CREATING SUSTAINABLE COMPETITIVE ADVANTAGES AND IMPROVING SALESPERSON PERFORMANCE THROUGH INTELLIGENCE, EMOTIONAL, AND SPIRITUAL QUOTIENTS AND SELLING ABILITY OF SMEs
IN CENTRAL JAVA PROVINCE

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Abstract

In an effort to improve sales performance and sustainable competitive advantage, small business or SMEs are required to improve the ability of marketing communications through the development of intellectual, emotional, and spiritual quotient and selling ability as basic capital to win the market. The awareness and the importance of having a mindset for salesperson, especially the role of human as determinant factors of success or failure of SMEs is the purpose of this research. The object of this research is the woven and batik sarong industry in Central Java province. The population is SMEs which focus their business on woven and batik sarong. Samples are business actors in 5 districts or Cities of Boyolali, Sukoharjo, Pekalongan, Kudus, and Semarang. 100 respondents are selected by using the Partial Least Square (PLS) method. The result of the research indicates that the intellectual, emotional, and Spiritual Quotient Significantly influence personality. Whereas the intellectual and Spiritual Quotient is not significant to the salesperson performance, but the Emotional Quotient play a significant role on it. Personality and selling ability have significant influence toward salesperson performance and salesperson performance has significant influence on competitive advantage.

Key word: Intelligence Quotient, Emotional Quotient, Spiritual Quotient, selling ability, competitive advantage.

INTRODUCTION

Creative industry currently has a major role in contributing to state revenues, the contribution of creative industry to the gross domestic product reaches 7.8 percent per year on average or equal to Rp. 140 trillion. These funds are able to absorb employees of about 7.4 million people.

Based on the research by Asyhari (2012), it is found that the development of small and Medium Enterprises (SMEs) in Central Java province has not received attention from various parties, intellectuals, government and business actors *(Triple Helix).* Moreover, those three external actors tend to walk independently without having synergy among them. It is also found that the business actors are lack of creativity and productivity while the performance of SMEs is rising high. However, the results are in

contrast to the results by Gwe (2010) who concludes that sales success is more determined by human factor *(people)* rather than company's brand. These conditions must be developed and sought after solution for SME development in the future, especially to face global competition with the demands of sustainable competitive advantage which is increasingly competitive.

Salesperson is one of the company's human resources who has a significant role to achieve company's goals. Salesperson role in improving sales performance is very important, Sujan (1994) states that in order to achieve effective sales performance, it is required to have high performance salesperson. Furthermore, in the pressure of global competition, companies, including SMEs, have to transform themselves in order to create competitive advantage. A sustainable competitive advantage can be enhanced through the role of *people* in *relationship marketing* (Schultz and Good, 2000). The research by Yavas (1997) in Fuad Masud (2004) about the performance improvement concludes that the salesperson has a deciding factor in the company's competitive advantage. Slater and Narver (1994) in their research finds that the performance of salesperson will help to win the competition.

Salesperson performance as HR performance is strongly influenced by Emotional Quotient by 80% and Intellectual Quotient by 20% (Goleman, 2000). SMEs' success is not only determined by the intellectual marketing in the form of product, price, promotion and distribution channel but also determined by *the People,* according to marketing trend 3.1. where marketing is regarded as an activity with human spirit based (Kotler, 2012).

Emotional Quotient as a factor affecting the performance of HR brings so many pros and cons. Gordon in *Focus On Line* (2004) and Carusso (1999) argues that Intellectual Quotient (analytical skills and cognitive) is more important than Emotional Quotient which are more related to personality and mood. Therefore, the Spiritual Quotient, that is popular recently, is believed to be able to integrate those two previous quotients (IQ and EQ) (K., 2002) and enhance the creativity and insight to the future. Zohar and Marshall (2001) state that the Spiritual Quotient is able to make human beings as perfect creature intellectually, emotionally and spiritually.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT
The Influence of Intellectual, Emotional and Spiritual Quotient toward Personality

Intelligence is a general ability to distinguish the quality of a person with another person (Joseph, 1978). Intellectual Quotient or commonly called as intelligence is a cognitive ability that is owned by the organism to adapt effectively in complex environments (Joseph, 1978). Raven (1998) defines intelligence as general capacity of individuals which appears in the individual's ability to cope with the demands of life in a rational way.

Intellectual Quotient must be followed by Emotional Quotient as a subset of social intelligence that involves the ability to monitor the social feeling including the ability to cope with others, to sort out everything and utilize such information to guide thoughts and actions (Shapiro, 1998). Goleman (2002) states that Emotional Quotient is the ability of individual to manage his life emotions in a smart way, maintain emotional harmony and express it through self-awareness, self-control, self-motivation, empathy and social skills. Recently, Spiritual Quotient (SQ) puts our lives behavior in a broader and more meaningful context, it helps us to judge that the action or the way a person live is more valuable and meaningful (Zohar and Marshall, 2000).

Nugroho (2008) finds that there is significant influence of intellectual and Emotional Quotient toward the performance. Moreover, Devas (2008) concludes that intellectual capital positively affects job performance or the performance of a person. Hudani (2012) also concludes that Emotional Quotient influence personality which is characterized by awareness, openness to experience, extraversion and hospitality.

