Identification of Organizational Culture maritime continent based that affects the growth and success of small and medium enterprises (SMEs) in South Sulawesi

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ABSTRACT

Micro, Small and Medium Enterprises is one contributor to employment, growth in gross domestic product (GDP), and non-oil exports. And these types of businesses capable of facing exposure to storms of crisis and also has the ability to recover more quickly than larger business units.

As one part of Indonesian Maritime culture in the development of social welfare and environmental justice, then the identification of workplace culture that supports the growth and performance of SMEs needs to be done in order to determine its impact on growth and poverty reduction efforts.

This research using a descriptive-explanatory method with Cultural Organizational Assessment Instrument (OCAI). The population is the entire small business in the province of South Sulawesi. Criteria for small businesses based on the criteria according to Law Number 20 The year 2008 on Micro, Small, and Medium Enterprises. Sampling was conducted using a purposive sampling of small medium enterprises in the province of South Sulawesi with the criteria; has been in operation at least 10 years old and showed a significant asset growth compared to the beginning of the establishment. Analysis of the data will show the type of organizational culture at this time and 5 years later.

Keywords: organizational culture, growth, and success of small and medium enterprises (SMEs)

INTRODUCTION

Small and medium enterprises (SMEs) are one of the contributors towards employment, growth in gross domestic product (GDP), and the national oil and gas exports. This type of business and able to deal with exposure to Hurricane crisis and also has the ability to recover more quickly than with larger business units.

The conditions and the fact that in line with the results of empirical research conducted Demirbag et al., (2006) concluded that the success of the small and medium enterprises (small-medium enterprises) have a direct impact on the economic development both in developed countries or developing countries. The current SME presence is very important because of the main characteristics, the one because it is a labor-intensive business that absorbs labor (Tambunan, 2012). SME has the ability to create jobs with minimum cost, they are pioneers in the world of innovation and have the high flexibility that allows the business to meet the needs (ACS and Audretsch, 1990).

In Indonesia, it is the largest business sector SMES. The SME's contribution towards national development reached 2.607 Trillion

GDP ratio Indonesia year 2008, while large companies only 2.087 trillion. Also in the absorption of manpower, SMEs reach about 97.04% while large companies only 2.96% (Primiana, 2011). In addition to SMES on its territory are also important players in the development of the local economy and community empowerment.

Data from the Ministry of Cooperatives and SMEs indicate that the number of units varies according to the small business sector of the economy, and most are concentrated in the sectors of agriculture, livestock, forestry, and fisheries, which in the year 2011 amounted to 26,685,710 units and in 2012 experience increased became 26,967,963 units or increased by 1.06%. Likewise, the small businesses in the sectors of trade, hotels, and restaurants, the number of small businesses are experiencing an increase in the not-too-flashy from 15,910,964 units in the year 2011 be 15,918,251 units in the year 2012 or increased by 0.05%, yet not so experienced by small businesses in the building sector, where the number of small businesses has increased very significantly from 570,640/outstanding unit in the year 2011 be 869,080 units in the year 2012 or increased by 52.30%. Though quantitatively small businesses are the perpetrator of the Indonesia economy is the dominant activity, but in fact, it is the position of the sector was marginal. Small businesses face a situation of competition with the efforts of both medium and large in market inputs or outputs

Micro and small enterprise development is an integrated part of the development of small and medium enterprises (SMEs) in South Sulawesi. Development activities are intended as one of the pillars of the economic

populist who can become the main driving force of the economy of the region, more specifically for the realization of the program "Gerbang Mas Taskin dan Agribisnis Komoditas Unggulan" in South Sulawesi.

Therefore, the attention of the Government of South Sulawesi province toward this sector is enormous. This is evidenced by the existence of strategies, programme and action plan (action plan) to develop micro and small (UMK). Some programs have been conducted for example training and mentoring, access to capital, and help market access for such business. However, the more facts on the ground indicate that not all programs are running effectively so that it can have an impact on the potential for performance degradation of small and micro enterprises (UMK) in South Sulawesi (Department of cooperatives and SMEs of South Sulawesi, 2012).

A variety of field research shows that small business industrial sector experienced a growth of only processing businesses that generate certain flagship products. Therefore efforts to identify investment opportunities in small business activities that produce flagship products that have the power to develop a need to be done. In addition to having a fairly high added value also absorb much manpower.

