



The Journal of Selling

Volume 25, Number 1 (2025)

SPECIAL ISSUE – RECRUITING - RETAINING

ACADEMIC ARTICLES:

Recruiting the Next Generation of Sales Talent: Resonating with Gen Z Audiences

By Timothy D. Butler, Jen Riley, Andrew Pueschel, James “Jimmy” W. Peltier, and Ryan C. Johnson

Top-Performing Sales Students’ Often-Problematic Ethical Orientation

By Grant C. Aguirre II, Missy Graham, Kenneth Kickham, and Michael R. Hyman

Understanding the Gen Z Job Hopping Phenomenon: An Exploration of the Next Generation of Sales Professionals

By April Kemp, Timothy D. Butler, David Wyld, David Brauer, and Tará Lopez

Is It a Good “Fit”? In Search of Gen Z Sales Talents Model of Person-Environment Fit

By Hayam Alnakhli and Jeffrey Hoyle

NON-SPECIAL ISSUE ARTICLES:

Innovation Mentality: Three Perspectives of the Selling Function

By Christopher Englert and Claus-Christian Carbon

Beyond the Script: Assessing the Effectiveness of Sales Role-Plays in Developing Selling Skills

By Howard F. Dover, Ryan E. Freling, and Lukas P. Forbes

Delayed Gratification and Its Impact in B2B Sales

By Sergio Robledo, Laura Munoz, Rich Miller, and Tom Brill



Northern Illinois
University

Department of Marketing
Northern Illinois University
ISSN 2329-7751

Contents

JS Volume 25, Number 1 (2025)

<i>From the Special Issue Co-Editors</i>	4
-------------------------------------------------	----------

by Rebecca Dingus and Erin Gillespie

SPECIAL ISSUE ACADEMIC ARTICLES

<i>Recruiting the Next Generation of Sales Talent: Resonating with Gen Z Audiences</i>	5
-----------------------------------------------------------------------------------------------	----------

by Timothy D. Butler, Jen Riley, Andrew Pueschel, James “Jimmy” W. Peltier, and Ryan C. Johnson

<i>Top-Performing Sales Students’ Often-Problematic Ethical Orientation</i>	19
------------------------------------------------------------------------------------	-----------

by Grant C. Aguirre II, Missy Graham, Kenneth Kickham, and Michael R. Hyman

<i>Understanding the Gen Z Job Hopping Phenomenon: An Exploration of the Next Generation of Sales Professionals</i>	37
--------------------------------------------------------------------------------------------------------------------------------	-----------

by April Kemp, Timothy D. Butler, David Wyld, David Brauer, and Tará Lopez

<i>Is It a Good “Fit”? In Search of Gen Z Sales Talents Model of Person-Environment Fit</i>	51
----------------------------------------------------------------------------------------------------	-----------

by Hayam Alnakhli and Jeffrey Hoyle

NON-SPECIAL ISSUE ARTICLES

<i>Innovation Mentality: Three Perspectives of the Selling Function</i>	64
--------------------------------------------------------------------------------	-----------

by Christoph Englert and Claus-Christian Carbon

<i>Beyond the Script: Assessing the Effectiveness of Sales Role-Plays in Developing Selling Skills</i>	77
-------------------------------------------------------------------------------------------------------------------	-----------

by Howard F. Dover, Ryan E. Freling, and Lukas P. Forbes

<i>Delayed Gratification and Its Impact in B2B Sales</i>	91
-----------------------------------------------------------------	-----------

by Sergio Robledo, Laura Munoz, Rich Miller, and Tom Brill

Mission Statement

The objective of the journal is to foment collaboration between practitioners and academics for the advancement of application, education, and research in selling. Our audience is comprised of practitioners in industry and academics researching in sales.

Manuscripts

1. **Articles for consideration** should be sent by email to Editor: Robert M. Peterson, Department of Marketing Northern Illinois University, DeKalb, IL 60115 peterson@niu.edu.
2. The Journal of Selling has **3 categories of manuscripts**:
 - Academic** manuscripts use the traditional scientific approach for understanding sales phenomena and the goal is to add to the body of knowledge that is supported by rigorous research methods.
 - Application** manuscripts focus on sharing cutting edge insight on marketplace behaviors, changes, benchmarks, etc. Theoretically sensible, the papers generally focus on an existing problem/opportunity and provide more information on current reality.
 - Pedagogy** manuscripts should illustrate a teaching/training improvement when using a certain idea/method/content/approach and contain empirical support. The importance of teaching and researching in this domain is vital to help educators and trainers remain on the cutting edge of sales instruction. Case studies are now accepted as well.
3. **Articles in excess of 6000 words** will not normally be accepted. The Editor does welcome shorter articles and case studies.
4. **A manuscript should be submitted via email** to the Editor in Microsoft Word format, with author's name(s) and title of the article. Contributors are advised to check by telephone that submissions have been received. Neither the editor nor Northern Illinois University, Department of Marketing accepts any responsibility for loss or damage of any contributions submitted for publication in the Journal.
 - Biographical note** - supply a short biographical note giving the author(s) full name, contact information, appointment, institutions or organization / company and recent professional attainments.
 - Synopsis** - an abstract of at least 100 words, but not exceeding 175 words should be included.
 - Diagrams / text boxes / tables** - should be submitted without shading although a copy of how the authors wishes the diagram to appear shaded may be submitted by way of illustrative example. These should be numbered consecutively and typed on separate pages at the end of the article with an indication in the text where it should appear.
 - References** - should be cited using the Chicago method. No footnotes should be used for references or literature citations. Wherever possible, full bibliographic details (e.g., volume number issue number or date, page numbers publisher year of publication) should be included.
 - Footnotes** - are seldom used and should be folded into the article text.
5. **Any article or other contribution** submitted must be the original unpublished work of the author(s) not submitted for publication elsewhere.
6. **Manuscripts should be formatted on 8 1/2" x 11" paper** with all margins of 1" and double-spaced. Font style should be Times New Roman in 12 pitch.
7. **An address for correspondence** (including Email address) should be supplied as well as a telephone and fax number at which the author(s) may be contacted.
8. **Authors undertake the responsibility** to check that the manuscript should be free of grammatical, syntax or spelling errors. The Editor reserves the right not to accept any manuscript in which excess alterations or corrections need to be made.