Based on the description above, the hypotheses proposed in this research are:

H1: The higher the Intellectual Quotient is, the higher the personality of salesperson will be.

H2: The higher the Emotional Quotient is, the higher the personality of salesperson will be.

H3: The higher the Spiritual Quotient is, the higher the personality of salesperson will be.

The influence of intellectual, emotional and Spiritual Quotient toward the performance of salesperson

The research by Barker (1999) states that the salesperson's performance can be evaluated by using factors that are controlled by the salesperson itself, it is based on the behavior of the salesperson and the final results obtained. Based on the research by Barker (1999), the performance of the salesperson can be measured by the ability to achieve a high market share for the company in the form of the increase in the number of sold products and the ability to sell products with high profit margins.

Witz, H. sujan and M Sujan (1998) state that a key factor in improving the performance of salesperson is to make personnel behave intelligently in the works when in transactions with consumers. Kumar (1994) states that the intelligent work behavior has influence on the performance of the salesperson because it will be easier to understand consumer behavior and easier to make decisions quickly.

The intelligent work behavior will make a major contribution to the performance achievement especially on the achievement of sales volume (Challagalla and Shervani, 1996). Boyatzia (2006) finds that there is a significant influence of Emotional Quotient on the performance of individual. Therefore, based on the description above, the hypotheses proposed in this research are:

H4: The higher the Intellectual Quotient is, the higher the performance of salesperson will be

H5: The higher the Emotional Quotient is, the higher the performance of salesperson will be

H6: The higher the Spiritual Quotient is, the higher the performance of salesperson will be

The Influence of selling ability toward salesperson performance

Selling ability (Rentz, 2002) is the ability of the salesperson to make a sale, which is divided into three components, namely the ability to establish interpersonal relationships; the ability to create and make a presentation; and technical ability as knowledge about the products offered.

Selling ability is one of important factors to determine the performance of salesperson (Rentz, 2002). The ability possessed by the salesperson in fulfilling the tasks and jobs influences the performance improvement, (Weilbaker, 1990). Based on the description above, therefore, the hypothesis proposed in this research is:

H7: The higher the selling ability is, the higher the salesperson performance will be.

The Influence of Personality toward Salesperson Performance

Gibson (1996) defines personality as a set of characteristics and trends which are stable and determine common characteristics and differences in behavior. Furthermore, it is said that personality is the total number of ways in which individual reacts and interacts with others. Wood (2000) defines personality as a whole profile or a combination of properties that characterize the nature of a person. Personality traits are characterized by shy, aggressive, caving, lazy, ambitious, and loyal. Based on the above description, the hypothesis proposed in this research is:

H8: The better the personality of the salesperson is, the higher the performance of salesperson will be.

## The influence of the salesperson performance toward Sustainable Competitive Advantage

Sustainable competitive advantage is defined as a unique position developed by a company in an effort to win the competition. The research by Ferdinand (1999) concludes that sustainable competitive advantage will be achieved if it has a strong foothold marketing performance. The concept of competitive advantage of a company has been developed from the generic strategic expressed by Porter (1985) with indicators of imitability, durability and difficult to replicate. Basically, a competitive advantage of a company grows from the value and benefits that can be created by a company for customers.

Based on the description above, the hypothesis proposed in this research is:

H9: The higher the performance of the salesperson is, the higher the competitive advantage will be.

Theoretical Framework

Based on the description above, the theoretical framework of this research can be figured out as follows:
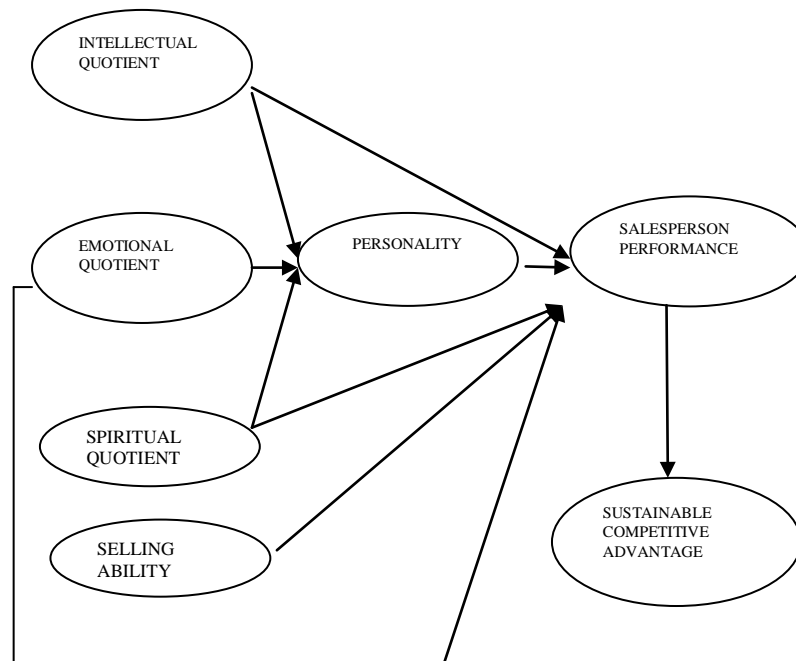
RESEARCH METHODS
Research Framework