Although the Small Business provides a significant contribution to the Indonesian economy, but as a small business in the world hindered by various obstacles including the lack of innovation, lack of initiative and the ability for new technology, so that the cause of substantial that inhibits the growth performance of small businesses (Kuswantoro et al, 2012).

The fact that there is a

demonstrated low performance of small businesses is caused by many factors. In fact, small businesses still lack competitiveness, less innovative, and market access. In addition, some results of the research States that the factors cause the failure of the sector of small and medium enterprises to flourish among these are: (1) the incompetence in management (management incompetence), (2) weak ability in decision making (poor decision making ability), (3) less experienced (lack of experience), (4) weak financial supervision (poor financial control) (Rus, 1999).

Until recently the study of growth and performance in SMES typically range in financial management, marketing, and operations, while associated with people in the Organization are still relatively few. Because SME has shown the important role in the economic development of a country and has a tough durability in the economic crisis of both national and global, it is important to learn about all of the greatness about SMES including the organizational culture. Although Ritchie (1993) States that employment relationship in the SME is characterized as informal, sometimes have a little formal control system, while sometimes there is no communications strategy. Small companies also facilitate an open communication and a family atmosphere that builds trust. In addition, other policies usually tend to be minimalist.

According to Martins & Terblanche (2003), the culture of the organization seems to be is a critical factor in the success of any organization. In large organizations, the main driver of development and success of the organization is the company culture. In the United States, almost all successful companies have different cultures; some of the most successful businesses in the last 10 years have been very dependent on the Organization's internal culture to create a competitive advantage (Cameron, 2004). With similar findings on SMES by Choueke and Armstrong (2000), stating that what is understood as "corporate culture" has a crucial role in the success of SMES.

Thus, to assist SMEs in South Sulawesi Province in order to develop rapidly and successfully, it is important to identify the type of cultural organization based on the Indonesian Maritime Continent affecting the growth and performance of SMEs. The research objective, in general, is to identify the type of organizational culture that influences the growth and performance of SMEs in South Sulawesi Province.

MATERIALS AND METHODS
Identification Variables

The measurement variable is in theoretical and practical usefulness. The study of research and development on the concept of culture and culture of Indonesia related to the development of small and medium enterprises.

Being Practical Usefulness is; For the Government expected this research became the basis for making policy and taking decisions in developing small businesses which refers to the culture of the Organization and for the perpetrators of the small and medium enterprises (SMEs) can be used as information and inspiration in its business performance improvement efforts in order to become more developed and developing and achieving a competitive and sustainable competitiveness in the competition.

Research Analysis

The study included a survey research category, where the data were collected through interviews based on the instrument/questionnaire. The questionnaire was structured in such a way so as to include information related to organizational culture that influences the growth and success of Enterprises, Small and Medium Enterprises (SMEs) using Cultural Organizational Assessment Instrument (OCAI) developed by Cameron and Quinn (2006). This framework is a quantitative survey method to assess the organizational culture.

A characteristic of Micro and Small Enterprises (MSEs) refers to Law no. 20 The year 2008 regarding Micro, Small and Medium Enterprises as follows:

1) Criteria for Micro Business as follows:

a. Have a net worth of at most Rp. 50,000,000.00 (fifty million rupiah) excluding land and building of business premises; or

b. Have annual sales of at most Rp. 300,000,000.00 (three hundred million rupiah).

2) Criteria for Small Business as follows:

a. A stand-alone productive economic enterprise carried out by an individual or a business entity which is not a subsidiary or not a branch of a company owned, controlled, or becomes part directly or indirectly of a medium-sized or large-scale business

b. Have a net worth of more than Rp. 50,000,000.00 (fifty million rupiah) up to a maximum of Rp. 500,000,000.00 (five hundred million rupiah) excluding land and building of business premises; or

c. Has annual sales of more than Rp. 300,000,000.00 (three hundred million rupiah) up to a maximum of Rp. 2.500.000.000,00 (two billion five hundred million rupiah).