Permissions

The copyright owner's consent does not extend to copying for general distribution, for promotion, for creating new works, or for resale. Specific written permission must be obtained from the publisher for such copying.

Editorial and Administrative Staff

EDITOR—Robert M. Peterson, Ph.D.
Dean's Distinguished Professor of Sales
Department of Marketing
Northern Illinois University
peterson@niu.edu

Editorial Board

Concha Allen

Central Michigan University

Stefanie Boyer

Bryant University

Pascal Brassier

ESC Clermont - Graduate School of Management

Steven Castleberry

University of Minnesota—Duluth

William L. Cron

Texas Christian University

Dawn R. Deeter-Schmelz

Kansas State University

Rebecca Dingus

Ohio University

Howard Dover

University of Texas—Dallas

Lukas Forbes

Western Kentucky University

Mark Groza

University of Idaho

Paolo Guenzi

SDA Bocconi

John Hansen

University of Alabama—Birmingham

Earl D. Honeycutt

Elon University

Mark C. Johlke

University of Texas—San Antonio

David Locander

University of Tennessee—Chattanooga

Terry W. Loe

Kennesaw State University

Mike Mallin

University of Toledo

Richard McFarland

ESSEC Business School

Laura Munoz

University of Dallas

Stephen Newell

Western Michigan University

Nikolaos Panagopoulos

Ohio University

Ellen Bolman Pullins

University of Toledo

Gregory A. Rich

Bowling Green State University

Stacey Schetzlse

University of Tampa

Charles Schwepker, Jr.

University of Central Missouri

Michael R. Williams

Oklahoma City University

John Wilkinson

University of South Australia

Mike Wittmann

University of Alabama

From the Special Issue Co-Editors

While over 50% of college graduates start their career in sales roles, hiring collegiate sales talent is challenging. Some students have the advantage of taking sales classes, familiarizing themselves with sales practices, and ramping up faster. However, the Sales Education Foundation reports turnover levels of 60% in the first year of a sales career. Current sales grads make up Generation Z, a unique group. Members of Gen Z are known for social responsibility, strong opinions, and a demand for authenticity. As a result, they are highly selective about what they get involved with, which causes them to support, what they stand for, and what they don't. They're also selective for a variety of reasons about where they'll work and where they won't. Coupling that with the recent impacts of "the great resignation," the stakes for recruiting, selecting, and retaining high-quality sales talent have never been higher nor the market more competitive. The four papers in this special issue provide interesting insights about Gen Z and the ever-evolving sales job market.

In the first article, "Recruiting the Next Generation of Sales Talent: Resonating with Gen Z Audiences," the authors explore the connection between Gen Z perceptions of guest speakers and company attractiveness for employment. The study introduces a model which provides a roadmap for companies seeking the best Gen Z recruiting results in a competitive job market.

The second article, "Top-Performing Sales Students' Often-Problematic Ethical Orientation", considers Generation Z's ethical perspectives in sales context. Specifically, they examine top performing sales students' tendencies toward ethical relativism rather than idealism and the potentially problematic implications.

In the third article, "Understanding the Gen Z Job Hopping Phenomenon: An Exploration of the Next Generation of Sales Professionals," the authors take an exploratory approach to investigate the Gen Z's job-hopping tendencies through in-depth interviews. Four motivation factors are proposed to drive job satisfaction and ultimately organizational commitment.

In the last article "Is It a Good Fit?" the authors explore the interplay between Gen Z's personality traits, work environment preferences, and gender. Further, the research examines the potential "sweet spot" that companies can leverage to attract and retain this generation.

We hope you enjoy this special issue on hiring collegiate sales talent. The authors were phenomenal to work with during the review process. We would like to express our sincere gratitude to the many reviewers of this special issue for their time and the expertise they shared. Hopefully these insights will improve recruitment and retention for this generation of sales grads.

Special Issue Co-Editors:

Rebecca Dingus, Ph.D.
O'Brien Associate Professor of Marketing
Ohio University

Erin Adamson Gillespie, Ph.D.
Associate Professor of Marketing
University of North Alabama