SMEs of batik sarong industries is a typical and excellent products of Central Java province. They make significant contribution to economic development, however,

the development of the SMEs here is still facing a lot of obstacles, in particular the development of human resources is still weak according to matrix corresponding of SMEs issues in central Java province by 2013. The research is conducted in two years and targets to be achieved are as follows:

The detailed research framework is presented in the following table:

Table Research Framework

Description	Year I	Year II
Aims	Getting a detailed overview on the field about SMEs of batik sarong in in Central Java	Analyzing, refining and developing human resources development models of SMEs batik sarong in Central Java
Targets	Obtaining the data based on aspects of intellectual, emotional and Spiritual Quotient, salesperson personality, selling ability, salesperson performance and sustainable competitive advantage of SMEs batik sarong	Empowering SMEs and developing HR empowerment model of SMEs.
Data Needs	• SMEs Data from Province, municipal and district • Intellectual Quotient • Emotional Quotient • Spiritual Quotient • Selling ability • Personality • Performance • Sustainable competitive advantage	• Implementing research model • Developing SMEs Center • *Provincial SMEs Stakeholders*
Data Collection Techniques	• Interview • Questionnaire	Cross-checking data of research finding and stakeholders by FGD
Analysis	• Respondents Analysis • SMEs analysis	Utilizing SMEs to examine the correlation of the research variables.
Outcome	Overview of HR empowerment and management of SMEs	Developing empowerment model of human resource, SMEs with stakeholders
Output	• The implementation model of salesperson performance and competitive advantage • National accredited journals	Training of intelligence, personality, the ability to sale *manual book* and sales management of SMEs.

Population and Sample

Population is the whole subject of the research, while the sample is partially or representative of the population studied (Suharsimi Arikunto, 1998). The population in this research are 100 SMEs of woven and batik sarong in Central Java province which consists of Solo, Jepara, Semarang, Kudus, and Pekalongan based on the data from the Department of Cooperative and SMEs in Central Java, 2013. The population of the research is all actors of SMEs in Central Java who focus their business on woven and

batik sarong. The respondents in this research is SMEs actors consisting of 100 people who are willing to participate in this research. The sampling technique is by using *purposive sampling* method through two stages.

The first stage is by selecting SMEs of 5 districts/the municipals that have many creative industry sub-sectors, namely woven and batik sarong, those are Solo, Jepara, Kudus, Semarang and Pekalongan. **The second phase** is by taking samples at selected SMEs to obtain 100 respondents as sample, so that respondents of SMEs of batik sarong are the representatives of the five selected districts. In detail, the selection of samples is based on the consideration: 1) SMEs of woven, and batik sarong which have excellent and typical products in Central Java province, 2) SMEs that operates of more than one year. The detail number of the samples from five selected districts are shown in the following table:

Table Distribution of Respondents

No	Respondents location	Number of respondents
1	Semarang	10
2	Kudus	15
3	Jepara	30
4	Pekalongan	30
5	Kartasura / Solo	15
Total		**100**

Research Variables and Measurements

This research uses a questionnaire for every variable by using a Likert scale with a score of 1 to 5 from strongly disagree to Strongly Agree. The operational definition table is as follows:

Table The definition of Operational Variable

Variables	Operational Definitions	Indicator	Measurement
Intellectual Quotient	Cognitive abilities owned by salesperson in order to act as directed and able to solve problems	1. Logical skills 2. Verbal skills 3. Numerical Skills	Interval data scale with scale scores of (1-5)
Emotional Quotient	The salesperson's ability to control his emotions and maintain it.	1. Self-management 2. Self-motivation 3. Self-awareness	Interval data scale with scale scores of (1-5)
Spiritual Quotient	The salesperson's ability to deal with the issue based on the orientation of life which is more valuable and meaningful	1. Honest 2. Disclosure 3. Knowledge of self	Interval data scale with scale scores of (1-5)
Personality	The nature and basic characteristics possessed by sellers to interact with others	1. Extraversion 2. Thoroughness 3. Cooperation	Interval data scale with scale scores of (1-5)
Selling Ability	The ability of a seller to sell	1. Adaptive Skills 2. Communication	Interval data scale (with scale scores of (1-5)

		Skills 3. Knowledge of products offered	
Performance of salesperson	The results obtained by salesperson for a certain period	1. The ability to reach Market Share 2. Speed to sell new product 3. The ability to achieve the target	Interval data scale (with scale scores of (1-5)
Competitive Advantage	A unique position developed by company	1. Imitability 2. Durability 3. Difficult to replicate	Interval data scale (with scale scores of (1-5)

RESULTS AND DISCUSSION
Age of Respondents

The composition of the respondents based on age categories can be presented in the following table:

Tabel.1. Respondents Age

No.	Age	Total	Percentage
1	20-29 years	9	9
2	30-39 years	24	24
3	40-49 years	36	36
4	50-59 years	26	26
5	> 60 years	5	5
Total		**100**	**100**

Source: Primary data processed, 2015

Respondents age of SMEs of batik and woven sarong industry with the age of 60 years is 5%, while the highest is on the age of 40-49 years by 36%. This condition indicates that the industry of batik sarong is run by the age group of people of 40-49 years. It is not the productive age but they have a strong entrepreneurial spirit.