3) Criteria of Medium Enterprises according to the Central Bureau of Statistics as follows:

a. Has a workforce between 20 people to 99 people

b. Productive business with a net worth more than Rp. 500,000,000.00 (two hundred million rupiah) up to a maximum of Rp. 10.000.000.000,00 (ten billion rupiah) excluding land and building of business place and can receive credit from bank equal to Rp. 500.000.000,00 (five hundred million rupiah) up to Rp. 5,000,000,000.00 (five billion rupiahs).

Population and Sample

That became the target population in this study are all small and medium enterprises who are at large district/city in South Sulawesi.

Sampling technique used was purposive sampling technique, namely the determination of the sample are tailored to the needs of the research. Sampling is done with the criteria; has been in operation for a minimum of 10 years and shows the development of a significant

NO	SME	NAME	COMPANY	ADDRESS	VILL	SUB-	CITY/RE	PHON	TYPE	SPECIFICATI

asset than the beginning of the establishment. The implementation of dissemination of the questionnaire in this study done by accidental sampling namely does research at a time when researchers met directly with the respondent.

Types and sources of Data

According to its kind, there are two types of data to be collected in this study, namely, primary data and secondary data. Primary data was collected through interviews and observations directly to the respondents. Secondary data can be obtained from two sources, namely external and internal sources (Cooper and Emory, 2001; Sugiyono, 2005). The internal source is the data that comes from within the company respondents i.e. in the form of reports and notes the relevant activities with research variables. While the external data coming from outside companies such as published by the Office of the Department of industry and commerce, the Central Bureau of statistics and the Office of the Department of Cooperatives and SMEs in South Sulawesi.

	NAME	OF THE OWNER	FORM		AGES	DISTRICTS	GENCY	E NUMBER	OF BUSINESS	ON
1.	Global Sejahtera Bahagia	Dr. Agnes Sentosa	Perorangan	Komp.Bougenville Blok C/2			Makassar	0815253734	Minuman	Minuman Markisa Global
2.	Ush. Kerupuk Jahe	Ny. Nurjana	Perorangan	Antang,		Manggala	Makassar	(0411) 497112	Makanan	Kerupuk Jahe Cap Bunga Mawar
3.	Malibu 10	Husni Amin	Perorangan	JL. Darul Maarif No.7			Makassar	0411-46661 441/ 0411-5083248	Makanan	Bakery
4.	PT. Effem Indonesia	M. Ichsan Hasmin	PT.	JL. Kima 10 Kav A6 Makassar			Makassar	(0411) 515702	Makanan	Cocoa Brand
5.	Reso Pammase	Ibu Juni	Perorangan	Perum. Dosen UH Tamalanrea	Tamalanrea	Tamalanrea	Makassar			Dendeng Bandeng, Bandeng Presto
6.	CV. Aman (Yayasan Harapan Bangsa)	Andi Mustafa M, SPd	CV.	Jl. Kerukunan Barat 15 Blok J. No. 440 Makassar	Tamalanrea	Tamalanrea	Makassar	(0411) 583153	Makanan	Coffee-Ginger
7.	UD. Tunggal Putri Mandiri	Eka Mariani, S.Ag	UD.	Jl. Barawaja I No. 6 Makassar			Makassar Makassar	(0411) 439429	Minuman Makanan	Corn Snack
8.	Usaha	Alimuddi		Desa Gunung			Sinjau		Minuma	Susu Sai

No.	Nama	Pemilik	Badan	Alamat		Kecamatan	Kabupaten	No. Telp	Jenis	Produk
	Susu Sintari	n		Perak, Sinjai Barat					n	Kemanasan Gelas
9.	Ush. Minuman			Desa Bua/ Masalle		Kec. Tellu Lempue	Sinjai		Minuman	Minuman Sari Nenas
10.	Ush. Madu	Kamaruddin		Desa Tirasa		Kec. Sinjai Barat	Sinjai			Madu Asli
11	KPK Melati			Lappa, Sinjai Utara			Sinjai		Makanan	Kue tradisional "Poto-Poto"
12.	CV. Sinjai Timur			Sinjai Timur		Sinjai Timur	Sinjai		Makanan	
13.	Suka Jaya			Tompobulu	Tompobulu	Bulupoddo	Sinjai			
14.	Alna Jaya			Tompobulu	Tompobulu	Bulupoddo	Sinjai			
15.	Merpati Jaya	Muh. Arsyad Hamdan	Perorangan	Bantaeng			Bantaeng		Makanan	Kripik Pisang, Jagung Mekar
14.	Mekar Sari Indah		Perorangan	Bantaeng			Bantaeng		Makanan	Chips Jagung Enak
15.	KPP. Karya Mandiri	Marlia Arif	Kelompok	Bantaeng			Bantaeng	0852 51922 259	Makanan	Snack dari Olahan Rumput Laut
16	Kelompok Wanita Tani Anggrek		Kelompok	Desa Kaloling	Kaloling	Gantarang Keke	Bantaeng		Makanan	Chips Jagung Enak
17.		Nurhayat	Perorangan	Jl. A.			Bantaeng		Makanan	Aneka Olahan

