concluded that the symbol is a figure of images or shapes or objects used represent a certain idea or idea or character. Example in the Saka Bahari Scout Movement is a picture of anchor meaningful kebaharian.

The symbol of Scout Movement that reflects each scout is the successor of the nation who is able to adapt in any kind of condition, has high idealism and hold on to rules and strong basic namely Pancasila and Honor Code of Scout, as well as to devote himself to the nation and country, with motto Satyaku Kudarmakan Darmaku Kubaktikan.

The symbol of Scout Movement is not only an organization identity, but also reflects organization culture of Scout Movement in the form of norms, values and belief. The application of Scout Movement symbol embodied in Honor Code of Scout is to be the core value of Scout Movement organization culture. Meanwhile the symbol of Saka Bahari may be interpreted to live and practice Pancasila in daily life, a Saka Bahari member aware upon his responsibility as the nation buds of hope, so seeks to improve science, skill, proficiency and ability to manage and preserve the maritime potential for the NKRI glory.

#### 5. The implication of Organisation Culture Implementation of Saka Bahari Scout Movement

Explicitly, the implication of organisation culture implementation of Saka Bahari Scout Movement to the Unitary State of the Republic of Indonesia is expressed on the purpose of Scout Movement, pursuant to the Article 4 of Law of Scout Movement. The manifestation of the purpose achievement explicitly is that Saka Bahari Scout Movement has; 1) High solidity and solidarity; 2) Independence; 3) Spirit to maintain unity; 4) High integrity over the intact of the NKRI, and; 5) Strong identity and personality of the nation.

### CONCLUSION

The organisation culture of Saka Bahari Scout Movement consisting of Pancasila and Honor Core of Scout that include Satya Pramuka and Darma Pramuka is a foundation of thinking, acting and behaving for all members of Saka Bahari Scout Movement, which is taught in scouting education curriculums. Scouting education aims to build each Saka Bahari scout to be a characterised person and has maritime spirit. The implementation of scouting education is conducted through learning activity by the interaction between learners and coaches. The skill taught and trained in Saka Bahari Scout Movement is in accordance with four activities of Saka Bahari. Meanwhile attitude, personality and behavior built is nation character pursuant to Pancasila, in order to have attitude that is magnificent cunning, unity, love the homeland and spirit to defend the NKRI, and maritime character by instilling spirit to love maritime. The method applied in scouting education is interactive and progressive learning, carried out by using accompaniment system; The education technique used is: Learning while Playing, Learning while Doing, Learning while Teaching, Learning to have Income, Income for Living, and Learn to Live in Social Life, as well as Live to Devote, Learn too Have Character. The primary tradition applicable within Saka Bahari Scout Movement is negotiation which reflects at all times in the practice of Honor Code of Scout and essential values of Pancasila as well as camping tradition, are one facility to build the nation character and maritime spirit of each Saka Bahari scout. The symbol implementation of Scout Movement is accommodated in the Honor Code of Scout that becomes the core value of Scout Movement organisation culture while the symbol of Saka Bahari can be interpreted by living and practicing Pancasila in daily life, a member of Saka Bahari seeks to improve science, proficiency, skill and ability to manage and preserve the maritime potential for the NKRI glory. The application of organization culture of Saka Bahari Scout Movement is implied to the attitude building in each scout of Saka Bahari; a. High solidity and solidarity; b. Independence; c. Spirit to maintain the unity; d. High integrity over the intact of the NKRI, and; e. Strong identity and personality of the nation.

### REFERENCES

- Bungin, Burhan. (2010). *Qualitative Research: Communication, Economics, Public Policy, and Other Social Studies*. Jakarta: Kencana, Prenada Media Group.
- Chaplin, J.P. (2011). *Complete Dictionary of Psychology*. Jakarta: RajaGrafindo Persada.
- Chotib, dkk. (2016). *Citizenship 1; Towards a Civil Society*. Jakarta: Yudhistira.
- Griffin, Ricky W. dan Gregory Moorhead. (2013). *Organizational Behavior: Human Resource Management and Organization, 9th Edition*. Jakarta: Salemba Empat.
- Hodgetts, et.all. (2006). *International Management; Culture, Strategy, and Behavior, Sixth Edition*, Singapore: MCGraw Hill.
- Judge, Timothy A. dan Stephen P. Robbins. (2015). *Organizational Behavior*, Sixteenth Edition. England: Pearson Education Limited.
- Decision of Kwartir National Scout Movement Number: 158 Year 2011 *on Guidance of Organization of Working Unit of Scout Bahari*

- Kinicki, Angelo dan Robert Kreitner. (2014). *Organizational Behavior*. Jakarta: Salemba Empat.
- Luthans, Fred. (2011). *Organizational Behavior*; Twelfth Edition. Singapore: McGraw-Hill International Edition.
- Muhaimin AG. (2001). *Islam In Local Cultural Frame: Portrait Of Cirebon, translation* Suganda, Ciputat, PT. Logos Wacana Ilmu.
- Riani, Asri Laksmi. (2011). *Organizational culture*. Yogyakarta: Graha Ilmu.
- Schein, E. H. (2010). *Organizational Culture And Leadership*, 4th Edition. San Fransisco: Jossey-Bass.
- Stewart, Lea P. dan Brent D. Ruben. (2013). *Communication And Human Behavior, Fifth Edition*. Depok: RajaGrafindo Persada.
- Law of the Republic of Indonesia Number 12 Year 2010 *About Scout Movement*.
- Wibowo. (2013). *Organizational Culture: A Necessity To Improve Performance*. Jakarta: Raja Grafindo Persada.