Respondents Education

The composition of respondents based on the category of education are presented in Table 2 below:

Table 2. Education of Respondents

No.	Education	Total	Percentage
1	Elementary school	11	11
2	Junior High School	15	15
3	High School	50	50
4	University	24	24
Total		**1 00**	**100**

Source: Primary data processed, 2015

The respondents' education of batik sarong industry with the lowest percentage is on elementary school by 11% and at most is on senior high school which is equal to 50%. This condition indicates that the batik sarong industry is run by a group of people who have a good education that is high school.

Sex of Respondents

The composition of respondents by sex category is presented in Table 3 below:

Table 3. Sex of Respondents

No.	Education	Total	Percentage
1	Male	58	58
2	Female	42	42
Total		**100**	**100**

Source: Primary data processed, 2015

Business period of Respondents

The composition of respondents by category of business period are presented in Table 4 below:

Tabel.4. Business Periods of Respondents

No.	Business Period	Total	Percentage
1.	1-5 years	22	22
2.	6 -10 years	35	35
3.	11 -15 years	13	23
4.	16-20 years	10	10
5.	> 20 years	20	20
Total		**120**	**100**

Source: Primary data processed, 2015

Intellectual Quotient

The Indicators of Intellectual Quotient variables include: logical, verbal and numerical skills. Based on the research in the field, the index of Intellectual Quotient variable is shown in Table 5 below:

Tabel.5. Descriptive statistics of Intellectual Quotient

No.	Indicator	Respondents average Answers
1.	Logical skills	3.71
2.	Verbal Skills	3.98
3.	Numerical Skills	3.94
Total average		**3.87**

Source: Primary data processed, 2015.

Table 5 shows that the total average of respondents' answer is 3.87. In detail, the respondents' average answer on logical skills is 3.71, verbal skills is 3.98 and numerical skill is 3.94.

It shows that the respondents' perceptions on Intellectual Quotient is on high criteria. It is based on the findings in the field as presented in Table 6 below:

Table 6. Descriptive Intellectual Quotient

No.	Criteria	Indicator	Findings
1.	High	Logical skills	• Understanding competition • Understanding the trend of product • Future oriented
2.	High	Verbal Skills	• Mutual communication on management system of SMEs • discussion • Mutual trust • Close to workers
3.	High	Numerical Skills	• Team • Division of work • Training • Practical

Source: primary data processed, 2015

Emotional Quotient

The indicators of Emotional Quotient variables includes self-management, self-motivation and self-awareness. Based on research in the field, Emotional Quotient variable index appears on Tabel.7.

Tabel.7. Descriptive statistics of Emotional Quotient

No.	Indicator	Respondents Average Answers
1.	Self-management	3.69
2.	Self-motivation	3.95
3.	Self-awareness	3.86
	Total average	**3.83**

Source: primary data processed, 2015.

Table 7 shows that the total average of respondents' answer is 3.83. In detail, the respondents' average answer on self-management variable is 3.69, self-motivation is 3.95 and self-awareness is 3.86.

Therefore, it shows that the respondents' perceptions on Emotional Quotient is on high criteria. Based on findings in the field, it can be presented in Table 8 as follow:

Tabel.8. Descriptive statistic of Emotional Quotient

No.	Criteria	Indicator	Findings
1.	High	Self-management	• Patience and trust • Managing emotion • Creativity
2.	High	Self- motivation	• Family needs • Pride • Family derivatives businesses • Cultures • Optimistic • Self-confident • Positive thinking • having spirit
3.	High	Self-awareness	• The existence of other cultural trends • Less-able to follow the market • incompetence • Learning from mistakes

Source: primary data processed, 2015

Spiritual Quotient

The Indicators of Spiritual Quotient variables includes honesty, openness and self-awareness. Based on the research in the field, the index of Spiritual Quotient variables appears in Tabel.9.

Tabel.9. Descriptive statistics of Spiritual Quotient

No.	Indicator	Respondents average Answers
1.	Honest	4.1
2.	Openness	4.05
3.	Self-awareness	4.07
Total average		**4:07**

Source: primary data processed, 2015.

Table 9 shows that the total average of respondents' answers is 4.07. In detail, the average value of respondents' answer on honest indicator is 4.1, openness is 4.05 and self-awareness is 4.07.

It shows that the respondents' perceptions on Spiritual Quotient is high. It is based on the findings in the field that can be presented in Table 10 below:

Table 10. Descriptive statistic of Spiritual Quotient

No.	Criteria	Indicator	Findings
1.	High	Honest	• Describing the product as it should be • Selling at a reasonable price • As promised and on time
2.	High	Openness	• Explaining Honestly • Open to the community and family • Customers are invited to get involved • Inviting customers to participate in the community
3.	High	Self-awareness	• Explaining the style and quality of products • Advise on the suitability of the product to the buyer • Selection of products according to customer needs

Source: primary data processed, 2015.

Personality

Indicators of personality variables include extraversion, thoroughness and cooperation. Based on the research in the field, the index of personality variable is shown in Table 11.