18.	Monoriko Bunga Mawar Laut	i Yusuf Basri Lawa	Perorangan	Manapiang Jl. Melati (BRKAL)			Bantaeng		Makanan	Rumput Laut Rumput Laut
19.	Aulia Jaya	Marini	Perorangan	Jl. S. Bialo Kab. Bantaeng			Bantaeng		Makanan	Keripik Wortel, Keripik
20.	Ilham	Muliana Dinar	Perorangan	Bantaeng			Bantaeng		Makanan	Kue Tradisional
							Bantaeng		Makanan	
21.	IKM Putri Laut	Ir. Tuppu Bulu Alam	Perorangan	Jl. Sultan Hasanuddin No.22 Desa Bojo	Bojo	Mallusetasi	Barru		Makanan	
22.	IKM Seroja	Ratmi	Perorangan	Jl. H. Paggama	Siddo	Soppeng Riaja	Barru			
23.	IKM Nurul Yakin	Ibu Suarsih	Perorangan	Palie	Palie	Balusu	Barru			
24.	IKM Bahagia	Hj. Salmiah	Perorangan	Jl. Poros Makassar-Parepare	Madello	Balusu	Barru			
25.	IKM KO Barru	Ibu Suleha Bintang	Perorangan	Jalan Cumi-cumi	Binangae	Barru	Barru			

Gender	Frequency (F)	Percentage (%)
Men	90	90.0
Women	10	10.0
Total	100	100.0

Profile of Micro Small and Medium Enterprises in South Sulawesi Province

Characteristics of Respondents

The respondent's characteristics are intended to give an idea of the identity of the respondent, which can be based on gender, age of respondent, type of education, respondent's profit, and duration of business, this is done to obtain a thorough and detailed description of the total number of each item in question Questionnaire, so it will be easier to interpret quantitatively.

Therefore, for more details will be presented a description of the identity of respondents by sex, the age of respondents, type of education and occupation of respondents that can be seen in the following table:

Profile of Respondents by Sex

Source: Primary data processed, 2016

Profile of respondents by gender (gender) explains that from 100 people who participated in this study, it is dominated by male respondents that is as much as 90%, followed by female respondents with the number of respondents as much as 10%, so it can be concluded that the average entrepreneur SMEs are dominated by male respondents, this was due to the role of decision-making are on average been dominated by men.

Then it will be presented the profile of respondents by age can be presented through a table

Profile of Respondents by Age

Age	Frequency (F)	Percentage (%)
<20 Years	10	10.0
20-30 Years	32	32.0
31-40 Years	38	38.0
41-50 Years	16	16.0
>50 Years	4	4.0
Total	100	100.0

Source: Primary data processed, 2016

Based on data on respondent's profile by age, it is seen that the age of the respondents is 31-40 years old with 38% of respondents, followed by respondents aged between 20-30 32%, followed by respondents aged between 41 -50% 16%, then followed by respondents aged <20 years i.e. as many as 10% and last by respondents aged> 50 years i.e. as much as 4%. With the existing data, it can be concluded that most of SMEs aged between 31-40 years of dominant leadership.

Next will be presented profiles of respondents based on the type of education respondents can be seen in the following table:

Profile of Respondents by Education

Education	Frequency (F)	Percentage (%)
SD	-	-
SMP	2	2.0
SMA	34	34.0
Diploma	22	22.0
S1	42	42.0
S2/S3	-	-
Total	100	100.0

Source: Primary data processed, 2016

Based on the table of respondents' profile by type of education, most respondents have S1 education level, 42% of respondents, followed by respondents who have education as high school students as much as 34%, followed by respondents who have education as a diploma as much as 22% Followed by respondents who have education as junior high school students as much as 2%, and 0% of respondents who have primary and secondary education. So it can be concluded that most respondents have a graduate education S1 as a leader of SMEs.

Then will be presented a profile of respondent based on profit (earnings) which can be presented in a table:

Profile of Respondents According to Profit (Revenue)

Income	Frequency (F)	Percentage (%)
<500 thousand	19	19.0
≥500 thousand - 1 million	9	9.0
≥1– 2 million	22	22.0
≥2– 5 million	37	37.0
>5 million	13	13.0
Total	100	100.0

Source: Primary data processed, 2016

Based on the table of respondents' profiles by income, it shows that the highest income of respondents in this study is with income ≥ Rp 2 million - Rp 5 million reaching 37% of respondents, followed by respondents who have income ≥ Rp 1 million - Rp 2 million Respondents as much as 22%, followed by respondents who have income <Rp500 thousand with the number of respondents as much as 19%, followed by respondents who have income> Rp 5 million with the number of respondents as much as 13%, and lastly by respondents who have income ≥Rp 500 Thousand - Rp 1 million with the number of respondents as much as 9%, so it can be concluded that Small and Medium Enterprises (SMEs) have income of ≥ Rp 2 million - Rp 5 million.

Next will be presented profiles of respondents based on the length of business, respondents can be seen in the following table:

Profile of Respondents by Length of Running Business

Saving Duration	Frequency (F)	Percentage (%)
<3 Months	3	4.0
≥ 3 – 6 Months	5	5.0
≥ 3 – 6 Months	5	6.0
≥1 – 2 years	31	22.0
>2 years	56	63.0
Total	100	100.0

Source: Primary data processed, 2016

Based on the respondent's profile table according to the length of business, showed that SMEs as the most respondents in this study were> 2 years to reach the number of respondents as much as 56%, followed by the respondents with the long-running business ≥1 - 2 years with the number of respondents 31%, followed By the respondents with the duration of using 6 - 12 months and 3 - 6 months with the same number of respondents as much as 5%, and the last by the respondents with the old use <3 months with the number of respondents as much as 3%, so it can be concluded that most SMEs running their business >2 years.

Description of Research Variables
Description of the research is the result of research explaining about organizational culture affecting growth and success of Small and Medium Enterprises (SME) in South Sulawesi Province, based on the responses of

respondents as the eligibility of respondents in providing information to the question of a questionnaire submitted. In the questionnaire, there are indicators of questions given answers consisting of 5 categories.

Range score:
Dominant Character Range Score

0-20	Very low
21-40	Low
41-60	Medium
61-80	High
81-100	Very high

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results
= (100-0) / 5 = 20
Organization Leadership Score Range

0-20	Very low
21-40	Low
41-60	Medium
61-80	High
81-100	Very high

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results
= (100-0) / 5 = 2
Range Score of Personnel Management

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results = (100-0) / 5 = 20

Range Score Adhesive Organization

0-20	Very low
21-40	Low
41-60	Medium
61-80	High
81-100	Very high

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results

= (100-0) / 5 = 20

Table 4.12
Range of Emphasized Strategy Score

0-20	Very low
21-40	Low

0-20	Very low
21-40	Low
41-60	Medium
61-80	High
81-100	Very high
41-60	Medium
61-80	High
81-100	Very high

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results
= (100-0) / 5 = 20

Range of Success Criteria Score

0-20	Very low
21-40	Low
41-60	Medium
61-80	High
81-100	Very high

Highest score: 20 x 5 = 100
Lowest score: 0 x 1 = 0
So the range for survey results
= (100-0) / 5 = 20

Respondents' Frequency and Response of Dominant Character, Organizational Leadership, Personnel Management, Organizational Adhesives, Emphasized Strategy, and Success Criteria Success on Growth and Small and Medium Enterprises (SMEs).

Frequency and description of respondents that describe the answers or responses of respondents regarding Organizational Leadership, Personnel Management, Organizational Adhesives, Strategies are emphasized, and Success Criteria Success on Growth and Small and Medium Enterprises (SMEs), so in this study set

of 100 respondents.