Table 11. Descriptive Statistics of Personality

No.	Indicator	Respondents average Answers
1.	Extraversion	3.98
2.	Thoroughness	4. 05
3	Cooperation	3.9
The overall average		**3.97**

Source: primary data processed, 2015.

Table 11 shows that the total average of respondents' answer is 3.97. In detail, the respondents average answer on extraversion is 3.98, thoroughness is 4.05 and cooperation is 3.9.

It shows that the respondents' perceptions of personality are in the high category. It is based on the findings in the field which can be presented in Table 12 below.

Table 12. Descriptive statistic of Personality

No.	Criteria	Indicator	Findings
1.	High	Extraversion	• Active in the community • Sociable • Counseling and coaching
2.	High	Thoroughness	• careful • risks • mutual control • checking raw materials
3.	High	Cooperation	• participating in exhibitions • exchanging information • having synergy

Source: primary data processed, 2015.

Selling ability

The Indicator of selling ability include adaptive skills, communication skills and knowledge of the products offered. Based on the research in the field, the index of selling capability variables is shown in Table 13 below:

Table .13. Descriptive statistics of Selling Ability

No.	Indicator	Respondents average Answers
1.	Adaptive Skills	3.6
2.	Communication Skills	3.58
3.	Knowledge of products offered	3.11
	Total average	**3.43**

Source: primary data processed, 2015

Table 13 shows that the total average of respondents' answers is 3.43. In detail, the average respondent's answer on adaptive skill is 3.6, communication skill is 3.58 and knowledge of the products offered is 3.11.

It shows that the respondents' perceptions on the selling ability is on the high category. It is based on findings in the field which can be presented in Table 14.

Table 14. Descriptive Statistic of Selling Ability

No.	Criteria	Indicator	Findings
1.	High	Adaptive Skill	• Understanding Customers • Following Market demand • Displaying products favored by customers
2.	High	Communication Skill	• Explaining well • Friendly
3.	High	Knowledge of products offered	• Explaining the product excellences • Interesting

Source: primary data processed, 2015.

Salesperson Performance

The indicator of salesperson performance variables include the ability to gain market share, the speed to sell new products and the ability to achieve business goals. Based on the research in the field, the index of salesperson performance variables is shown in Table 15.

Table 15. Descriptive Statistics of Salesperson Performance

No.	Indicator	Respondents Average Answers
1.	The ability to gain market share	3.69
2.	The speed to sell new products	3.76
3	The ability to achieve the target business	3.77
	The total average	**3.74**

Source: primary data processed, 2015

Table 15 shows that the total average of respondents' answer is 3.74. In detail, the average respondents answer on the ability to gain market share is 3.69, the speed to sell new product is 3.76 and ability to reach the target is 3.77.

It shows that the respondents' perceptions of the performance of salesperson is on the high category. Based on findings in the field, it can be presented in Table 16 below:

Table 16
Descriptive Statistic of Salesperson Performance

No.	Criteria	Indicator	Findings
1.	High	Reaching Market Share	• Collaborating with buyers
2.	High	Speed to sell new products	• Entrusted to other outlet • Wholesale at competitive prices • Through online media
3.	High	The ability to achieve the target	• Looking for cheap raw materials • Low-cost product • Participation in every event

Source: primary data processed, 2015.

Sustainable Competitive Advantage

The indicators of sustainable competitive advantage variables include imitability, durability and difficult to replicate. Based on research in the field, the index of competitive advantage of personality variables is shown in Table 17.

Tabel.17.
Descriptive Statistics of Sustainable Competitive Advantage

No.	Indicator	Respondents average Answers
1.	Imitability	3.99
2.	Durability	4.1
3	Difficult to replicate	3.97
Total average		**4.02**

Source: primary data processed, 2015

Table 17 shows that the overall average of respondents' answer is 4.02. In detail, the average value of respondents answer on imitability is 3.99, the durability is 4.1 and difficult to replicate is 3.97.

It shows that the perception of the respondents is in the high category. It is based on findings in the field which can be presented in Table 18.

Table 18
Descriptive statistic of Sustainable Competitive Advantage

No.	Criteria	Indicator	Findings
1.	High	Imitability	• Creating patents
2.	High	Durability	• Creating durable products • having owned style, motif, and models • permanent colors
3.	High	difficult to replicate	• Having characteristic and distinctive brands • competitive prices

Source: primary data processed, 2015.

DATA ANALYSIS

The technique for analyzing the data in this research is conducted through two steps of test, namely outer model and inner model.

Outer Model or Measurement Model

The use of Smart PLS program as an instrument for data analysis to find out the outcome of outer model is conducted through: Convergent Validity, Discriminant Validity, and Composite Reliability.

a. Convergent Validity

The analysis through Convergent Validity of measurement model by reflecting the indicator is evaluated based on the correlation between the item score/component score which is estimated by the PLS software. The measurement of individual reflection is considered as high when it has correlation value of more than 0.70 with the measured construct. However, according to Chin, 1999 (in Ghozali, 2006) a preliminary research for measurement development is considered adequate when it results loading value of 0.50 to 0.6.

Table 19
Outer Loadings (Measurement Model)

Variable	Indicator	Loading Factor	Conclusion
Intellectual Quotient	Logic	0.698	Valid
	Verbal	0.815	Valid
	Numeric	0.785	Valid
Emotional Quotient	Self-Management	0.849	Valid
	Self-Motivation	0.658	Valid
	Self-Awareness	0.677	Valid
Spiritual Quotient	Honesty	0.858	Valid
	Openness	0.883	Valid
	Self-Knowledge	0.838	Valid
Personality	Extraversion	0.725	Valid
	Thoroughness	0.717	Valid
	Cooperation	0.846	Valid
Selling Ability	Adaptive	0.924	Valid
	Communication	0.913	Valid
	Knowledge of Product	0.565	Valid
Salesperson Performance	Market Target	0.837	Valid
	Speed to sell new product	0.857	Valid
	Business Target	0.892	Valid
Sustainable competitive advantages	Imitability	0.839	Valid
	Durability	0.891	Valid
	Difficult to replicate	0.847	Valid

Source: Primary data processed, 2015

From the table 19 above, it shows that the value of the outer model or the correlation of the construct and the variables describes that all of the loading factors have values of more than 0.50. Therefore, the constructs for all variable prove that the indicators are valid.

b. Discriminant Validity

To make sure that all of the concepts of each latent variable are different with the other variables, it is conducted by considering discriminant validity. A discriminant validity of a model is considered as good when every loading value of each indicator from a latent variable has the highest *loading value* with the other loading value among the other latent variables (Appendix).

c. Composite Reliability and Average Variance Extracted

The test of validity and reliability of the data can also be seen from the value of average variance extracted (AVE). the construct is considered to have high reliability if the value of composite reliability is > 0.60 and AVE is higher than 0.50. On the table 4.20, the composite reliability and AVE values for each variable are presented.

Table 20
Composite Reliability dan AVE

Variable	Composite Reliability	AVE
Intellectual Quotient	0.811	0.589
Emotional Quotient	0.774	0.537
Spiritual Quotient	0.895	0.739
Personality	0.808	0.585
Selling Ability	0.853	0.669
Salesperson Performance	0.897	0.744
Sustainable competitive advantage	0.894	0.739

Source: Primary data processed, 2015

Based on the table 20 above, it can be concluded that all of the constructs meet the reliable criteria. This can be seen from the value of Composite Reliability which is higher than 0.60 and AVE is higher than 0.50.

Structural Model (Inner Model)

Inner model or structural model is conducted to see the correlation of the construct and R-square of research model. While R-Square value of PLS model for each depenent latent variable can be seen on the table 21 as follow:
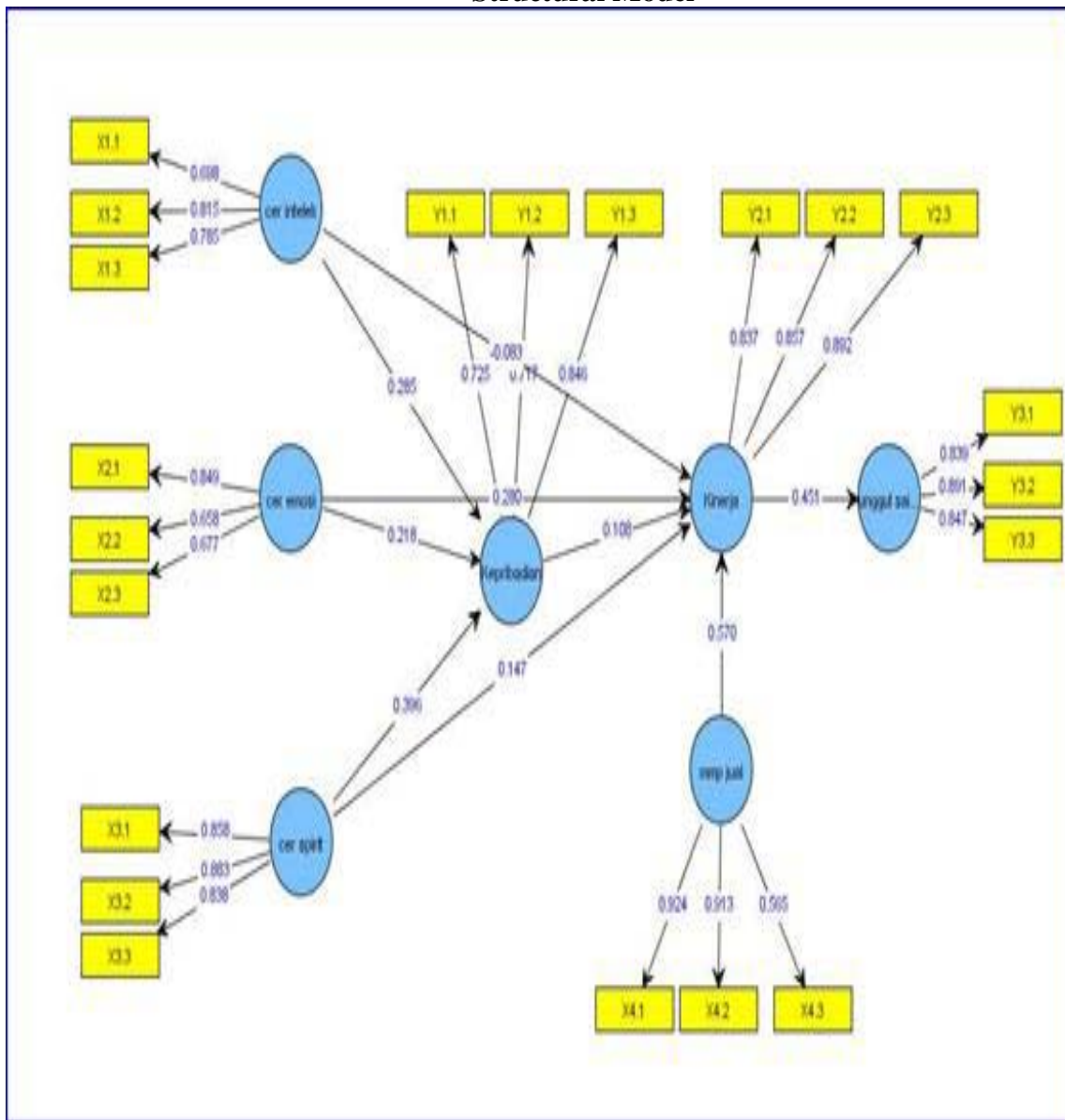
Table 21
R-square Value