1. **Dominant Character Variable**

   To know how far the respondent's response about the Dominant Character toward growth and success of SMEs in South Sulawesi.

The answers of the respondents can be presented in Table 4:14.

Dominant Character Variable

Question	0-20		21-40		41-60		61-80		81-100		Score
	F	%	F	%	F	%	F	%	F	%	
A	-	-	-	-	31	31	52	52	17	17	386
B	-	-	1	1	21	21	57	57	21	21	398
C	-	-	3	3	27	27	41	41	29	29	396
D	-	-	1	1	21	21	57	57	21	21	398
Average											394.5

Source: Primary data processed, 2016

Based on the responses of respondents about the Dominant Character, the average answer most respondents pertained high in questions B and D amounted to 398.

1. **Organizational Leadership Variables**

To know how far the respondent's response about Organizational Leadership to growth and success of Small and Medium Enterprises in South Sulawesi. The answers of the respondents can be presented in the following table:

Organizational Leadership Variables

Question	0-20		21-40		41-60		61-80		81-100		Score
	F	%	F	%	F	%	F	%	F	%	
A	-	-	-	-	33	33	39	39	28	28	395

B	-	-	1	1	21	21	58	58	20	20	397
C	-	-	1	1	16	16	53	53	30	30	412
D	-	-	1	1	21	21	58	58	20	20	397
Average											400.25

Source: Primary data processed, 2016

Based on the responses of respondents on Organizational Leadership, the largest is 412 and the smallest is 395.

2. Personnel Management Variables

The answers of the respondents can be presented in the table

Personnel Management Variable

Question	0-20		21-40		41-60		61-80		81-100		Score
	F	%	F	%	F	%	F	%	F	%	
A	-	-	-	-	21	21	43	43	36	36	415
B	-	-	3	3	16	16	47	47	34	34	412
C	-	-	5	5	20	20	36	36	39	39	409
D	-	-	-	-	19	19	56	56	25	25	406
Average											410.5

Source: Primary data processed, 2016

Based on the responses of respondents regarding Personnel Management, the largest is 412 and the smallest 406.

3. Organizational Adhesive Variables

The answers of the respondents can be presented on

Organizational Adhesive Variables

Question		Score

	0-20		21-40		41-60		61-80		81-100		
	F	%	F	%	F	%	F	%	F	%	
A	-	-	3	3	16	16	47	47	34	34	412
B	-	-	1	1	21	21	58	58	20	20	397
C	-	-	-	-	33	33	39	39	28	28	395
D	-	-	-	-	21	21	43	43	36	36	415
Average											404.75

Source: Primary data processed, 2016

Based on the responses of respondents regarding Personnel Management, the largest is 415 and the smallest 395.

1. Variable strategy that Emphasized

The answers of the respondents can be presented in the table

Variable strategy that Emphasized

Question	0-20		21-40		41-60		61-80		81-100		Score
	F	%	F	%	F	%	F	%	F	%	
A	-	-	3	3	16	16	47	47	34	34	412
B	-	-	1	1	21	21	57	57	21	21	398
C	-	-	-	-	19	19	56	56	25	25	406
D	-	-	1	1	21	21	58	58	20	20	397
Average											403.25

Source: Primary data processed, 2016

Based on the responses of respondents regarding Personnel Management, the largest is 412 and the smallest 397.

2. Variable Criteria of Success

The answers of the respondents can be presented in the table

Variable Criteria of Success

Question						Score
	0-20	21-40	41-60	61-80	81-100	

	F	%	F	%	F	%	F	%	F	%	
A	-	-	1	1	21	21	57	57	21	21	398
B	-	-	-	-	19	19	56	56	25	25	406
C	-	-	3	3	27	27	41	41	29	29	396
D	-	-	-	-	31	31	52	52	17	17	386
Average											396.5

Source: Primary data processed, 2016

Based on the responses of respondents regarding Personnel Management, the largest is 406 and the smallest is 386.