Endogen Variable	R-square
Personality	0.504
Sale Performance	0.793
Sustainable competitive Advantage	0.203

Source: Primary data processed, 2015

On the table 21 above, it shows that R-square value for personality is 0.504. This means that intellectual Quotient, emotional Quotient, Spiritual Quotient are able to determine the personality as much as 50.4 % while the rest (49.6) is out of the model. The salesperson performance with R-Square value of 0.793 means that intellectual Quotient, emotional Quotient, spiritual Quotient, personality, and selling ability are able to determine salesperson performance by 79.3%, while the rest (20.7 %) is out of the model. The R Square for sustainable competitive advantage is 0.203 which shows that salesperson performance is able to determine as much as 20.3 % while the rest (79.7 %) is out of the model.

In addition, the full model can be seen from this table 1 below:

Figure 1
Structural Model

Correlational Test among Variables

The value of the effect among variables of this research can be seen from the output of inner weight result, as illustrated on the table 22 below.

Table 22
Result For Inner Weight

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
Intellectual-> Personality	0.285	0.284	0.082	3.490
Emotional -> Personality	0.218	0.216	0.095	2.298
Spiritual -> Personality	0.396	0.399	0.082	4.823
Intellectual -> Performance	-0.083	-0.082	0.057	1.438
Emotional-> Performance	0.280	0.284	0.085	3.298
Spiritual -> Performance	0.147	0.133	0.080	1.843
Personality -> Performance	0.108	0.114	0.069	1.574
Selling ability -> Performance	0.570	0.573	0.078	7.317
Performacne -> Sus.Comp.Advn	0.451	0.474	0.108	4.163

Source: Primary data processed, 2015

Hypotheses Testing and Discussion
1. The Influence of Intellectual Quotient toward Personality

Based on the table 22, the result of the first hypothesis testing shows that Intellectual Quotient has significant influence toward personality with the path value of 0.285 and the t-count of 3.490 which is higher than t-table (1.96). Therefore, it can be concluded that Intellectual Quotient significantly and positively influences personality. This result indicates that the higher Intellectual Quotient is, the higher salesperson personality especially extraversion, openness, and self-knowledge will be. By this supported hypothesis, it is in line with the research by Farsani (2013) who states that Quotient can influence personality in order to bel able to adapt effectively to complex environment. (Galton in Joseph,1978).

2. The Influence of Emotional Quotient toward Personality

Based on the table 22, the result of the second hypothesis testing shows that Emotional Quotient has significant influence toward personality, with the path value of 0.218 and the t-count of 2.298 which is higher than the t-table (1.96). Therefore, it can be concluded that Emotional Quotient significantly and positively influences personality. This result indicates that the higher the emotional Quotient is, as characterized by self-control, self-motivation and self-awareness, the higher the salesperson personality especially extraversion, openness and self-knowledge will be.

This supported hypothesis is in line with the research conducted by Hudani (2012), Khalatbnari (2011), Kappagoda (2013) and Farsani (2013) who conclude that Emotional Quotient can influence personality which can lead to self-adaptation effectively to complex environment.

Therefore, a seller should be able to control his emotion in operating his business. Also, he is supposed to motivate himself to always step ahead, develop and make self-reflection in order that his business will be developed because it will lead to easiness in building community and getting along, being more thorough and able to cooperate in making the business better.

3. The Influence of Spiritual Quotient toward Personality

Based on the table 22, the result of the third hypothesis testing shows that Spiritual Quotient has significant influence on personality, with the path value of 0.396 and the t-count of 4.823 which is higher than the t-table (1.96). Therefore, it can be concluded that Spiritual Quotient significantly and positively influences personality. This result indicates that the higher the spiritual Quotient is, with the indicators of honesty, openness, self-knowledge, the higher the salesperson personality will be, especially extraversion, openness, and self-knowledge. This supported hypothesis is in line with the research conducted by Zohar and Marshal (2001) and Idrus (2002) who claim that the role of Spiritual Quotient can improve salesperson ability in making self-adaptation effectively to complex environment. (Galton dalam Joseph,1978).