Discussion

Discussion of research on Organizational Culture affecting growth and success of Small and Medium Enterprises (SMEs) in South Sulawesi Province that discusses dominant characters, organizational leadership, personnel management, organizational adhesives, emphasized strategies, and success criteria on the growth and success of SMEs. In analyzing the organizational culture that will be studied to be able to know how the growth and success of Small and Medium Enterprises in terms of organizational culture. More clearly can be seen the discussion based on descriptive descriptions that have been analyzed quantitatively in proving and finding answers to a problem posed in accordance with organizational culture.

The Dominant Character Affecting the Growth and Success of Small and Medium Enterprises (SMEs)

SMEs strive to increase their revenues by priority quality so that organizations or businesses make personal places like big families and people share with each other. This dominant character is also a very dynamic place for every member of an organization willing and willing to take risks. However, prioritizing and results-oriented is the ultimate goal of completing the work of every member of an organization that is both competitive and results-oriented. In the dominant character, the organization is a highly controlled and structured place with formal procedures to control what people do.

Organizational Leadership Affecting the Growth and Success of Small and Medium Enterprises

The results of general testing of organizational culture that influence the growth and success of SMEs in terms of leadership in organizations and businesses that are as mentors, facilitators who always provide entrepreneurship guidance, innovative and daring to take risks and are aggressive and focused on achieving results. That's what will continue to be the liaison in terms of organizational culture in influencing the growth and success of SMEs.

Personnel Management Affecting the Growth and Success of Small and Medium Enterprises (SMEs)

Based on the results of the data show that personnel management is characterized by teamwork, agreement, and participative who dare to take risks, innovative and give freedom and uniqueness to each individual. Management in this organization is characterized by competitive demands of high demand in achieving results. And the main one in personnel management is characterized by a

sense of security in the employee, the uniformity, predictability, and stability of the relationship.

Organizational Adhesives Affecting the Growth and Success of Small and Medium Enterprises (SMEs)

From the results of processed organizational culture data consisting of organizational adhesive is loyalty and mutual trust, commitment, which is very important in organization and business. The adhesive of this organization is a commitment to innovation and development that always focuses on the most up-to-date things and achievement and achievement of goals, aggressiveness, and victory is the main thing that can unite within the organization is a formal policy.

Emphasized Strategies Affecting the Growth and Success of Small and Medium Enterprises (SMEs)

From the results of this business organization data emphasizes the development of human resources, high trust, openness, participation, and always involves each employee. This strategy emphasizes the discovery of new resources and creates new challenges to dance new opportunities. The culture of this organization emphasizes competition and achievement and winning the market is a priority.

Success Criteria Affecting the Growth and Success of Small and Medium Enterprises (SMEs)

In the results of the data show that the success criteria within the organizational culture are successful on the basis of human resource development, teamwork, Commitment of employees and care for members of the organization. The priority of success based on winning the competition is the key to success based on efficiency, reliable products, and services. Routine and production schedules with low production costs are critical.

CLOSING
Conclusion

Based on the results of research and discussion above it is concluded:

1. To identify the cultural profile of an organization developed an instrument called Organizational Culture Assessment Instrument (OCAI). This framework consists of two dimensions that distinguish focus on flexibility, discretion, and dynamism but more importantly is focused on stability, command, and control.

2. To identify an organization's cultural profile developed in terms of focusing on Internal, Integration, and Unity orientation. And most importantly on external orientation, differentiation, and competition.

3. To identify the cultural profile of an organization developed with the characteristics of closeness, participation, cooperation, and worker commitment achieved through participation, closeness, and personal satisfaction is more important than financial objectives. While the characteristics of the market (market) focused on competition and achievement of goals.

Suggestion

1. Although Small and Medium Enterprises (SMEs) are experiencing growth with businesses that produce a certain superior product then the efforts to identify investment opportunities to produce superior

products that have the power to develop a need to be done so that it can have a high enough added value in absorbing energy More work.

2. Although small business contributing significantly to the Indonesian economy means that SMEs should be more innovative, initiative, and have the capability for new technology so that it can compete and can develop for the national, as well as global economy.

3. SMEs as a pillar of a populist economy that can be a major driver of the regional economy should be more specialized in realizing the program "Gerbang Mas Taskin dan Agribisnis Komoditas Unggulan" in South Sulawesi, then it must prove the existence of strategy and action plan in building micro and small business, devoted to training and mentoring program.

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