Therefore, along with the higher Spiritual Quotient which is actualized by being more honest, open, and having self-knowledge, the salesperson ability in creating community, network, thoroughness and cooperation will be better.

4. The Influence of Intellectual Quotient toward salesperson performance

Based on the Table 22, the first hypothesis testing results shows that the Intellectual Quotient does not significantly affect salesperson performance with a path value of 0.083 and t-count of 1.438 which is smaller than t-table (1.96). Therefore, it can be concluded that the Intellectual Quotient does not have significant influence on salesperson performance. These results indicate that there is no influence of the Intellectual Quotient toward the increased performance of the salesperson by categories on the ability to gain market share, the speed to sell new products and to reach the target and profit.

This not-supported hypothesis supports Gordon research in the focus on line (2014) and Carusso (1994) which conclude that the role of the Intellectual Quotient has to be followed by Emotional Quotient and Spiritual Quotient to improve performance. Goleman (2000) emphasize that the performance is strongly influenced by emotional quotient rather than intellectual one. This is in contrast with the research by Nugroho (2008), Wiramiharja (2003) and Devas (2008) who find that intellectual quotient significantly influence performance.

5. The influence of Emotional quotient toward Salesperson Performance

Based on the table 22, the result of the fifth hypothesis testing shows that Emotional Quotient has significant influence on salesperson performance with the path value of 0.28 and t-count of 3.298 which is higher than the t-table (1.96). Therefore, it can be concluded that Emotional Quotient significantly and positively influence salesperson performance. This result indicates that the higher Emotional Quotient is, the higher the salesperson performance will be, especially the ability to broaden market, innovatively creating product, meeting target and profit. This supported hypothesis is in

line with the research conducted by Boyatzia (2006) who find that there is an influence of Emotional Quotient toward the salesperson performance.

6. The Effect of Spiritual Quotient on Salesperson Performance

Based on the table 22, the result of the sixth hypothesis shows that Spiritual Quotient does not give significant influence on salesperson performance with the path value of 0.147 and while the t-count of 1.843 which is lower than the t-table (1.96). Therefore, it can be concluded that Spiritual Quotient has no significant influence on salesperson performance. This result indicates that Spiritual Quotient cannot improve salesperson performance especially in improving market share, selling new product efficiency and the ability of meeting the target and making higher profit.

7. The Influence of Selling Ability toward Salesperson Performance

Based on the table 22, the result of the seventh hypothesis shows that selling ability significantly influences salesperson performance with the path value of 0.570, and the t-count is 7.317 which is lower than the t-table (1.96). Therefore, it can be concluded that selling ability has significant influence on salesperson performance.

This result indicates that the better the selling ability is, the better the performance will be. This supported hypothesis is in line with the research conducted by Rentz (2002) and weilbaker (1990) which concludes that the selling ability of a person can improve salesperson performance.

8.The Influence of Personality on Salesperson Performance

Based on the table 22, the result of the eighth hypothesis shows that personality does not give significant influence toward salesperson performance with the path value of 0.108, and the t-count of 1.574 which is lower than the t-table (1,96). Therefore, it can be concluded that personality has no significant influence on salesperson performance. This result indicates that there is no influence of adaptive, communication, understanding market improvement skills toward improving market share, the speed to sell new product and making a higher profit.

9. The Influence of Salesperson Performance towards Competitive Advantages

Based on the table 22, the result of the ninth hypothesis shows that salesperson performance has significant effect on competitive advantage with the path value of 0.451 and the t-count of 4.163 which is higher than t-table (1,96). Therefore, it can be concluded that salesperson performance has significant positive influence on competitive advantages. This result indicates that the higher salesperson performance is, the higher the sustainable competitive advantages will be. This supported hypothesis is in line with the research conducted by Sanchez and David (2005) where salesperson performance can improve sustainable competitive advantages.

Conclusion

From several findings above, it can be concluded that intellectual quotient, emotional quotient, and spiritual quotient, can be proven to have significant influence on personality. However, Intellectual Quotient and Spiritual Quotient, both do not give significant influence on salesperson performance, but Emotional Quotient can have significant influence on salesperson performance. Selling ability have significant influence on salesperson performance, and the salesperson performance has significant influence on sustainable competitive advantages and selling ability (adaptive, communication, knowledge of product). Emotional Quotient (self-management, self-motivation, and self-awareness) are main actor in improving salesperson performance to reach sustainable competitive advantages for those who run the SME of batik and woven sarong.

Recommendations
1. Government needs to conduct training of selling ability or salesmanship and emotional, intellectual and spiritual quotients.
2. SMEs creative industry of woven and batik sarong always do innovation and build good relationship with customers, build broader market, so that people in general will know creative industry.
3. The ability to innovate must be enhanced in order to create competitive advantage by developing cooperation with business partners and customers.

Limitation

This research focuses on the creative industry sub-sectors of batik and woven sarong. The variables studied are limited to quotients, personality, selling ability, salesperson performance and sustainable competitive advantages. Moreover, The sample is confined in five regencies / the municipal elected, with a total sample of 100 respondents.

In the next research, it is expected to add more variables that can affect the performance of the salesperson performance and sustainable competitive advantage such as culture.

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